

**UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK**

In re:

2U, Inc., *et al.*,

Debtors.¹

Chapter 11

Case No. 24-11279 (MEW)

(Jointly Administered)

**OBJECTION OF FORDHAM UNIVERSITY TO DEBTORS' NOTICE OF
FILING OF PLAN SUPPLEMENT FOR THE FIRST AMENDED JOINT
PREPACKAGED PLAN OF REORGANIZATION OF 2U, INC. AND ITS DEBTOR
AFFILIATES UNDER CHAPTER 11 OF THE BANKRUPTCY CODE [Dckt. No. 71]**

Fordham University (“**Fordham**”), by and through its counsel, files this objection (“**Objection**”) to the above-captioned Debtors’ *Notice of Filing of Plan Supplement for the First Amended Joint Prepackaged Plan of Reorganization of 2U, Inc. and its Debtor Affiliates under Chapter 11 of the Bankruptcy Code* (the “**Plan Supplement**”) [Dckt. No. 71]. In support thereof, Fordham states as follows:

I. BACKGROUND AND OVERVIEW OF FACTS

1. Fordham is a renowned world-class educational institution located in New York. In addition to offering on-campus classes, Fordham also offers its students online distance learning programs. One such program is Fordham’s Online MSW Program (the “**Program**”), offered by Fordham’s Graduate School of Social Service (“**GSS**”).

2. In order to invest in the development and administration of its online distance learning programs, including the Program, Fordham entered into a partnership with Debtor 2U,

¹ The Debtors in these cases, along with the last four digits of each Debtor’s federal tax identification number, are: 2U, Inc. (5939); edX LLC (8554); 2U GetSmarter, LLC (9643); 2U Harkins Road LLC (N/A); 2U NYC, LLC (N/A); 2U KEIH Holdco, LLC (3837); CritiqueIt, Inc. (5532); edX Boot Camps LLC (8904); and 2U GetSmarter (US), LLC (9802). The Debtors’ mailing address is 2345 Crystal Drive, Suite 1100, Arlington, Virginia 22202.

Inc. (“**Debtors**” or “**2U**”), via a Master Services Agreement (the “**MSA**”) and associated Program Design and Specification Form for Fordham’s Graduate School of Social Service (the “**GSS Program Design and Specification Form**,” and together with the MSA, the “**Agreement**”) dated June 24, 2017.

3. Pursuant to the terms of the Agreement, 2U provides various services to Fordham, including, but not limited to, placing students in field placements, known as Clinicals.

4. As part of the Clinical program, GSS places students with Clinics (field agencies) and Preceptors (field supervisors) found by 2U. Per Section 1.3(b) of the GSS Program Design and Specification Form, 2U is to use commercially reasonable efforts to identify and contact potential Clinics and Preceptors for the Program and facilitate arrangements with potential Clinics and Preceptors for the students. 2U ensures that each student is provided the opportunity to complete all Clinical requirements at a suitable Clinic approved by Fordham.

5. Specifically, the GSS Program Design and Specification Form states:

1.3 Clinicals. The School [GSS] may require or encourage Program Students to participate in exercises led by School faculty and/or other instructional personnel in person at Clinics (“**Clinicals**”) (field placements).

(a) The School will place Program Students with Clinics (field agencies) and Preceptors (field supervisors) **found by 2U (emphasis added)** pursuant to Section 1.3(b) of this Program Design and Specification Form. School personnel (field advisors) will supervise the educational experience of Program Students during their Clinicals. The School shall set standards for Preceptors and Clinics, which generally are comparable to those standards applicable to comparable on-campus programs. The School shall provide faculty to develop and create a training curriculum for Preceptors and to oversee the work of the Preceptors. The School may in its sole discretion remove any Clinic or Preceptor from participation in the Program. The School shall be responsible for all costs associated with Clinicals, including without limitation, any compensation paid to Preceptors for participation in Clinicals.

- (b) **2U shall use commercially reasonable efforts to identify and contact potential Clinics and Preceptors for the Program and, with the prior written approval of the School, to facilitate arrangements with potential Clinics and Preceptors for Program Students.** The School shall designate counsel within the School who shall be responsible to negotiate agreements with Clinics and Preceptors on behalf of the Program as a primary job responsibility. **2U shall ensure that every Program Student is provided the opportunity to complete all Clinical requirements at a suitable Clinic approved by the School. (emphasis added)**

6. Since the signing of the Agreement and the inception of the partnership, Fordham has been continuously plagued by 2U's incompetency and repeated nonperformance, despite years of good-faith efforts by Fordham to work with 2U to resolve 2U's breaches. These material breaches by 2U have had, and continue to have, a material adverse effect on Fordham and GSS's reputation, as well as compromise the integrity of GSS's MSW Program. As further described below, 2U's repeated breaches and its inability to cure them, much less give adequate assurance of future performance, renders 2U unable to assume the Agreement with Fordham.

7. Accordingly, Fordham objects to 2U's plan to assume the Agreement as stated in Exhibit C of the Plan Supplement,² because 2U cannot, and is incapable of, assuming the Agreement.

II. 2U'S BREACHES AND INABILITY TO CURE THEM

- A. 2U's Failure to Timely Place Students in Clinicals, if at all, is a Material and Incurable Breach.*

8. Program students' participation in Clinicals is a requirement to their successful completion of the Program and the awarding of their Fordham degree. Per the Agreement, it is

² Specifically, Debtors' Exhibit C (Schedule of Rejected Executory Contracts and Unexpired Leases), states that "No Executory Contracts or Unexpired Leases are being rejected by the Debtors pursuant to the Plan."

2U's responsibility to use commercially reasonable efforts to identify and contact potential Clinics and Preceptors for the program and facilitate arrangements with potential Clinics and Preceptors for the students. 2U has failed to do so in a timely manner and continuously refuses to take responsibility or change its practices in any meaningful way.

9. With the Fall 2024 semester starting on August 27, 2024, it is critical that all Program students in the current semester are placed into a Clinical. However, as of August 16, 2024—11 days until the start of the Program—73 students still remained unconfirmed. This shows a worsening trend, as summarized in the table³ below:

Semester	No. of Days until Semester Start	No. of Students Not Confirmed for Placement
August 2023	5	16
December 2023	7	23
April 2024	7	59
August 2024	11	73

10. Notably, the field placement process is a time-consuming one. Given that the process typically takes two or more months to complete,⁴ it is highly likely that most of the unplaced students listed above will not be able to successfully participate in a Clinical this semester.

11. Fordham has also lost talented students *entirely* due to 2U's incompetence. In one student—herein referred to as “M.T.”’s own words:

“Thank you for following up with me regarding my decision to withdraw from the online MSW program at Fordham University. My sole reason for withdrawing is that I cannot justify paying for an internship which I do not have secured. I have worked with multiple field placement specialists and not been given an internship assignment before the date that my tuition bill

³ For details, refer to Exhibit A.

⁴ As noted by one distressed student in Exhibit F; *see also* Exhibit H (“Presuming the 89 ‘Confirmed’ students are indeed set to walk into placement on August 26th, that leaves 68 students, the vast majority of whom are unlikely to start on time or at all.”).

was due. I have given so much time to trying to make this program work and I was prepared to give this institution a lot of money to obtain my degree. Unfortunately, the support I need from the university has not been provided and some efforts made are not up to my expectations. This is not the outcome I was hoping for and if you or anyone copied to this email might have a solution or alternate option, I'd be happy to consider it. Thank you very much." *See Exhibit B.*

12. Unfortunately, M.T.'s experience was not unusual nor atypical. In the weeks and days leading up to the August 27, 2024 start date, Fordham had been contacted by numerous other students, all of whom either expressed concern regarding their educational prospects, frustration about the lack of progress towards placing them at a Clinic, or stress about the next steps.⁵

13. Further, 2U's historic solution to resolve its failure to place students has been to defer or advise students to take an academic leave of absence. *See Exhibit F* (in the words of student D.F., "I should not have to keep delaying my graduation date for the mistakes of your team or take on financial responsibilities for any further delay"); *see also Exhibit G* ("The solution **cannot** be to defer or advise students to take an academic leave of absence. This has been a common 2U practice..."). As Fordham's Dean Debra McPhee ("**Dean McPhee**") emphasized to 2U in the email dated August 7, 2024, this "**cannot**" (emphasis in original) be the solution, and the negative impact on students and the school is "significant financially and in terms of reputation." *Id.*

⁵ *See, e.g.,* emails from M.Z., dated August 13 and August 16, expressing concern about her lack of placement and repeatedly requesting updates from 2U staff (which went unanswered); *see also* emails with R.Z., among other internal emails, dated between August 7-13, discussing R.Z. receiving conflicting information regarding her placement prospects (or lack thereof); *see also* emails with M.D., dated August 12-13, expressing M.D.'s concern and anxiety about the upcoming start of the semester and her lack of a placement; *see also* emails with D.F., in which she expressed her "deep[] concern" and "extreme frustration" with the way her field placement process has been handled). The emails are attached as Exhibits C, D, E and F, respectively. These emails are but a small sample of the many exchanges GSS has had with students at the start of every semester due to 2U's consistent failure to timely place the students.

14. Meanwhile, Dean McPhee was communicating on a near-daily basis with 2U representative Drew Deutsch (“**Deutsch**”), expressing her frustration with 2U’s process and repeatedly stressing the importance for 2U to prioritize finding placements for the Program students soon as possible, especially for the students whose Clinics were scheduled to begin this August. However, the parties were unable to reach the same conclusion as to the extent of the problem, nor the contributing factors. *See Exhibit H.* 2U blamed its delays on several factors, all of which Fordham readily disproved, and continued to provide false assurances regarding the concerning high rate of unplaced students with statistics that were unsupported by evidence. *See id.* Despite Fordham’s repeated assurances that Fordham and GSS were not opposed to 2U working on multiple placement terms simultaneously—an allegation 2U stated as one of the reasons for its less than successful placements—*provided, however*, that 2U also successfully placed and replaced all students who required placements in the *current* semester, 2U had yet to demonstrate its ability to manage both. *Id.* Throughout the email exchanges, 2U only focused on vague and empty promises of working collaboratively to address the problem,⁶ yet evaded Fordham’s requests for clarification of students’ exact status in the placement process and tried shifting the blame on Fordham. *See id.*

B. 2U’s Failure to Place Students in their Necessary Clinicals is a Repeated Breach Spanning Several Years.

15. If 2U’s current and urgent material breach of not properly placing students in Clinics before the imminent start of the semester were not bad enough, 2U has been repeatedly committing (and inadequately curing) the same breach for several years. In an internal email from

⁶ As stated by Deutsch in response to Dean McPhee: “I share your frustration, and I want to emphasize that the team and I take on-time placement and the overall student experience very seriously. Placement is a complex operation that requires constant collaboration and problem-solving.”

a Fordham GSS professor dated October 3, 2023, the professor expressed that she was “really concerned about this process.” Though the faculty encouraged the student (K.L.) to interview for a placement and to “be as open and flexible as possible[, because] we need you placed,” the professor privately expressed her reservations to GSS:

“I am cautious about requesting that the student keep an open mind if they are in fact telling us in advance that what we are offering seems very similar to their last placement experience. Yes, we do need to get [K.L.] placed-- but in the most ideal way.

Are there no other options? It seems that I would then have to go in and help them alter the educational agreement to include NEW educational experiences for [K.L.]. That is not a good place for either of us to be at this time.

I appreciate the challenges. I just have more students still onboarding and not seeing clients than I think we should have one month into placement. We are making accommodations for assignments due this month at this point. This is a PR Bust [*sic*] not to mention not conducive to meeting their learning needs.” See Exhibit I.

16. Not only does 2U’s failure to timely place students in Clinicals directly and negatively impact the student’s academic trajectory—to say nothing of the financial, mental, and emotional stress⁷ it inflicts on them while they wait in limbo for months—2U’s actions reflect poorly on the reputation of Fordham, GSS, and the Program. Yet, rather than addressing this obvious problem, 2U continued to focus its efforts elsewhere, despite clear and repeated instruction from Fordham to the contrary.

⁷ See, e.g., Exhibit E (email from M.D., expressing “anxiety” about her situation); Exhibit F (email from D.F. discussing the lack of communication she had received regarding her placement and expressing her deep concern, anxiety, and extreme frustration, and her concern that if the process had to be rushed, she would have to “endure the same difficulties again”); Exhibit J (involving student B.L. who was left hanging during her placement process, resulting in her not being placed for Fall 2024, despite having already paid the tuition fee for the placement).

C. Rather than Curing its Breaches, 2U's Only Focused on Improving its own Metrics, at the Expense of Fordham's Students and the Reputation of Fordham and the GSS Program.

17. Despite dozens, if not hundreds, of calls and email exchanges between Fordham and 2U, in which Fordham repeatedly expressed its dissatisfaction with the way 2U had been handling its processes and tried to suggest alternate measures to correct them, 2U actively ignored them and merely paid lip-service to Fordham's concerns. *See, e.g., Exhibit G and Exhibit H.* On January 30, 2024, Dean McPhee and several representatives of 2U had a conversation discussing various issues and proposed next steps to address them. In the follow-up exchanges, it became evident that 2U did not agree with some of the next steps, and chose to ignore Fordham's instructions instead because, as Dean McPhee observed, "we [2U] don't agree with you [Fordham]." *See Exhibit K.*

18. Dean McPhee noted that this "was not the first time we've had this conversation." *Id.* Fordham repeatedly expressed its position that 2U was welcome to continue placing students one or even two semesters in advance, *provided that* students in the current semester are also getting placed or replaced in a timely manner. Rather than taking active measures to ensure this, 2U merely stated, "Our team is committed to finding the most suitable initial placements for students so that they can begin each term on time and stay on track towards graduation. We [will] also continue to work hard to provide replacements as quickly as possible." *Id.* When pressed by Fordham to explain exactly how it would manage this, 2U merely suggested having a meeting to discuss. *Id.* Dean McPhee pointed out—not for the first time—that they already have had too many discussions about this, and that it was a simple, straightforward matter: "The task before both our

Field teams is to ensure that *all* on-campus and Online students are placed on time (start of each semester) and replaced with a quick turnaround. That's it. It's not more complicated than that." *Id.*

19. 2U's insistence that it can focus on placing students one or two terms ahead, while simultaneously making sure all the students in the current terms are also placed, is not only unsupported by history, but also rooted in selfishness. 2U stressed that its data showed that its on-time placements had improved considerably over the years. Fordham pointed out that this was only made possible because 1) 2U was placing students semesters ahead, thus improving the metrics of its on-time placements; and 2) GSS staff were taking on the additional tasks of placing and replacing Online students—a task that should have been 2U's responsibility. *Id.* Tellingly, Fordham noted that it did not have these sorts of issues with late student placements prior to its partnership with 2U. *Id.*

20. 2U emphasized that placing current students was its priority, however, the placement statistics actively contravene this statement. Because Fordham and GSS are ultimately the entities that assume the liability—as it is their name and reputation on the line—when students are not placed on time or are not replaced quickly, 2U does not have incentive to change its policies. This unfortunately forced Fordham and its GSS employees to work overtime to compensate for 2U's deficiencies, leading Dean McPhee to apologize to and express her appreciation for the GSS staff. *See Exhibit L.*

21. To address this situation, Fordham started implementing a check-in policy wherein the GSS team would monitor all placements more closely and intervene after a set deadline if 2U did not move quickly enough. 2U protested this, but did not offer an alternative solution aside from repeating vague statements about its commitment to doing the best they could. *See Exhibit K.*

Fordham noted that while it appreciates that 2U's on-time placement rate has significantly improved, this is lost on students who still needed a placement in the current semester. As Dean McPhee stated to 2U on February 15, 2024, "it makes little sense [] for 2U to divert their significantly reduced Field personnel to focus on placing in future semesters while the job in the current semester is left undone. Further, the burden of completing the job continues to fall to the GSS Field team. I have plenty of data to verify this. Whether it's twenty students or two, it is too many." *Id.*

22. By April 29, 2024, the first day of the Clinicals for that term, 2U had already started vetting Fall agencies for Fordham's summer start students, despite still having twenty-eight (28) students from the current semester who remained unplaced. This number did not include all the replacements from the spring cohort that needed immediate placements, meaning the real number of unplaced students and students that needed to be replaced was even higher. On an email dated the same day, Fordham reminded 2U that they had previously requested that 2U "do not start vetting Fall agencies until your summer start students are further along into confirmed placements with a start date." Exhibit M. In a follow-up email, Fordham again emphasized to 2U to "[k]eep in mind the replacements for summer are just as important and they need to be finalized as soon as possible." *Id.*

23. One week later, on May 7, Fordham once again reminded 2U to stop sending students for the fall semester placements, and to instead focus on the current semester, as there were still students without confirmed placements. *Id.* 2U ignored those requests, resulting in Fordham sending yet another email asking 2U to stop "immediately." *Id.* 2U's disregard for the current students in immediate need of placements, and its decision to focus on the next semester

despite *repeated* requests from Fordham to the contrary, not only display bad faith and poor decision-making, but also raise the question of its ability to cure. Undoubtedly, the students who failed to secure placements before the start of the term were forced to make alternate arrangements, whether that be taking a leave of absence or otherwise delaying their studies.⁸ Not only does this irreparably harm those students' careers and interrupt their plan of study and jeopardize their access to financial aid,⁹ but this also damages the reputation and integrity of Fordham, GSS, and the Program.¹⁰ As threatened by one student, "If this is not resolved, I will make it my mission to deter new MSW students from choosing your program." Exhibit N. As summarized by another: "The level of dissatisfaction I feel with Fordham and the hurdles I've had to overcome is overwhelming." Exhibit F.

D. Further, 2U's Failure to Attend to and Deliver on Essential Administrative Functions and Customer Service Caused Unnecessary Grief and Damage to Fordham's Reputation.

24. If all of the above were not material and damaging enough, 2U's failure to attend to and deliver on essential administrative functions and customer service has been an ongoing concern since the beginning. Fordham has expressed its dissatisfaction many times, often to no

⁸ For instance, D.F.'s email in Exhibit F implied that her graduation had already been delayed at least once due to this situation.

⁹ Sometimes, students who had full-time employment had already submitted their resignations, paid for their tuition, or otherwise made irreversible arrangements in reliance on securing and starting at a Clinical placement, and were left floundering when 2U failed to provide them with anything other than empty promises and vague references to "trying their best" to finding something for the student. See Exhibit L (detailing D.G.'s explanation of her financial situation, and how any deviation from her approved funding plan would be "disastrous"); see also Exhibit N (detailing how student V.R. made major life changes in reliance of being allowed to participate in a field study, only to have 2U drop the ball and nearly completely derail her plans, including nearly costing the student her job and her graduation timeline, and refuse to step in until she contacted the Dean of Fordham).

¹⁰ See, e.g., Exhibit F, Exhibit N, and Exhibit O, among others, containing angry testimony from students.

avail.¹¹ In one telling example, 2U failed to timely address a situation in which grieving mother attempted to withdraw her daughter's application into the Program due to her daughter's untimely passing. *See id.* Despite informing the mother that she would hear from Fordham "shortly," 2U instead ignored her multiple attempts to reach 2U over the next ten (10) days, until the distraught mother finally resorted to calling the Fordham Provost Office to seek assistance.¹²

25. Neither the mother nor the Fordham leadership had any way of knowing that the Program knew nothing of this situation, that the Program had never had any direct contact with the mother, that the Program had no contact information to reach the mother and, most importantly, no reason to contact her because the matter was squarely in 2U's system and the 2U team's hands. *Id.* Nevertheless, it was Fordham, not 2U, that experienced and continues to experience the consequence of these failures. *Id.*

26. As Dean McPhee stated to 2U, "[t]he reputation of the Fordham and GSS cannot withstand the impact of this kind of dysfunction. Further, the members of the GSS team cannot do their jobs and at the same time police the 2U team to ensure they do theirs." *Id.* Though Fordham repeatedly expressed its concerns to 2U, 2U refused to accept responsibility and merely viewed it as "a matter of adjustment or issues of partnership implementation." *Id.* As Dean McPhee stressed in her email, with or without GSS, 2U team members must be able to carry through on basic administrative and customer service functions, as well as do their part to place students in Clinics

¹¹ *See, e.g.,* an email from Dean McPhee to 2U, in which she states, "I'm sure to the 2U team members, Fordham's complaints seem never-ending. At the same time, the GSS team members remain perpetually frustrated at our inability to communicate the seriousness of our concerns...." *See Exhibit Q.*

¹² As Dean McPhee notes in her email to 2U: "Over the next ten days, the mother called 2U **multiple times**, yet still, no one returned her calls. I cannot imagine how this mother even had the fortitude to try to deal with enrollment issues the day after her daughter commits suicide." *Id.*

without GSS stepping in to clean up all their messes, a responsibility it has astoundingly failed to accomplish. *Id.*

27. These examples are but only a small sample of the many instances of 2U’s breaches over the years. Not only are these breaches material, but also 2U has not made good-faith efforts to cure them. 2U’s inability to properly cure despite repeated infractions that span years—specifically, every school term—reflects not only their lack of capabilities to perform their basic obligations under the Agreement, but also demonstrates their inability or unwillingness to cure. Furthermore, 2U’s failure to place students in Clinics in a timely manner is not only an incurable material breach, but also indicates 2U’s lack of ability to provide adequate assurance of satisfactory future performance. Accordingly, the Agreement cannot be assumed by 2U and instead should be rejected.

III. LEGAL ARGUMENT

A. 2U Cannot Assume the Agreement Because 2U Is Unable to Cure its Material Breaches.

28. Section 365(d)(2) of the Bankruptcy Code authorizes a debtor-in-possession to assume or reject an executory contract at any time before the confirmation of a Chapter 11 plan, subject to court approval. Although the Bankruptcy Code does not define the term “executory contract,” a contract is usually deemed executory when “performance remains due to some extent on both sides.” *In re Empire Equities Capital Corp.*, 405 B.R. 687, 689 (Bankr. S.D.N.Y. 2009).

29. However, a debtor may not assume an executory contract or unexpired lease, under which there has been a default, unless the debtor “cures, or provides adequate assurance that the trustee will promptly cure, such default.” 11 U.S.C. § 365(b)(1)(A); *see also In re Chapin Revenue Cycle Mgmt., LLC*, 343 B.R. 728, 730 (Bankr. M.D. Fla. 2006). Courts have historically held that

the right to cure is determined by federal bankruptcy law. *In re Mack*, 1993 WL 722255 at *5 (Bankr. E.D. Pa. 1993).

30. A default precludes assumption of an executory contract under § 365 if it is both incurable and “material in the sense that it goes to the very essence of the contract, i.e., the bargained-for exchange.” *In re Joshua Slocum Ltd.*, 922 F.2d 1081, 1092 (3d Cir. 1990). Where there is a non-curable default under a contract the debtor wishes to assume, the materiality and economic significance of the breach or default is the measure. *In re New Breed Realty Enters., Inc.*, 278 B.R. 314, 321 (Bankr. E.D.N.Y. 2002) (citing *Joshua Slocum*). More recent court decisions have continued to uphold this standard. *See In re IYS Ventures, LLC*, 659 B.R. 308, 331 (Bankr. N.D. Ill. 2024) (“If a non-monetary default cannot be cured, this will not necessarily preclude a debtor or trustee from assuming an executory contract. It is only if that non-curable, non-monetary default was *material* or if it caused *substantial economic detriment* that it should bar assumption.”).

31. Here, 2U’s breaches are both material and have caused substantial economic detriment. Each student that fails to get placed in a Clinic in time before the start of the term is forced to make alternate arrangements, including deferring for a semester or longer, or, as demonstrated above, sometimes even leaving Fordham altogether. Each untimely placement or replacement directly results in lost profits for Fordham and harms its standing with the Clinics it partners with. Further, as demonstrated above, 2U’s breaches have had a material adverse effect on Fordham’s reputation. The high rate of failed Online student placements or need for replacements each semester (which is higher than what it was historically before Fordham’s partnership with 2U) reflects poorly on the strength, credibility, and reputation of the GSS

Program. No less importantly, the stress and toll each failed or untimely placement has on each student, impacting their educational trajectories, graduation timelines, funding, employment and other considerations, results in unhappy students who call and/or email the Dean of GSS to complain (after failing to receive adequate corrective measures through the appropriate 2U contact), threaten to voice their complaints online, and who undoubtedly already shared their experiences publicly and/or privately among their friends and family. It is not hard to imagine that the more students complain, the more the reputation of Fordham and GSS will be tarnished, and the less prospective applicants would want to apply or enroll in the Program.

32. Even if, for the sake of argument, the breaches were curable (which, at this point, they are not), courts must examine the provisions of the underlying contract and non-bankruptcy law to determine the nature of a default and the cure it requires, for purposes of § 365. In order to assume a contract under § 365(b), “the trustee must cure most defaults the debtor has committed under the contract . . . , and the underlying agreement and applicable non-bankruptcy law control what must be done to cure the default.” *Empire Equities Capital Corp.*, at 692 (citing *In re Shangra-La, Inc.*, 167 F.3d 843, 848–49 (4th Cir. 1999); *In re Biazio*, 314 B.R. 451 (Bankr. D. Kan. 2004)).

33. Here, Section 7.2(a) of the MSA governs the termination of the Program Design and Specification Form(s) for Cause:

“If 2U breaches any of its obligations under a Program Design and Specification Form that is reasonably likely to have a material adverse effect on the University [Fordham]’s reputation or the academic integrity of the applicable Program, then the School [GSS] may deliver, in writing, a notice to 2U describing in detail such breach and adequately listing reasonable suggestions as to the steps that may be taken to cure such breach. If 2U has not cured such breach within ninety (90) days, then the University may

terminate the applicable Program Design and Specification Form effective upon delivery of written notice to 2U.”

34. On May 21, 2024, Fordham provided such notice to 2U. Rather than curing the many breaches listed in Fordham’s notice, on July 9, 2024, 2U sent its reply denying all the allegations or merely requesting more information. 2U ignored the years of complaints and suggestions from Fordham and the countless hours of meetings, phone conversations, and email exchanges between the parties discussing Fordham’s dissatisfaction with 2U’s processes and breaches. Rather than taking corrective action to address the many, many issues detailed in Fordham’s notice – all of which were already known to 2U –, 2U instead deflected the issues and evaded responsibility for its failures.

35. Under New York law, “a party’s failure to perform by the closing date specified in the contract does not constitute a material breach unless the other party has effectively declared time to be of the essence.” *In re New Breed Realty Enters.*, 278 B.R. 314 (Bankr. E.D.N.Y. 2002) (citing *Chung-Li Chou v. Main Street Assoc.*, 208 A.D.2d 670, 671, 617 N.Y.S.2d 373 (2d Dep’t 1994)). “When there is a declaration that time is of the essence, however, each party must tender performance on law day unless time for performance is extended by mutual agreement Once the closing was aborted, moreover, it was not necessary for plaintiff to entertain further proposals from defendant, for if defendant had failed to satisfy a material element of the contract, he was already in default.” *Grace v. Nappa*, 46 N.Y.2d 560, 565, 415 N.Y.S.2d 793, 389 N.E.2d 107 (1979); *see also Williston on Contracts* (Jaeger, Walter H.E.) § 846 at 181 (3d ed. 1962) (“When it is said that time is of the essence, the proper meaning of the phrase is that the performance by one party at the time specified in the contract or within the period specified in the contract is essential in order to enable him to require performance from the other party”). The time of the

essence notice must be clear, distinct, and unequivocal, and must fix a reasonable time within which to perform, and it must inform the other party that if he does not perform by that date, he will be considered in default. *Whitney v. Perry*, 208 A.D.2d 1025, 1026, 617 N.Y.S.2d 395 (3d Dep’t 1994); *Mohen v. Mooney*, 162 A.D.2d 664, 665, 557 N.Y.S.2d 108 (2d Dep’t 1990).

36. Though the “time is of the essence” clause is usually applied to contracts involving sales, where a specific deadline for closing is written into the contract, courts have held that parties “may convert a contract into one in which time is of the essence only if it gives the other party ‘clear unequivocal notice’ and a ‘reasonable time to perform.’” *136 W. 24th Mgr., LLC v. 136 Loft Corp.*, 2016 N.Y. Misc. LEXIS 3239 (N.Y. Sup. Ct. 2016) (citing *ADC Orange, Inc. v Coyote Acres, Inc.*, 7 N.Y.3d 484, 490, 857 N.E.2d 513, 824 N.Y.S.2d 192 (2006)). What constitutes a reasonable time for performance is an issue of fact, considering “the nature and object of the contract, the previous conduct of the parties, the presence or absence of good faith, the experience of the parties, and the possibility of prejudice or hardship to either one, as well as the specific number of days provided for performance.” *136 W. 24th Mgr., LLC v 136 Loft Corp.*, citing *Zev v. Merman*, 73 N.Y.2d 781, 783, 533 N.E.2d 669, 536 N.Y.S.2d 739 (1988)).

37. As demonstrated above, Fordham repeatedly implored 2U to focus its efforts on placing students in the current semester into field placements before the start date of August 27, 2024. 2U was well aware of that date. Considering the time it takes contact potential Clinics, conduct interviews, extend and review offers, as well as prepare the onboarding paperwork so the students may start on time, 2U needed to confirm student placements well before the program start date. The many students whose futures were left in limbo also had to consider and plan for alternative possibilities, including (with each passing day they do not secure a placement) the

possibility of having to defer their graduation or take a leave of absence. Thus, among 2U's many breaches, its failure to timely place students in Clinics is not only material, but also incurable past a certain date, if not definitely by August 27, 2024, the Fall term start date. 2U was well aware that time was of the essence but refused to change their practices (despite them clearly not working), nor made any meaningful efforts to address their shortcomings. 2U's refusal to prioritize the students in the current semester needing a placement (as it has refused, through its action or inaction, every semester), not only caused prejudice and hardship to Fordham and its students, but also evidences bad faith. As Fordham and GSS' reputations are the ones that take the fall caused by 2U's actions, 2U evidently has little to no incentive to correct its behavior.

38. Even further assuming, *arguendo*, that 2U's breaches were not material, 2U is still unable to cure them. The start of the 2024 Fall Term begins this week (that is, *tomorrow*), and to date, 2U has still failed to place all the students needing a Clinical placement. Many places do not permit students to start late, as this affects their ability to catch up and work the requisite number of hours required to fulfil their credit requirements. Even if 2U were to compensate by placing other students on time, as it tries to argue it has been doing to demonstrate its performance improvement, this would not change the situation for all the students who 2U failed to place in the current semester, nor the situations of all the students in previous semesters it failed to timely place or replace. Stated differently, each failed student placement by August 27, 2024 is a material breach that cannot be cured. This situation has unfortunately occurred every single semester, and though Fordham tried numerous times to work with 2U to improve its performance, even stepping in and involving its own GSS staff to assist with doing 2U's work, 2U continues to fall short of its obligations. This additional burden on Fordham and GSS' staff, with no end in sight, has led to

decreased morale. Fordham can no longer idly sit by and watch its staff suffer and its students fall through the cracks, both at the expense of their education and future, and at the expense of Fordham's reputation and lost revenue.

B. Due to 2U's Repeated Inability to Cure its Material Breaches, 2U Cannot Provide Adequate Assurance of Future Performance, and thus, 2U Cannot Assume the Agreement.

39. Section 365(b)(1)(C) states, in relevant part, "If there has been a default in an executory contract ... of the debtor, the trustee may not assume such contract ... unless, at the time of assumption of such contract . . . , the trustee . . . provides adequate assurance of future performance under such contract." The burden of persuasion is on the debtor, under § 365(b)(1), to establish a right to assume. *In re Mack*, at *4 (citing *In re Memphis–Friday's Associates*, 88 B.R. 830, 840–41 (Bankr. W. D. Tenn. 1988)).

40. The term "adequate assurance of future performance" is not statutorily defined, but courts have ruled that "[w]hether 'adequate assurance of future performance' has been provided is determined by the facts and circumstances of each case." *Androse Assocs. of Allaire, LLC v. A&P (In re A&P)*, 472 B.R. 666, 674 (S.D.N.Y. 2012) (citing *In re M. Fine Lumber Co.*, 383 B.R. 565, 572 (Bankr. E.D.N.Y. 2008)); *see also In re Gen. Oil Distribs., Inc.*, 18 B.R. 654, 658 (Bankr. E.D.N.Y. 1982) ("What constitutes adequate assurance is a factual question to be determined on a case-by-case basis with due regard to the nature of the parties, their past dealings, and present commercial realities.").

41. The language of "adequate assurance" arises from Section 2-609 of the Uniform Commercial Code (the "UCC"). Specifically, UCC 2-609 provides that "when reasonable grounds for insecurity arise with respect to the performance of either party, the other may, in writing,

demand adequate assurance of due performance and until he receives such assurance, may, if commercially reasonable, suspend any performance for which he has not already received the agreed return.” *In re Metromedia Fiber Network, Inc.*, 335 B.R. 41 (Bankr. S.D.N.Y. 2005) (citing UCC § 2-609 (2003)).

42. Thus, “adequate assurance” under subpart (C) of Section 365 is appropriate and necessary where the counterparty has reasonable grounds for insecurity with respect to the debtor’s ability to fully perform its obligations under the contract. Nothing in the statute suggests that subparts (A), (B) and (C) are interdependent, or that subpart (C) should be limited to those instances where the debtor commits a technical default as defined under the agreement giving rise to a right to cure under subpart (A) or damages under subpart (B). *Id.* As stated in *Norton Bankruptcy Law and Practice* (Norton, W.L. Jr., and Norton, W.L. III) 2d § 39:31, “[t]he requirement [of adequate assurance under subpart (C)] is based on a recognition that an essential element of any contract is performance, not merely the right to win a lawsuit, and that a continuing sense of reliance and security that the promised performance will be forthcoming when due is an important feature of the bargain.” (quoting UCC § 2-609, Comment 1 (2003)). *Id.*

43. In order to demand adequate assurance of future performance as permitted by the Bankruptcy Code, New York case law, as well as the UCC, a party contracting with a Debtor need not show that it gave technical notice of default and an opportunity to cure; it need only show that there has been a default under the agreement by the defaulting party in the common and ordinary sense of the word—a failure by the defaulting party to fulfill some obligation required of it by the agreement. *Abovenet, Inc. v. SBC Telecom, Inc.*, 2007 U.S. Dist. LEXIS 13561 at *5 (S.D.N.Y. 2007). In *Abovenet*, taking into consideration the parties’ written agreement, the Bankruptcy Court,

as affirmed by the District Court, held that there was a material default, indeed, more than one default, and that the debtor had not and could not demonstrate adequate assurance of future performance. *Id.* at *5-6.

44. In another case in which a debtor-developer attempted to assume a contract—arguing that its actions should not be considered defaults under the agreement—the court noted that whether they were in default or not, the debtors (or their assignee) would need to provide adequate assurance of future performance. In evaluating so, the court considered the following factors: (1) the assignee’s proposed timetable for remediation and development; and (2) the assignee’s financial wherewithal. *See Rfi Realty*, 2005 Bankr. LEXIS 3645 at *16 (Bankr. Ariz. 2005).

45. Given the extensive history described above between the parties, it is clearly evident that 2U does not, will not, or cannot provide adequate assurance of future performance. Fordham had provided 2U with notice of default, but to date, those defaults remain uncured (and cannot be cured). Debtors’ proposal under the Plan and Plan Supplement (as defined in such filings) do not state in any level of detail how it intends to cure its breaches with Fordham, much less provide adequate, if any, assurances of future performance. Further, 2U has consistently failed to adequately perform even prior to its bankruptcy filing. It is unfathomable to imagine how 2U intends to honor its obligations under the Agreement when its performance has been subpar since the start.

IV. CONCLUSION

WHEREFORE, Fordham respectfully requests that this Court enter an Order:

- a. Finding that 2U has committed material breach under the Agreement, is unable to cure its defaults, and cannot provide adequate assurance of future performance;

- b. Denying 2U's proposal to assume the Agreement as stated in its Plan Supplement;
- c. Ordering 2U to Reject the Agreement with Fordham; and
- d. Granting Fordham such other and further relief as is just.

Dated: August 26, 2024
New York, New York

GUTNICKI LLP

/s/ Max Schlan
Max Schlan
Ren-Ann Wang
45 Rockefeller Plaza, Suite 2000
New York, New York 10111
Telephone: (646) 825-2330
Facsimile: (646) 825-2330
mschlan@gutnicki.com
rwang@gutnicki.com

Counsel to Fordham University

CERTIFICATE OF SERVICE

I hereby certify that a true and correct copy of the foregoing *Objection of Fordham University to Debtors' Notice of Filing of Plan Supplement for the First Amended Joint Prepackaged Plan of Reorganization of 2U, Inc. and its Debtor Affiliates under Chapter 11 of the Bankruptcy Code* was electronically filed with the Clerk of Court using the CM/ECF system, which will automatically send email notification of such filing to the attorneys of record in this case.

Dated: August 26, 2024
New York, New York

/s/ Ren-Ann Wang
Ren-Ann Wang

Exhibit A



Lue McWilliams <lmcwilliams2@fordham.edu>

Fwd: some items for data

1 message

Debra M. McPhee <dmcphree1@fordham.edu>
To: Lue McWilliams <lmcwilliams2@fordham.edu>

Fri, Aug 16, 2024 at 9:18 AM

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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----- Forwarded message -----

From: **Susan Groman** <sgroman@fordham.edu>
Date: Thu, Aug 15, 2024 at 7:11 PM
Subject: some items for data
To: Debra M McPhee <dmcphree1@fordham.edu>

Hi,

I am attaching three emails turned into pdf's. 2 are 1 week prior to the start of a semester and the 3rd 5 days before:

1. August 2023- 5 days prior to fall = 16 students not confirmed for placement
2. Dec 2023- 1 week prior to Spring = 23 students not confirmed for placement
3. April 2024- 1 week prior to Summer = 59 students not confirmed for placement

I can look at these students = 98 and see how they made out; if they dropped and if yes, that would be lost income. Let me know your thoughts.

I was not in sales force before these dates and thus cannot go further back, but it is at least a year.

Right now with 11 days til fall start, 73 students are not confirmed.

Sue

Susan L. Groman, PhD, LMSW

914-367-3024

Program Associate, Office of Academic Affairs

Fordham University Graduate School of Social Service

Managing Editor for Production - Social Work in Health Care Journal

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3 attachments



Dec 20_2023 One week prior to spring 23 missing.pdf
194K



August 23_2023 5 days prior to Fall 16 missing.pdf
219K



April 22_2024 One week prior to summer 59 students not confirmed.pdf
433K

Exhibit B



Debra M McPhee <dmcphoe1@fordham.edu>

Fwd: Welcome to Fordham

2 messages

Linda White-Ryan <whiteryan@fordham.edu>
To: Debra M McPhee <dmcphoe1@fordham.edu>

Sat, Aug 17, 2024 at 9:56 AM

I have no words for how very mortified I am!!
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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----- Forwarded message -----

From: M [REDACTED] <[REDACTED]>
Date: Sat, Aug 17, 2024 at 8:55 AM
Subject: Re: Welcome to Fordham
To: Laura Sutter <lsutter@fordham.edu>
Cc: Miriam Rivera <amirivera@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Anne Treantafeles <atreantafele@fordham.edu>, Polly Kaplan <pokaplan@fordham.edu>, GSS Team <Gsssteam_pub@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Good morning Laura,

Thank you for following up with me regarding my decision to withdraw from the online MSW program at Fordham University. My sole reason for withdrawing is that I cannot justify paying for an internship which I do not have secured. I have worked with multiple field placement specialists and not been given an internship assignment before the date that my tuition bill was due. I have given so much time to trying to make this program work and I was prepared to give this institution a lot of money to obtain my degree. Unfortunately, the support I need from the university has not been provided and some efforts made are not up to my expectations. This is not the outcome I was hoping for and if you or anyone copied to this email might have a solution or alternate option, I'd be happy to consider it. Thank you very much.

Sincerely,

M [REDACTED]

M [REDACTED]

On Fri, Aug 16, 2024 at 11:14 Laura Sutter <lsutter@fordham.edu> wrote:

Dear M [REDACTED],
Thank you for letting me know. I added my colleagues to this email to be sure everyone is in the loop. I would love to have a quick chat to get some insight into your decision if you are available. Please feel free to reach out to me at 914-367-3108.

We are wishing you all the best!
Regards,
Laura

Laura Sutter
Fordham University Graduate School of Social Service



Lue McWilliams <lmcwilliams2@fordham.edu>

Fwd: Fordham Online MSW decision

1 message

Linda White-Ryan <whiteryan@fordham.edu>

Fri, Aug 16, 2024 at 11:38 AM

To: Debra M McPhee <dmcphoe1@fordham.edu>, Lue McWilliams <lmcwilliams2@fordham.edu>

Debra,

This student is leaving Online and the school because she was not placed on time.

Thanks.

Linda

Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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----- Forwarded message -----

From: Danielle Maxin <dmaxin@onlinemsw.fordham.edu>

Date: Fri, Aug 16, 2024 at 10:58 AM

Subject: Re: Fordham Online MSW decision

To: M [REDACTED] <m[REDACTED]@fordham.edu>

Cc: Kristin Gramza <kgramza@onlinemsw.fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Grace Jacobsen <gjacobsen@2u.com>

Hi M [REDACTED],

Thank you for letting me know. I'm sure this was not an easy decision. I have enjoyed our time working together and I wish you all the best with your future endeavors. Please know the door is always open here at Fordham. I have CC'd Grace with Admissions and she can provide any next steps needed for your Decline.

Warm regards,
Danielle

Danielle Maxin | Student Success Advisor
MSW@Fordham | Graduate School of Social Service
Phone: (646) 859-1128 | [Book an Appointment](#)

On Fri, Aug 16, 2024 at 10:20 AM M [REDACTED] <m[REDACTED]@fordham.edu> wrote:

Good morning Danielle,

I am writing to let you know that I am indeed withdrawing from the online MSW program at Fordham University. Simply put, I cannot justify paying for an internship which I do not have secured. I have given so much time to trying to make this program work and I was prepared to give this institution a lot of money to obtain my degree. Unfortunately, the support I need from the university has not been provided and some efforts made are not up to my expectations. Thank you for all of your efforts to support me as my Student Success Advisor. If there are any additional steps I need to take beyond dropping my courses for the fall and notifying the appropriate university offices, please let me know today.

Sincerely,

M [REDACTED] T [REDACTED]

On Thu, Aug 15, 2024 at 4:42 PM Kristin Gramza <kgramza@onlinemsw.fordham.edu> wrote:

Hi M [REDACTED],

As of right now, I have one potential lead, but I am still waiting on paperwork from the agency, so that means it is not guaranteed to be approved just yet. I am working as hard as I can to get the needed paperwork, but the supervisor is out until Monday. He said if he got a chance to review the information this week he would, but I haven't heard back just yet. As of right now that is my only lead. I will continue to follow up with the agency to get the needed information in the meantime. Please keep me updated on your end as well.

Thanks!

On Thu, Aug 15, 2024 at 1:28 PM M [REDACTED] T [REDACTED] <[m\[REDACTED\]@fordham.edu](mailto:m[REDACTED]@fordham.edu)> wrote:

Good afternoon Kristin,

I am writing to you to see if you have identified any field placement opportunities for me in the online Master of Social Work program at Fordham University. As the tuition bill is due tomorrow and I still do not have a placement, I will need to withdraw from the program and Fordham University and transfer elsewhere. I cannot justify paying for my education if the field component is not satisfied at the time of payment. Unless you have any leads as of this afternoon, that will be my final decision with Fordham University. I look forward to hearing from you either way.

Sincerely,

M [REDACTED] T [REDACTED]

--

Kristin Gramza

Senior Placement Specialist

Fordham Graduate School of Social Service

OnlineMSW@Fordham

kgramza@onlinemsw.fordham.edu

Office: (332) 248-0628

Fax: (718) 744-9684

[Book a meeting with me!](#)

Exhibit C



Gwenith Mitchell <gmitchell4@fordham.edu>

Specialist Placement Lead

2 messages

M [REDACTED] Z [REDACTED] <mz[REDACTED]@fordham.edu> Tue, Aug 13, 2024 at 9:03 AM
To: Katie Shanley <kshanley@onlinemsw.fordham.edu>
Cc: kgramza@onlinemsw.fordham.edu, Hannah Ashton <hashton@onlinemsw.fordham.edu>, Kathy Rasp
<krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Hi Katie,

I hope your week is going well! Can you please confirm that you received my email yesterday (copy attached here), introducing you to Kristen Powell who is the social worker at [REDACTED] here in Bethel, ME? And can you please let me know once you've contacted her about next steps? I want to make sure that the placement process continues to move forward this week while Kathy is out of office.

As we are 2 weeks out from the start of the term and I still have not been assigned a specialist placement by Fordham, can you please let me know which additional clinical sites will be contacted this week for initial outreach and which will be contacted for followup?

Thank you so much for your help!

M [REDACTED]

 **Specialist Placement at Telstar.pdf**
96K

M [REDACTED] Z [REDACTED] <mz[REDACTED]@fordham.edu> Fri, Aug 16, 2024 at 9:06 AM
To: Katie Shanley <kshanley@onlinemsw.fordham.edu>
Cc: kgramza@onlinemsw.fordham.edu, Hannah Ashton <hashton@onlinemsw.fordham.edu>, Kathy Rasp
<krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Hi Katie,

Can you please send me an update? I'm also available for a phone call any time today: [REDACTED]

Thank you,

M [REDACTED]

[Quoted text hidden]

Exhibit D



Gwenith Mitchell <gmitchell4@fordham.edu>

Re: OnlineMSW@Fordham Interview Coordination

15 messages

Katie Shanley <kshanley@onlinemsw.fordham.edu>

Wed, Aug 7, 2024 at 2:29 PM

To: R [REDACTED] Z [REDACTED] <r[REDACTED]@fordham.edu>

Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Hi R [REDACTED],

Thank you for reaching out and for forwarding that email my way. We had no idea that this was the case as it was never disclosed during Kathy's conversations with the agency. Neither their preference of students with that interest, or the interview process. We are also frustrated by this development and will rebegin outreach on your behalf today.

As to the Sam School, as Kathy mentioned, we are not able to move forward with that placement at this time. They have stated to Kathy that they are not prepared to take on interns and we cannot move forward with an agency who is not willing to move forward with us. There is nothing to reconsider unfortunately, as it was not our decision. I've provided an update on your other current outreach requests at this time below:

- New York Center for Living - Kathy has been attempting to reach the correct person and will continue to do so.
- New York Behavioral Health - Kathy had a call with this agency and they let her know that they are a private practice. We are not able to place students with private practice agencies due to Fordham policy.
- Child Mind Institute - Kathy connected with the contact and the agency is full for the term.
- Ascendant New York - Kathy connected with the contact and the agency is full for the term.
- Caron Treatment Center - Kathy reached out several times by email and phone, leaving voicemails. No one responded to either.
- The Shefa School - Kathy connected with the contact and the agency is full for the term.
- Wholeview Wellness - Kathy had a call with this agency and they let her know that they are a private practice. We are not able to place students with private practice agencies due to Fordham policy.
- Uncover Mental Health Counseling - Kathy connected with the agency and they do not take on MSW students.

If you have additional agencies you would like us to reach out to, please let us know. At this time we will continue pursuing outreach and will update you weekly on the progress. Should you have additional questions or concerns, please do not hesitate to follow up with me.

All the best,

Katie Shanley | she, her, Ms.

Placement Manager

Fordham Graduate School of Social Service

OnlineMSW@Fordham

kshanley@onlinemsw.fordham.edu

Office: (347) 657-7611

Fax: (347) 657-7145

On Tue, Aug 6, 2024 at 4:09 PM R [REDACTED] Z [REDACTED] <r[REDACTED]@fordham.edu> wrote:

Hi Kathy,

I want to make sure that we're on the same page about the recent developments. I received an email from Craig, which is quite disappointing considering the upcoming fall semester is approaching. I was unaware that they were specifically seeking an intern with experience in psychodynamic psychotherapy.

Moreover, I feel uninformed about the process, particularly discovering only after scheduling an interview with Hannah that the initial step was to send my resume and cover letter to Craig.

I've scheduled a call with you for this Thursday to discuss the next steps over the phone

Lastly, I would like to inquire whether it would be feasible to reconsider the possibility of interning at the Sam School at this time.

Best,

R [REDACTED]

----- Forwarded message -----

From: **Craig Fuller, Ph.D.** <cfuller@[REDACTED]clinic.org>

Date: Tue, Aug 6, 2024 at 11:11 AM

Subject: Re: OnlineMSW@Fordham Interview Coordination

To: R [REDACTED] Z [REDACTED] <r[REDACTED]@fordham.edu>

Dear Ms. Z [REDACTED],

Thank you for your interest in an internship at the [REDACTED] Clinic. We're unable to move forward in the interview process at this time. We are a site for interns with interest and experience in psychodynamic psychotherapy. Without these aspects an intern would find a site like us unduly challenging. Please feel free to reach out to us in the future if anything changes. I wish you all the best.

Sincerely,

Craig Fuller, Ph.D.

Associate Executive Director

[REDACTED] Clinic

New York, NY 10065

cfuller@[REDACTED]clinic.org

On Mon, Aug 5, 2024 at 4:28 PM R [REDACTED] Z [REDACTED] <r[REDACTED]@fordham.edu> wrote:

Hi Craig,

I have attached my resume and cover letter below.

Best,

R [REDACTED]

On Wed, Jul 31, 2024 at 2:31 PM Craig Fuller, Ph.D. <cfuller@[REDACTED]clinic.org> wrote:

Hi Katie,

That is all correct. As we have done with prior Fordham interns, please have them provide me with their resume and a cover letter via email. Upon reviewing their information I will provide them with a phone call followed by a subsequent interview with me and our Executive Director, Dr. Paul. Please let me know if you have any questions.

All the best,

Craig Fuller, Ph.D.
Associate Executive Director
Clinic
New York, NY 10065
cfuller@clinic.org

On Wed, Jul 31, 2024 at 2:17 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:
Hi Hannah.

We apologize for any confusion!

Kathy communicated with Craig Fuller, on copy so we are on the same page, on the 28th of June. He confirmed that there was a social worker intern spot still open for the fall 2024 term and provided your information as the field instructor. Has anything changed with that information Mr. Fuller?

If not, please let us know the next steps for R and we appreciate your partnership.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Tue, Jul 30, 2024 at 9:31 PM Hannah <@gmail.com> wrote:
Dear R, Katie, and Kathy,

When you contacted me I assumed R was an intern who had been accepted to start in the Fall and this was just an informal meeting. I understand that is not the case and I will have to cancel our meeting. I apologize for the confusion.

Prior to being interviewed, R needs to be screened by Dr. Craig Fuller, the Associate Executive Director of the Clinic. Please email him a resume and cover letter at cfuller@clinic.org. Dr Fuller will review R's application along with other candidates for placement for the academic year 2025-26.

Again, I apologize for the misunderstanding and I wish you all the best.

Kind regards,
Hannah, LCSW

On Fri, Jul 26, 2024 at 3:18 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:
Hi R,

Great, thank you! We look forward to hearing how it goes.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Thu, Jul 25, 2024 at 7:32 PM R <@fordham.edu> wrote:
Hi Katie,

We scheduled an interview for next week, Thursday, at 2 pm.

Best,
R

On Thu, Jul 25, 2024 at 2:00 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:
Good afternoon Hannah and R,

I hope you are having a good week!

My name is Katie Shanley and I'm a placement manager with Fordham's Online MSW placement program. I'm reaching out on behalf of Kathy who is out of office through next Monday.

Have you had the chance to connect to schedule an interview? If not, please let me know how we can assist as the start date is rapidly approaching.

Please let me know if you have any questions or concerns.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

Additional To: rz [REDACTED]@fordham.edu
CC: [REDACTED]@gmail.com
BCC: krasp@onlinemsw.fordham.edu
Attachment:

Subject: OnlineMSW@Fordham Interview Coordination

Body:

Dear R [REDACTED] and Hannah,

It is my pleasure to introduce you to each other! You are receiving this email as notification of R [REDACTED]'s match with [REDACTED] Clinic. I am very excited for you both to meet for an interview and I have included contact information below for you both.

R [REDACTED] should be reaching out within the next 48 business hours to schedule an interview.

Agency Information:

[REDACTED] Clinic
New York, NY 10065

Student Information:

R [REDACTED] Z [REDACTED]
rz [REDACTED]@fordham.edu

Once the interview is scheduled, kindly reply to this email to let me know the date and time. In the meantime, please do not hesitate to reach out to me with any questions.

Best,
Kathy Rasp
Placement Specialist
Fordham Graduate School of Social Service
OnlineMSW@Fordham
krasp@onlinemsw.fordham.edu
Office: (646) 652-6765
Fax: (347) 657-7145
Book a meeting: <https://meetings.grooveapp.com/rasp>

R [REDACTED] Z [REDACTED] <rz [REDACTED]@fordham.edu>

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Wed, Aug 7, 2024 at 5:41 PM

Hi Katie,

Below are agencies to reach out to:

1. Ackerman Institute for the Family
[936 Broadway, 2nd Floor](#)
New York, NY 10010
Phone: (212) 879-4900
<https://www.ackerman.org/about-us/>

2. Community Counseling and Mediation (CCM)
[15 W 39th St 2nd floor,](#)
New York, NY 10018
Phone: (212) 564-6006
<https://ccmnyc.org/about-us/>

Clinical Staff: Joanna Fahey, LCSW-R
Director, Clinical Services
Director, Manhattan Clinic
(718) 935-9201
jfahey@ccmnyc.org

Best,
R [REDACTED]

----- Forwarded message -----

From: R [REDACTED] Z [REDACTED] <rz [REDACTED]@fordham.edu>
Date: Wed, Aug 7, 2024 at 4:31 PM
Subject: Re: OnlineMSW@Fordham Interview Coordination
To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Hi Katie,

I am very surprised to hear they told Kathy they are not prepared to take interns. When I spoke to Chary, she stated that she would love to have me as an intern as she taught my brother-in-law and is very close with his family. She told me it would make it work to have me intern there, as well as when I spoke directly to Michelle, she said she would love to make it work to host me. She was very open to getting certified, stated she was available for hourly supervision and assured me that I can have 1v1 therapy with the students, join classes and more. I can follow up with them, but I am very surprised they both separately assured me they would love to have me as an intern, but then, when speaking to Kathy, both decided they were no longer interested.

Those agencies I sent Kathy in April, and unfortunately, she did not reach out to most of them until June; therefore, a lot of them were full by the time she reached out.

I will send more options to reach out to, and hopefully, they can be reached out to quickly as time is of the essence.

Best,
R [REDACTED]
[Quoted text hidden]

R [REDACTED] Z [REDACTED] <rz [REDACTED]@fordham.edu>

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Thu, Aug 8, 2024 at 10:45 AM

Hi Katie,

Below are more agencies to reach out to:

1 P.S. 116 Mary Lindley Murray
210 E 33rd St, New York, NY 10016
Phone: (212) 685-4366
Website: <https://www.ps116.org/contact-us>

2 East Side Elementary School
213 East 63rd Street, New York, NY 10065
School Main Line: 212-888-7848
Website: https://ps267pta.membershiptoolkit.com/about_school

3 PS 281 – The River School
425 East 35th Street, New York, NY 10016
Phone: 212-251-6640
Website: <https://ps281.org/committees-and-volunteer-opportunities/>

Best,
R [REDACTED]
[Quoted text hidden]

Katie Shanley <kshanley@onlinemsw.fordham.edu>
To: R [REDACTED] <r [REDACTED]@fordham.edu>
Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Thu, Aug 8, 2024 at 5:35 PM

Hi R [REDACTED],

I hear you and wish that I could say I knew what happened. Agencies sometimes change their minds or, after speaking with each other and our team about the requirements, determine it isn't a good fit at the time. Perhaps they will be open in the future.

Looking at your outreach requests, it looks like they were created in april, may, and june. Kathy reached out as soon as they were sent and added to your page, merely days after they were sent. Many agencies fill up for fall even as early as January of the same year, some even earlier. We will continue working with the outreach requests that are open to hosting as well as the additional options we have identified.

Thank you for sending the additional five agencies as well. We will reach out to Ackerman Institute for the Family and Community Counseling and Mediation to identify if they are available and can meet Fordham and CSWE requirements. For the three schools, I'm going to reach out to our DOE liaison to identify if they are part of Fordham's DOE program. If they are, unfortunately, we will not be able to move forward as the DOE program is only available to on ground Fordham students

Please let us know if you have any additional questions or concerns and I will be in touch early next week with an update for you.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

[Quoted text hidden]

Katie Shanley <kshanley@onlinemsw.fordham.edu>
To: Elizabeth Basile <ebasile@fordham.edu>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>

Thu, Aug 8, 2024 at 5:37 PM

Hi Elizabeth,

Are these schools part of the NYDOE Collaborative? Thank you in advance!

1 P.S. 116 Mary Lindley Murray
210 E 33rd St, New York, NY 10016
Phone: (212) 685-4366
Website: <https://www.ps116.org/contact-us>

2 East Side Elementary School
213 East 63rd Street, New York, NY 10065
School Main Line: 212-888-7848
Website: https://ps267pta.membershiptoolkit.com/about_school

3 PS 281 – The River School
425 East 35th Street, New York, NY 10016
Phone: 212-251-6640
Website: <https://ps281.org/committees-and-volunteer-opportunities/>

[Quoted text hidden]

Elizabeth Basile <ebasile@fordham.edu>
To: Katie Shanley <kshanley@onlinemsw.fordham.edu>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>

Mon, Aug

Hi Katie,

Good morning. I will speak to the NYC Public Schools Collaborative Team and let you know. Thanks.

Best,
Elizabeth Basile, MSW, LCSW
Assistant Director of Field Education
Fordham University
Graduate School of Social Service
Westchester Campus - Room 213B
400 Westchester Avenue
West Harrison, NY 10604
914-367-3568
ebasile@fordham.edu

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[Quoted text hidden]

Elizabeth Basile <ebasile@fordham.edu>

Tue, Aug

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Janna Heyman <heyman@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Hi Katie,

I wanted to follow-up with you regarding your questions concerning the above 3 schools and going forward, any NYC Public Schools. I discussed this with both Dr. Janna Heyman and Dr. L. We are operating a unique collaborative with the NYC Public Schools with extensive requirements. Therefore, only the oncampus students are to be considered for any NYC Public School f Charter schools and the Urban Assembly are options that your placement specialists can pursue for the online students. Thanks.

Best,
Elizabeth Basile, MSW, LCSW
Assistant Director of Field Education
Fordham University
Graduate School of Social Service
Westchester Campus - Room 213B
400 Westchester Avenue
West Harrison, NY 10604
914-367-3568
ebasile@fordham.edu

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[Quoted text hidden]

Katie Shanley <kshanley@onlinemsw.fordham.edu>

Tue, Aug 13, 2024 at 1:55 PM

To: Elizabeth Basile <ebasile@fordham.edu>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Janna Heyman <heyman@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Hi Elizabeth,

Thank you for your email and response. I am aware of the collaborative and restriction for online students in that program. For this reason we reach out when students specifically ask to be placed at any school in the NYC area. Are you confirming that the above three schools are part of that collaborative?

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

[Quoted text hidden]

Elizabeth Basile <ebasile@fordham.edu>

Tue, Aug 13, 2024 at 1:59 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Janna Heyman <heyman@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Hi Katie,

My understanding is that any NYC Public School is not available for field placements for online students.

[Quoted text hidden]

[Quoted text hidden]

Linda White-Ryan <whiteryan@fordham.edu>

Tue, Aug 13, 2024 at 2:03 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>

Cc: Elizabeth Basile <ebasile@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Kathy Rasp <krasp@onlinemsw.fordham.edu>, Janna Heyman <heyman@fordham.edu>

Hi Katie,

It is not a question whatsoever if the 3 schools are a part of the collaborative but there is an ongoing model developed for the on campus students. Please feel free to place students in Charter Schools and the Urban Assembly schools.

Thank you.

Best Regards,

Linda
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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[Quoted text hidden]

Elizabeth Basile <ebasile@fordham.edu>
To: Gwenith Mitchell <gmitchell4@fordham.edu>

Tue, Aug

As promised, here is the email I sent to Katie Shanley.

Elizabeth

Best,
Elizabeth Basile, MSW, LCSW
Assistant Director of Field Education
Fordham University
Graduate School of Social Service
Westchester Campus - Room 213B
400 Westchester Avenue
West Harrison, NY 10604
914-367-3568
ebasile@fordham.edu

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[Quoted text hidden]

Katie Shanley <kshanley@onlinemsw.fordham.edu>

Tue, Aug 13, 2024 at 5:21 PM

To: R [REDACTED] Z [REDACTED] <[r\[REDACTED\]@fordham.edu](mailto:r[REDACTED]@fordham.edu)>

Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Kristin Gramza <kgramza@onlinemsw.fordham.edu>

Hi R [REDACTED],

I hope you had a good weekend!

We have reached out to those agencies as well as others and hope to have something this week. I've copied Kristin to assist while Kathy and I are away and she will reach out should anything come up this week.

I wanted to also follow up about the 3 schools you sent my way. We were able to touch base with the DOE liaison and those schools are part of the collaborative. At this time we will not be able to pursue placement with them as this is an on ground only experience.

Let us know if you have any additional questions and we look forward to having something for you soon.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

[Quoted text hidden]

R [REDACTED] Z [REDACTED] <[r\[REDACTED\]@fordham.edu](mailto:r[REDACTED]@fordham.edu)>

Tue, Aug 13, 2024 at 6:56 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Kristin Gramza <kgramza@onlinemsw.fordham.edu>

Hi Katie,

Great. That is unfortunate about the schools, but thank you for the update.

I want to circle back concerning an internship at the Sam School. I spoke with Michelle today, and she expressed her willingness to host me as an intern. Michelle assured me she could offer a valuable clinical experience for my specialist year fieldwork. Based on my discussion with Michelle, the school is supportive of my internship, and there has been some

miscommunication regarding the school's stance on this matter. Could you please reach out to Michelle from the Sam school to clear up this misunderstanding, since she mentioned that it was not her decision to not move forward with the internship opportunity, as previously stated?

Best,
R [REDACTED]
[Quoted text hidden]

Katie Shanley <kshanley@onlinemsw.fordham.edu>

Tue, Aug 13, 2024 at 7:22 PM

To: R [REDACTED] <r[REDACTED]@fordham.edu>

Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Kristin Gramza <kgramza@onlinemsw.fordham.edu>

Hi R [REDACTED],

Thank you for your email and questions.

I understand your desire to work with the Sams School and I'm not sure why Michelle continues to provide conflicting information to what was discussed with Kathy. I'm happy to provide a more thorough explanation for you as to why this placement cannot be further pursued.

On Monday August 5th Michelle, Chary (the schools director), and Kathy had a nearly 20 minute phone call in which they discussed the opportunities available, Michelle's availability to meet the responsibilities of the placement, and the requirements of the program. For a specialist placement we must find an agency able to provide opportunities for assessment, diagnosis, and treatment. The information presented and opportunities available could not meet Fordham's requirements.

The Sam School is not able to provide any clinical opportunities as they do not diagnose students, conduct groups, 1v1 therapy, or assessments. Additionally, while Michelle is open to providing the weekly individual supervision, she does not conduct any direct clinical social work tasks and there is no one with availability to act as task manager for you on site. It was agreed between Kathy, Chary, and Michelle on the call that it is not a good fit for students at this time. We cannot continue to attempt to make a placement work that does not meet the requirements of the program.

We will continue to conduct outreach to agencies in your area that can meet the requirements of the program and hope to have an opportunity for you soon.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

[Quoted text hidden]

R [REDACTED] <r[REDACTED]@fordham.edu>

Tue, Aug 13, 2024 at 10:24 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Kathy Rasp <krasp@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Kristin Gramza <kgramza@onlinemsw.fordham.edu>

Hi Katie,

Thank you for clarifying.

Below are more agencies to reach out to:

1. Community Service Society
633 3rd Ave, New York, NY 10017
Website: <https://www.cssny.org/>
Contact: Michelle Chu, Esq., mchu@cssny.org, ph 212-614-5320

2. The Albert Ellis Institute
145 East 32nd Street, New York, NY 10016
Phone: 212.535.0822
Email: info@albertellis.org
Website: <https://albertellis.org/contact/>

3. Gestalt Center for Psychotherapy and Training
37 E 28th St, New York, NY 10016
Phone: (212) 387-9429
Email: gestaltcenter@gestaltnyc.org
Website: <https://www.gestaltnyc.org/>

4. Seleni Institute
122 E 64th St #1r, New York, NY 10065
Phone: (212) 939-7200
Email: info@seleni.org
Website: <https://seleni.org/>

Best,
R [REDACTED]
[Quoted text hidden]

Exhibit E



Gwenith Mitchell <gmitchell4@fordham.edu>

Re: Up-coming Placements

1 message

Katie Shanley <kshanley@onlinemsw.fordham.edu>

Tue, Aug 13, 2024 at 7:41 PM

To: mo[REDACTED]@fordham.edu

Cc: Kristin Gramza <kgramza@onlinemsw.fordham.edu>, Imani Fields <ifields@onlinemsw.fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Firenza Walker <fwalker@onlinemsw.fordham.edu>

Hi M[REDACTED],

Thank you for sharing your concerns with us. I understand how stressful the placement process can be, especially after all the effort you've put in and your commitment to your education.

I want to assure you that your education and agency placement are very important to us. The fall cohort is our number one priority and the team has been working diligently to find appropriate opportunities for all of our students. I know that it is hard to understand how a placement has not yet been identified and it is important to remember that there are many factors at play when it comes to agency outreach. While we can control our outreach, we cannot control the response we receive and can only offer what the community has available. At this time, as Kathy mentioned, we do not have any warm leads but hope to have some this week as we have dedicated additional resources to the search.

I also hear your concern about Kathy's vacation. Please rest assured that the team will continue to work on your placement in her absence; there will be no lapse in outreach or communication.

I understand you had submitted an outreach request for Clearwater Counseling Associates previously and I'm sorry if there was any miscommunication regarding the reason for not moving forward. Clearwater is a private practice agency that has a limited scope of practice. Fordham's policy is that we do not place any students with individual or group private practices including agencies that function as such but do not identify as private practice. Placing students with these agencies presents a liability and Fordham cannot move forward with these agencies for any students.

While we cannot move forward with Clearwater, should you have any additional agencies in mind, please feel free to send them our way. When submitting agencies for outreach request we ask that you provide the name of the agency, phone number, address, and website as well as a contact if you have one. Our team will conduct all outreach and vetting as well as follow up with you to let you know the outcome of that outreach. It is also important to remember that we cannot guarantee placement with agencies submitted as outreach requests. These agencies are vetted and reviewed in the same way as all agencies submitted for placement and we cannot guarantee they will meet the requirements of the program.

Lastly, we apologize if the message you received was disconcerting and I want to clarify that the intent of the email is only to ensure you are fully informed of all your options given the current circumstances. Delay or leave of absence is in no way our plan for you. The offer of this information from our teams is only to ensure you are fully informed of all potential outcomes. Our goal is still to ensure you are placed on time and we will continue working toward that goal.

Hopefully this information is helpful, if you would still like to take some time to discuss, please let me know and I will send some times for you to choose from to connect next week.

In the meantime, should you have any additional questions or need any additional information, please do not hesitate to reach out to me, Kristin, or Kathy.

All the best,

Katie Shanley | she, her, Ms.

Placement Manager

Fordham Graduate School of Social Service

OnlineMSW@Fordham

kshanley@onlinemsw.fordham.edu

Office: (347) 657-7611

Fax: (347) 657-7145

On Tue, Aug 13, 2024 at 10:54 AM Kristin Gramza <kgramza@onlinemsw.fordham.edu> wrote:

----- Forwarded message -----

From: M [REDACTED] D [REDACTED] <[mc\[REDACTED\]@fordham.edu](mailto:mc[REDACTED]@fordham.edu)>
Date: Mon, Aug 12, 2024 at 10:08 AM
Subject: Up-coming Placements
To: <kgramza@onlinemsw.fordham.edu>

Hi there!

My name is M [REDACTED] D [REDACTED] and I am enrolled in the upcoming online MSW traditional 4- term program. I usually work with Ms. Kathy Rasp but I was told she would be out of the office this week.

I had a few questions/concerns about internship placement.

I had received an email last week from Ms. Rasp stated that there are currently no leads in my area for this upcoming placement, and this may cause Fordham to push back my start date. I am curious to know if this is a popular issue amongst other new incoming online students? I am quite taken aback that there has been zero leads, as Kathy mentioned she has reached out to over twenty programs.

This is super concerning to me as school is now two weeks out, which would leave me almost no time to schedule an interview & actually attend that interview, as I currently am working full time. Having said that, pushing back my starting date is an option I am not happy with.

I actually had a company reach out to Fordham, Clearwater Counseling, that discussed that they currently have multiple SIFI certified MSW clinicians that cover a broad spectrum of social work that are in need of new interns. Ms. Rasp had originally shut down Clearwater as an option for me because they are not federally funded. This happened back in June, and at the time I was fine with that as I expected more internships to come my way. Since no other program is available as of now, I really think Clearwater should be given a shot instead of planning on changing my starting date. If Clearwater is my only available option right now, I think it should be granted so we can schedule an interview time hopefully this week, or next.

I was able to speak with the Director of Clearwater about two weeks and they mentioned that they would still take me on even with everything starting this month.

I truly do understand that you are busy with your own new students. I just can not wait for Ms. Rasp to come back and only have a week before classes are supposed to start. All of this has sort of given me some anxiety, as I really do not wish to push any time back. I really hope we can come to terms with this placement.

I really would like to thank you for taking the time and reading all of this. It is truly appreciated.

M [REDACTED] D [REDACTED]
[mc\[REDACTED\]@fordham.edu](mailto:mc[REDACTED]@fordham.edu)

--

Kristin Gramza
Senior Placement Specialist
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kgramza@onlinemsw.fordham.edu
Office: (332) 248-0628
Fax: (718) 744-9684
[Book a meeting with me!](#)

Exhibit F



Debra M McPhee <dmcphoe1@fordham.edu>

Fwd: Placement Update: Placement Specialist Reassignment

1 message

Linda White-Ryan <whiteryan@fordham.edu>
To: Debra M McPhee <dmcphoe1@fordham.edu>

Fri, Aug 16, 2024 at 6:48 PM

Yet another
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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----- Forwarded message -----

From: **Katie Shanley** <kshanley@onlinemsw.fordham.edu>
Date: Thu, Jul 25, 2024 at 5:19 PM
Subject: Re: Placement Update: Placement Specialist Reassignment
To: Linda White-Ryan <whiteryan@fordham.edu>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Ancy Lewis <alewis98@fordham.edu>, Amber Tetreau <atetreau@2u.com>

Hi Linda,

Thank you. As mentioned in my previous email I will be calling the student shortly. I will follow up with a recap after the call with everyone on copy.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Thu, Jul 25, 2024 at 5:14 PM Linda White-Ryan <whiteryan@fordham.edu> wrote:
Katie,

Again, I am requesting that someone from the field team call this student today. Please have someone make a personal call and not an email communication only. We are getting many emails in the general email from students in field according to Gwen. Katie,

I can call myself if you do not have anyone to make the phone call but it needs to happen.

Thank you.

Linda
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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On Thu, Jul 25, 2024 at 5:07 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:

Hi all,

Thank you for sharing this with me.

We have already begun outreach for D [REDACTED]'s replacement. Leah Jo reached out to her on 6/20 to speak about her preferences and has been conducting outreach since that call. D [REDACTED] also would have received follow up communication during our next check in at the beginning of August with the rest of the cohort. We also stress with students that they can reach out anytime and D [REDACTED] has not reached out. Given her lack of outreach to us, our natural assumption is that she doesn't have any unanswered questions or concerns and can be provided an update during the next regular check-in. I will reach out to her today to provide an update and answer any questions she has.

Because we understand the importance of checking in with students, we follow a regular cadence of monthly check-ins with all students. This cadence doesn't mean we won't talk with students outside of those check-ins, it just means that in order to maximize the time spent identifying opportunities for students, we need to have scheduled times for check-ins. This is something we communicate to students during the welcome call. Let me know if you would like to discuss a change in that cadence, we absolutely can do so and I'm happy to evaluate our check-in process with Gwen.

As I mentioned, I will reach out to D [REDACTED] today. Kathy is out of the office this week but will be back next Tuesday to continue outreach for the student.

If there are any other students who have questions about their placement or status, it would be helpful if you all could remind them of check-ins that are scheduled and direct them to the placement team.

Please let me know if you have any additional questions or would like any additional information. Thank you.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Thu, Jul 25, 2024 at 4:57 PM Gwenith Mitchell <gmitchell4@fordham.edu> wrote:

Hi Katie,
I have removed the student from this email thread. This is her second email today regarding her frustration. I will have to address this information if I don't hear you. I don't mind doing it. I just don't want there to be a duplicate email sent to her. Please address her concerns in an email with all of us on the thread.

Thank you
Gwen

**All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor**

Fordham University
**Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitchell4@fordham.edu**

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On Thu, Jul 25, 2024 at 4:50 PM D [REDACTED] F [REDACTED] <[d\[REDACTED\]@fordham.edu](mailto:d[REDACTED]@fordham.edu)> wrote:

Dear Ms. Mitchell,

Thank you for your response. While I appreciate your acknowledgment of the issue, I feel that my concerns were somewhat glossed over, and the responsibility seems to have been passed on without providing concrete, solution-oriented steps to ensure my issues will be addressed. Again, I'm deeply concerned about the lack of progress and communication regarding my field placement.

Given that the placement is scheduled to begin in five weeks, I am anxious about the feasibility of completing the necessary steps in such a short timeframe.

I need assurance that the process will be completed effectively to avoid further delays in my graduation.

Could you please provide a plan and timeline for the remaining steps in the placement process? Specifically, I would like to know:

1. When can I expect to have an interview scheduled?
2. Who will be my primary contact person for updates moving forward? Leah Jo mentioned Katy; when will I hear from her?
3. What specific actions are being taken to ensure the process is completed efficiently and sets me up for success?

4. Can you provide regular weekly updates on the status of my placement to keep me informed?
5. What steps are being taken to make sure we're not repeating the same mistakes?

It's the end of the work day and no one has contacted me yet.

I understand that there may be challenges, but given the critical nature of this situation, I need more concrete information and a clear path forward.

Thank you for your attention to this matter. I look forward to your response.

Cordially,

D [REDACTED] F [REDACTED]

On Jul 25, 2024, at 3:42 PM, Gwenith Mitchell <gmitche14@fordham.edu> wrote:

Good afternoon D [REDACTED],
Thank you for reaching out to us. I am so sorry that you have not heard from anyone regarding your replacement. I have looped in the placement manager from the online program so she can reach out today and start the replacement process. I am available please keep me in the loop as to how things are moving along.

Thank you
Gwenith Mitchell

All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitche14@fordham.edu

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On Thu, Jul 25, 2024 at 9:31 AM D [REDACTED] F [REDACTED] <[d\[REDACTED\]@fordham.edu](mailto:d[REDACTED]@fordham.edu)> wrote:
Dear Gwenith and Ancy,

I hope this message finds you well.

I am writing to inquire about the status of my field placement, as I have not received any communication beyond the email from Leah Jo that I have forwarded to you below. Since our last and only conversation on June 20th, there has been no further contact.

With the field placement scheduled to begin in five weeks, I am deeply concerned that I have not yet had an interview. Given that the process typically takes two months or more to complete, I am increasingly anxious about the timeline.

I must express my extreme frustration with the lack of communication and clarity throughout this process. After everything I have experienced, I fear that the process will be rushed, and I will have to endure the same difficulties again.

It is crucial that we address this matter promptly to ensure a smooth transition. I am unable to transfer to another institution to complete my degree, making this situation particularly challenging and leaving me feeling stuck between a rock and a hard place. Additionally, I should not have to keep delaying my graduation date for the mistakes of your team or take on financial responsibilities for any further delay.

Moreover, I am dealing with the recent passing of my father, which has added a significant emotional burden. The level of dissatisfaction I feel with Fordham and the hurdles I've had to overcome is overwhelming.

Thank you for your attention to this matter. I look forward to your prompt response.

Cordially,

D [REDACTED] F [REDACTED]
[REDACTED]

Begin forwarded message:

From: Leah Jo Dwyer <ldwyer@onlinemsw.fordham.edu>
Date: July 24, 2024 at 6:05:31 PM EDT
To: D [REDACTED] F [REDACTED] <[c\[REDACTED\]@fordham.edu](mailto:c[REDACTED]@fordham.edu)>
Subject: Placement Update: Placement Specialist Reassignment

Hello D [REDACTED],

I hope you are well!

I am reaching out to inform you that I will be transitioning out as your placement specialist as I will be leaving Fordham University after this week as I embark on a new career journey.

As a placement team, we strive to keep each student with a single placement specialist for the duration of each placement year and we apologize for any inconvenience or confusion this transfer may cause. Our team works very closely together and I've updated your new placement specialist, Kathy Rasp, about the conversations we've had so far for your placement, so rest assured that you have Kathy and a whole team of us ready and willing to support you.

As of today you will be officially assigned to Kathy as the main point of contact. Kathy will be reaching out to you within the next week, to introduce themselves and provide you with their contact information. If you have an urgent matter Kathy's email address is:

krasp@onlinemsw.fordham.edu

Kathy is currently out of the office but will return Tuesday, July 30th. If you need urgent assistance in the meantime, please reach out to Kristin Gramza at kgramza@onlinemsw.fordham.edu.

Thank you for your diligence and it has been a pleasure working with you through this process! Good luck in all of your future endeavors!

All the best,

Leah Jo Dwyer, MS
Placement Specialist II
OnlineMSW@Fordham
Graduate School of Social Service
ldwyer@onlinemsw.fordham.edu
Office: (646) 679-7553
Fax: (347) 657-7145
Book a meeting with me

Exhibit G



Debra M McPhee <dmcphoe1@fordham.edu>

FOR-MSW Placement

8 messages

Amber Tetreau <atetreau@2u.com>

Mon, Aug 5, 2024 at 10:00 AM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Melba Remice <mremice@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>

Happy Monday All,

We have developed an updated report to share placement data with you all. I will be sending this report every Monday with additional commentary.

- We appreciate the continued quick turnaround time on approvals and AAs.
- Pacing goals for week starting 8/5/24:
 - 60% placed (confirmed)
 - 80% placement site identified (placed/replaced, faculty review, faculty approved, confirmed)
- In process numbers increased from last week due to students moving out of placement hold after submitting their work based placement applications or completing their welcome calls. We will move these students through the work based placement process asap.
- On Time Placement (OTP) - Due to a number of factors our confirmed placements are behind. Factors include:
 - New application process causing a lag in our fall pivot from summer.
 - Leah Jo's quick departure from 2U. Her caseload is behind and, while there was a lag in student communication on her part, each student has promising or warm leads to pursue. The team is catching up quickly.
 - The team turnover in the last month..
 - Leah Jo's last day was 7/26.
 - Allison and Kathy will be moving to other teams at the beginning of September.
 - We have brought two semi-tenured placement specialists to the team who are currently in training (Molli and Joseph).
 - We will have an additional two specialists joining in the next month as well. This will intentionally overstaff the team to assist in closing out Fall and ensure we have enough people for a quick pivot to the next cohort start, since we will likely have less than 120 days to place them all.
 - To assist with closing out fall we have brought in Brett Mercer, a Senior Network Development Specialist, who has been assigned our most difficult to place open students. We've also brought in a second placement coordinator who is adding agencies to our outreach lists in addition to Mollie and Joseph. Lastly, Dane will be assisting with agency outreach, sending emails and connecting the placement specialists with agencies who are interested in hosting.

Please let me know if you have any questions.

Best,
Amber
--



Amber Tetreau, Ed.D. | she/her
Program Director

Office: 480-773-0448
Louisville, CO

@2Uinc | @edxonline | @Lifeat2U | #NoBackRow



Unlock your potential at edX.org and 2u.com/careers/.

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MSW Placement Data 8.2.24.pdf
180K

Debra M. McPhee <dmcphoe1@fordham.edu>

Mon, Aug 5, 2024 at 10:38 AM

To: Gwenith Mitchell <gmitchell4@fordham.edu>, Melba Remice <mremice@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Cc: Lué McWilliams <lmcwilliams2@fordham.edu>

Hey Folks,

Amber states several reasons for 2U being behind on fall placements. The first reason is "*New application process causing a lag in our fall pivot from summer.*"

How much was this a factor concerning timing? The implication is that we did not make the **fall application** available to students in time. Is that the case, or did the change in application only impact next spring and after?

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Gwenith Mitchell <gmitchell4@fordham.edu>

Mon, Aug 5, 2024 at 12:11 PM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Melba Remice <mremice@fordham.edu>, Lue McWilliams <lmcwilliams2@fordham.edu>, Susan Groman <sgroman@fordham.edu>

Good afternoon Debra,
Thank you for bringing this to our attention. After speaking with Melba and Sue regarding this data our records show

- Pacing goal for 8/5/24 is at 60% but according to our records they have only placed 69 students out of 163 students. So this percentage would not be accurate.
- 80% of placements identified with 3 weeks left in the start of the term is concerning with equivalent of 32 students with no activity of getting them placed.
- While there was a transition to the new application process on 5/20/24 2U kept their applications open till that point. Prior they were sending their applications to new and continuing students, so their application was always active.
- Lastly, there is always a list of students that are constantly falling out of placements due to terminations. This pulls placements specialist to have to work on replacements.

I hope this is helpful please let us know if have other questions. If you want to get on a conference call, please let us know.

Thank you
Gwen

All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
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[Quoted text hidden]

Debra M. McPhee <dmcphee1@fordham.edu>

Wed, Aug 7, 2024 at 1:41 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Melba Remice <mremice@fordham.edu>, Lue McWilliams <lmcmwilliams2@fordham.edu>, Susan Groman <sgroman@fordham.edu>

Thank you, Gwen - this is very helpful. I want to craft a response to Amber so her data does not stand as accurate.

We also need to push back *in writing* every time we receive such information from 2U. I do not want their analysis to stand as the only record we have on any given issue because they put it in writing, and we did not. Such is tedious work, but I can't see any other way.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor

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Graduate School of Social Service
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[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu>

Wed, Aug 7, 2024 at 7:47 PM

To: Amber Tetreau <atetreau@2u.com>, Firenza Walker <fwalker@2u.com>, Katie Shanley <kshanley@2u.com>, Drew Deutsch <ddeutsch@2u.com>, Clare Tomaszewski <ctomaszewski@2u.com>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Melba Remice <mremice@fordham.edu>, Gwenith Mitchell

<gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Ellen Fahey-Smith <faheysmith@fordham.edu>

Bcc: Daniel Correll <dcorrell@fordham.edu>

Dear 2U Partners,

Monday, August 26th is the start date for fall MSW Field placements. As of today, **89 Online students have not been placed.**

Amber's August 5th email stated, "*60% placed (confirmed) & 80% placement site identified (placed/replaced, faculty review, faculty-approved, confirmed).*"

The terminology 2U continues to use obscures the extent of the current placement crisis. Firstly, "*Confirmed*" and "*Placement Site Identified*" are distinctions without differences. Secondly, "*Confirmed*" is included in both categories and, in practice, has always meant anything from a potential agency has to be identified to a background check for a student is in process.

GSS has no way of knowing how close any of the individual 89 students are to being able to walk in and start placement on August 26th. Amber cites several issues contributing to this current crisis. However, the focus needs to be on what is being done to correct the situation. The solution **cannot** be to defer or advise students to take an academic leave of absence. This has been a common 2U practice, and the negative impact on students and the school is significant financially and in terms of reputation.

It is not clear what 2U is currently communicating to students. Understandably, students are calling the GSS Field team, voicing their anxiety and discontent. GSS is unable to provide students with even basic guidance given the lack of detailed, accurate information on where each student is in the placement process.

GSS does not currently have the personnel or resources to remedy this situation. However, if the 2U Field team desires assistance from the GSS Field team, we need a detailed intervention plan as quickly as possible.

Thank you for your immediate attention to the above concerns.

Debra

Debra M. McPhee, Ph.D.
Dean/Professor

Fordham University
Graduate School of Social Service
212-636-6616

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On Mon, Aug 5, 2024 at 10:01 AM Amber Tetreau <atetreau@2u.com> wrote:

[Quoted text hidden]

Debra M. McPhee <dmcphée1@fordham.edu>
To: Susan Groman <sgroman@fordham.edu>

Wed, Aug 7, 2024 at 7:51 PM

Sorry, Sue - I just sent this. I forgot to add you to the address line.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Susan Groman <sgroman@fordham.edu>
To: "Debra M. McPhee" <dmcphée1@fordham.edu>

Wed, Aug 7, 2024 at 8:00 PM

Thank you!

Sue

Susan L. Groman, PhD, LMSW
914-367-3024
Program Associate, Office of Academic Affairs
Fordham University Graduate School of Social Service
Managing Editor for Production - Social Work in Health Care Journal

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[Quoted text hidden]

Drew Deutsch <ddeutsch@2u.com>

Wed, Aug 7, 2024 at 8:54 PM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Cc: Amber Tetreau <atetreau@2u.com>, Firenza Walker <fwalker@2u.com>, Katie Shanley <kshanley@2u.com>, Clare Tomaszewski <ctomaszewski@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Melba Remice <mremice@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>, Ellen Fahey-Smith <faheysmith@fordham.edu>, Wesley Hauck <whauck@2u.com>

Debra,

Thank you for your note. As I discussed with Linda last week, I share your concerns about doing everything that we can, working together to make sure that the student placement experience is as smooth as possible. Katie, Firenza, Wes and the team are all hands on deck to address this issue.

As I'm sure that you are aware, Katie and our team meet regularly with Gwen and Linda to discuss individual students. Given these meetings/conversations, there shouldn't be any communication gaps between Gwen and Katie's teams. To the extent there are, we are, of course happy to address them.

Also as I discussed with Linda last week, Wes, Amber, and I would like to meet with you and Linda next week to discuss the Single Point of Contact (SPOC) methodology that we leverage with all of our other placement partners. This is a critical tool that GSS has previously resisted, which we didn't implement. However, this is an important tool that can help us improve overall placement metrics.

I'm OOO the office on vacation this week but look forward to meeting as soon as Monday to discuss. Can you please ask Lué to suggest some times that work for you on Monday?

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc. 917.232.2466
[Quoted text hidden]

Exhibit H



Lue McWilliams <lmcmwilliams2@fordham.edu>

Re: Follow up on Placement

1 message

Debra M. McPhee <dmcphoe1@fordham.edu>

Fri, Aug 16, 2024 at 7:25 PM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>

Dear Drew,

I waited to reply to your Wednesday email until I received the Friday update. However, I first need to address your repeated claims that Fordham is holding 2U "to a process that does not allow us to work ahead." I'm not sure why you insist on making this claim despite my many responses to the contrary.

I will reiterate Fordham's position - 2U is free to place students in any semester they choose, **provided you can also successfully place and replace all students who require placements in the current semester.** 2U has yet to demonstrate the ability to manage both. Thus, GSS continues to question 2U's decision to devote its dwindling resources to future semesters while students in the current semester remain unserved.

This afternoon, another strong student (M [REDACTED] T [REDACTED]) withdrew from the online program due to placement failure. In her own words:

"I am writing to let you know that I am indeed withdrawing from the online MSW program at Fordham University. Simply put, I cannot justify paying for an internship that I do not have secured. I have given so much time to trying to make this program work and I was prepared to give this institution a lot of money to obtain my degree. Unfortunately, the support I need from the university has not been provided and some efforts made are not up to my expectations."

GSS in no way prevented 2U from finding a placement for this student as needed. I only wish we had learned about her dissatisfaction sooner and were given an opportunity to correct the situation.

Current Field Placement Data:

Respectfully, the data you provided on Wednesday does not match the data in the 2U Salesforce system.

The Salesforce dashboard confirms a total of **157 students to be placed** for the fall semester (August 26th) and separates the students into different categories/stages in the placement process.

Again, the details of each category must be transparent for GSS to know how close any given student is to actually being able to start a placement.

The breakdown (according to Salesforce) is as follows:

89 - "Confirmed" - Agency information passed to GSS, including identified Field Instructor. The presumption is that everything is set with both the agency & student for the 8/26 start date.

11 - "Faculty Approved" - 2U identified agency, and GSS has completed the vetting/approval process. GSS assumes the student has been scheduled for an interview. The student still needs to be accepted by the agency - placement is not guaranteed.

23 - "Faculty Reviewing" - 2U has identified a potential agency for a student; GSS is in the process of reviewing, but vetting/approval is not complete. This is a pre-interview stage for the agency.

16- "Placement in Process" - The student could be at any stage in the process, from needing to be interviewed or onboarded to 2U waiting on more information from the agency.

12 - "Placed" - 2U has identified a potential agency but is still waiting for a response from the agency.

3- "Replaced" - the student needs to be replaced - working on confirming a new placement for a student.

3- "Placement on Hold" - placement not moving forward. The hold could be for a variety of reasons.

The Salesforce data communicates a different reality than what you provided - "...only 26 students need to be matched to a placement site," and "there are 81 students who are confirmed and ready to go."

Presuming the 89 "Confirmed" students are indeed set to walk into placement on August 26th, that leaves **68 students**, the vast majority of whom are unlikely to start on time or at all.

Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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On Wed, Aug 14, 2024 at 1:59 PM Drew Deutsch <ddeutsch@2u.com> wrote:

Dear Debra,

I share your frustration, and I want to emphasize that the team and I take on-time placement and the overall student experience very seriously. Placement is a complex operation that requires constant collaboration and problem-solving.

There are only 26 students that need to be matched to a placement site and the team is 100% focused on getting them over the finish line just as we have done in the past. Furthermore, there are 81 students who are confirmed and ready to go. Outside of unique individual student situations, the remaining students for the August term are moving smoothly through approvals.

Placements take more than 120 days to secure. We are asking you not to hold us to a process that does not allow us to work ahead. All of our other partners keep asking us to work further ahead which gives us ample time to secure high quality, on-time placements for students. With this constraint we are already behind for January.

Working together as one team we can continue to ensure high quality outcomes for the students.

Thank you.

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc.
917.232.2466

On Tue, Aug 13, 2024 at 2:14 PM Debra M. McPhee <dmcphée1@fordham.edu> wrote:

Dear Drew,

At this point, I'm very discouraged about finding a way to get on the same page. We do not agree on the extent of the problem nor the contributing factors.

Using your data, 2U does not see a problem with over 50% of students not being placed two weeks before the start of Field. Nor is there an acknowledgment that 2U's use of the term "confirmed" does not mean that everything is done and the student can walk into placement on day one.

Perhaps most disturbing is your listing of mitigating factors. You place the responsibility for the Field placement problems fully at Fordham's feet with no accountability on the part of 2U. This despite the fact that we experience these same problematic issues every semester and have since 2018. Also despite the fact that GSS has never had these same problems with our on-campus placements nor did we with our over 350 Online students before partnering with 2U.

Frankly, given 2U's perspective, I do not see how more meetings to 'address the barriers together' would be productive. You cite - 1) Working on One Term at a time, 2) High Rate of Wasted Placements, and 3) Lack of Single Point of Contact (SPOC) as things **GSS needs to change** for 2U to successfully place students on time. I will address these practices only briefly here, as each has been discussed numerous times in our daily and monthly meetings or via email.

Working on One Term at a Time - I welcome your explanation of how you see this as a solution to your team's problems. Placing students in future semesters while over 50% of students in the current semester still need to be placed makes no logical sense. However, as I have said many times, there's no problem doing so if you can also ensure current placements. 2U has yet to be able to manage both successfully.

High Rate of Wasted Placements - GSS does not have 'wasted' placements. We try to honor our *advanced* students' preferences within reason. However, if one agency does not work out for a given student, it is not 'wasted' because it can be used for another student.

Lack of Single Point of Contact (SPOC) - GSS is not structured or resourced such that I can assign a single person to manage all of 2U communications, placement, and student issues. The workload volume is overwhelming.

I hope we can agree that despite their already very full workloads, the GSS Field Team is working overtime to try and help the Online students who are not yet placed and very upset. They have done so every semester while successfully placing, on time, an equal number of on-campus students. It baffles me how 2U looks at this history and yet attributes responsibility to Fordham for the problems with Online placements.

This is why I do not see more meetings as the path to solving the problem. And right now, all time and resources need to be directed to placing students before August 27th.

Best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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On Mon, Aug 12, 2024 at 11:55 AM Drew Deutsch <ddeutsch@2u.com> wrote:

Debra,

Following up on my Wednesday night email, I wanted to share additional details with you and Ellen.

As you know, I've tried to address placement concerns directly, including during the July 16th Leadership team meeting, which was canceled. You expressed a preference to handle these issues via email.

For context, as of last week, by this time last year, we were at 56% "Confirmed" for the August term, meaning we're only 6% behind vs. last year.

Our team has been fully engaged in August placements and we've added resources, but we're facing challenges due to the following:

- **Working on One Term at a time:** GSS has consistently resisted allowing us to work on two placement terms simultaneously, despite previous discussions. This limitation hinders our ability to follow best practices. Notably, Fordham MSW is the only program where we're restricted to one term at a time.
- **High Rate of Wasted Placements:** The Fordham MSW program has a 56% rate of wasted placements, significantly higher than the 30% seen in other social work programs. This inefficiency is driven by rejections based on student preferences.
- **Lack of Single Point of Contact (SPOC):** We haven't been able to adopt the SPOC model, which would streamline efforts and improve the student experience. Fordham MSW is the only program that we support without this key approach.

To improve the student placement experience and close the 6% gap, we need to address these barriers together. The team is doing its best under current constraints, but we're eager to implement improvements that will positively impact the August and January terms.

Let's connect today to make sure that we are aligned.

Best,

Drew

Drew Deutsch

Vice President & General Manager
2U, Inc.
917.232.2466

Exhibits A-O Pg 40 of 93

Exhibit I



Kenneth Griffin <kgriffin8@fordham.edu>

Family Services Westchester

24 messages

Ken Griffin <kgriffin8@fordham.edu>

Tue, Oct 3, 2023 at 1:59 PM

To: K [REDACTED] L [REDACTED] <k [REDACTED]@fordham.edu>

Cc: Abigail Ross <aross28@fordham.edu>, Yvette Sealy <Sealy@fordham.edu>, Rahbel Rahman <rrahman20@fordham.edu>

Hi K [REDACTED]

I spoke with Patrick S [REDACTED] at [REDACTED] today.

He told me he would contact you and schedule an interview for your HRSA/Pipeline Field placement.

Please let me keep me in the loop. Please be as open and flexible as possible; we need you placed.

Best,

Mr. Griffin

Kenneth Griffin, LCSW
Assistant Director of Field Education
Fordham University Graduate School of Social Service
113 W 60th Street, Room 903 E
New York, NY 10023

(212) 636 6609 (phone)
Email: kgriffin8@fordham.edu

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K [REDACTED] L [REDACTED] <k [REDACTED]@fordham.edu>

Tue, Oct 3, 2023 at 2:10 PM

To: Ken Griffin <kgriffin8@fordham.edu>

Cc: Abigail Ross <aross28@fordham.edu>, Yvette Sealy <Sealy@fordham.edu>, Rahbel Rahman <rrahman20@fordham.edu>

Hi,
I spoke with Patrick. Scheduled a zoom call for 1PM tomorrow. The program he's thinking about is the Respite and Camp success program. [https://www.\[REDACTED\].org/our-programs/youth-programs/respite-and-camp-success/](https://www.[REDACTED].org/our-programs/youth-programs/respite-and-camp-success/). My generalist placement at Kids in Crisis was the same exact program. I'll try to be open minded since it's now october, none of the site i was interested are open and I don't want my graduation to be changed due to things that were not in my control. I'll email back tomorrow after my interview. Have a good rest of the day!

Thank you,

K [REDACTED] L [REDACTED]

[Quoted text hidden]

--
K [REDACTED] L [REDACTED]
MSW Candidate, 05/2024
[Fordham University](#) | [Graduate School of Social Service](#)

Yvette Sealy <sealy@fordham.edu>

Tue, Oct 3, 2023 at 11:58 PM

To: Ken Griffin <kgriffin8@fordham.edu>
Cc: Abigail Ross <aross28@fordham.edu>, Rahbel Rahman <rrahman20@fordham.edu>

Hello All,

I took K [REDACTED] out of this email thread and included Gwen.

I didn't reply to the emails going around regarding [REDACTED] because I didn't have anything to add but I need to share now.

I am really concerned about this process. I am cautious about requesting that the student keep an open mind if they are in fact telling us in advance that what we are offering seems very similar to their last placement experience. Yes, we do need to get K [REDACTED] placed-- but in the most ideal way.

Are there no other options? It seems that I would then have to go in and help them alter the educational agreement to include NEW educational experiences for K [REDACTED]. That is not a good place for either of us to be at this time.

I appreciate the challenges. I just have more students still onboarding and not seeing clients than I think we should have one month into placement. We are making accommodations for assignments due this month at this point. This is a PR Bust not to mention not conducive to meeting their learning needs.

Yvette

On Tue, Oct 3, 2023 at 1:59 PM Ken Griffin <kgriffin8@fordham.edu> wrote:

[Quoted text hidden]

--

Yvette Sealy, Ph.D., MPH, LCSW
Associate Professor
Graduate School of Social Service
113 West 60th Street, 503-C
NY, NY 10023
212-636-6679

Yvette Sealy <sealy@fordham.edu>

Wed, Oct 4, 2023 at 12:00 AM

To: Ken Griffin <kgriffin8@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>
Cc: Abigail Ross <aross28@fordham.edu>, Rahbel Rahman <rrahman20@fordham.edu>

It's late... Forget to include Gwen

[Quoted text hidden]

Ken Griffin <kgriffin8@fordham.edu>

Wed, Oct 4, 2023 at 11:16 AM

To: K [REDACTED] L [REDACTED] <k [REDACTED]@fordham.edu>
Cc: Abigail Ross <aross28@fordham.edu>, Yvette Sealy <Sealy@fordham.edu>, Rahbel Rahman <rrahman20@fordham.edu>

Hi K [REDACTED],

Please see the interviewing tips document attached to this email. You might find it helpful during your interview.

Please keep in mind that [REDACTED] is a HRSA/Pipeline approved site.

Good luck with your interview today

Best,

Mr. Griffin

Exhibit J



Debra M McPhee <dmcphoe1@fordham.edu>

Fwd: Concerning Student Situation

1 message

Linda White-Ryan <whiteryan@fordham.edu>
To: Debra M McPhee <dmcphoe1@fordham.edu>

Fri, Aug 16, 2024 at 6:47 PM

Debra,

A ridiculous exchange that Drew became involved in.

Linda
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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----- Forwarded message -----

From: **Katie Shanley** <kshanley@onlinemsw.fordham.edu>
Date: Tue, Aug 6, 2024 at 3:17 PM
Subject: Re: Concerning Student Situation
To: Gwenith Mitchell <gmitche14@fordham.edu>
Cc: Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Clare Tomaszewski <ctomaszewski@onlinemsw.fordham.edu>, Amber Tetreau <atetreau@2u.com>, Imani Fields <ifields@onlinemsw.fordham.edu>

Hi Gwen,

Please let me know once someone has been identified on your team for the placement process. I will forward the welcome call notes and student resume for their reference.

Thank you all for your collaboration and please let me know if there is anything else I can do to support.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Tue, Aug 6, 2024 at 2:59 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:

Hi Linda,

Thank you for sharing additional context. Our placement team conducts outreach by completing 3 phone calls and 3 emails to each agency we reach out to for students. We do not just send emails as that is not always a successful method of communication.

Happy to talk through the process in more detail again if you would like to set up a time to discuss. In our meeting next Monday I was hoping to speak through students on Monday together to determine next steps.

Let me know if there is anything additional my team can do to assist and I appreciate the collaboration.

All the best,

Katie Shanley | she, her, Ms.

Placement Manager

Fordham Graduate School of Social Service

OnlineMSW@Fordham

kshanley@onlinemsw.fordham.edu

Office: (347) 657-7611

Fax: (347) 657-7145

On Tue, Aug 6, 2024 at 2:47 PM Linda White-Ryan <whiteryan@fordham.edu> wrote:

Hi Gwen,

Thank you for calling the student. I remain exceedingly concerned that the process involving emails to 13 agencies will not suffice in locating field placements. There are so many MSW Online Programs across the country at this point that the competition is very challenging so phone calls are critical to the process in finding placements and developing relationships with the agencies. Let's meet next week if possible to review how the students are placed. I am sure that the agencies are all called as well the same way students are placed on campus but it will be helpful to review the process in detail.

At this point after conferring with Dean McPhee we will ask you Gwen to please have someone from your team place the student. I myself will assist and so will Dean McPhee. It is so important for the reputation of our program to accommodate students and not make them take a leave of absence. The student already paid the fee for Field Instruction (3.5 credits) and it simply is not acceptable policy to ask the student to pay twice.

Thank you.

Linda

Linda White-Ryan, Ph.D., LCSW, R.N., CASAC

Fordham University Graduate School of Social Service

Associate Dean for Academic Affairs

Clinical Associate Professor

[113 West 60th Street, 7th Floor](#)

[New York, NY 10023](#)

Phone: (212) 636-6605

Email: whiteryan@fordham.edu

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On Tue, Aug 6, 2024 at 2:14 PM Gwenith Mitchell <gmitchell4@fordham.edu> wrote:

Hi Linda,

I followed up with B [REDACTED] L [REDACTED]. She gave me a quick overview of her experience with the placement process. Her first placement specialist was Kristen Gramza but had little to no contact with her. B [REDACTED] explained she tried to reach Kristen several times and she was not getting back to her. Then Kristen reached out and explained they were transferring students around and she would now be working with Kathy Rasp. On May 29th Kathy reached out to B [REDACTED] and spoke to her about the change in the placement specialist and explained she would be in contact June 5th for a check-in. On June 5th Kathy reached out and explained that they have reached out to 10 agencies and was waiting to hear back from them. Between June 5th and August 1st there was no contact with Kathy. During this time B [REDACTED] grew worried as she was not hearing anything and she emailed Kathy on August 1st. Kathy reached back out to B [REDACTED] on August 6th with Imani/SSA on the email thread to say that 13 agencies were contacted and needed Imani to explain B [REDACTED]'s options at this time.

I did tell B [REDACTED] I would get back in touch with her later today to discuss next steps.

Thanks
Gwen

All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitchell4@fordham.edu

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On Tue, Aug 6, 2024 at 1:41 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:

Hi Linda,

In looking at B [REDACTED]'s page more closely, I also see that she has some availability constraints. As you are reaching out to agencies in the area, I wanted to make sure you had the information as well:
Available after 3pm - can do 1 possibly 2 days from 2-6

Let me know if you have any questions and thank you for your collaboration!

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Tue, Aug 6, 2024 at 1:30 PM Drew Deutsch <ddeutsch@2u.com> wrote:

Thanks to the team effort to support this student. And, Katie, thanks for looping me in.

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc. 917.232.2466

On Tue, Aug 6, 2024 at 1:25 PM Gwenith Mitchell <gmitchell4@fordham.edu> wrote:

Hi Linda,
I am calling the student now.

Thank you
Gwen

All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitchell4@fordham.edu

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On Tue, Aug 6, 2024 at 1:06 PM Linda White-Ryan <whiteryan@fordham.edu> wrote:

Hi Katie,

Thanks so much for the quick response. Gwen please call the student as soon as possible. And I will begin immediately to search for possible placements.

Linda
Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
113 West 60th Street, 7th Floor
New York, NY 10023
Phone: (212) 636-6605
Email: whiteryan@fordham.edu

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On Tue, Aug 6, 2024 at 12:57 PM Katie Shanley <kshanley@onlinemsw.fordham.edu> wrote:
Hi Linda,

I've copied Drew on this email as well since Amber is out this week.

Thank you for reaching out and letting me know about B [REDACTED]'s concerns. I have been fielding a number of emails and calls from students this week and it is only natural for them to have anxiety. Check ins were sent this week and we have had a number of worried students reaching out.

To clarify, the email that B [REDACTED] received did not say that a placement cannot be located. What it says is:

"As you know, we have been conducting outreach and each week we conduct extensive outreach via phone and email to contacts within your preferred placement area. While we can control our outreach, we cannot control the response we receive and can only offer what the community has available in terms of placement opportunities.

Our goal is to ensure that you receive a placement that allows you to meet all Fordham and CSWE requirements, while not disrupting your plan of study. While we do not currently have any leads to share, we will continue to conduct outreach weekly in order to get you placed as soon as possible."

It then advises that they speak with their student success advisor if they have any questions about plan of study changes, financial implications, and corresponding deadlines to ensure they have the opportunity to review all potential options should a placement not be identified.

Finally it states that we are still actively working to finalize their placement opportunity for this term and the offer of the information is only to ensure that you are fully prepared for all potential outcomes and in no way infers that this is the expected outcome.

In the search we have received quite a few no's but are still actively searching and should identify something soon. If you have any suggestions for agencies to reach out to, we would be happy to add them to our list.

As you said, she lives in Long Island and there is no reason we won't find something soon.

Gwen, I would be happy to also speak with her if it would help. Let me know what I can do to support here.

All the best,

Katie Shanley | she, her, Ms.
Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

On Tue, Aug 6, 2024 at 12:45 PM Linda White-Ryan <whiteryan@fordham.edu> wrote:
Dear Katie,

I just had a call from an online student and I am truly concerned. The student is B [REDACTED] L [REDACTED], ID# [REDACTED], phone: [REDACTED]. She received notification that a placement cannot be located for her for the Fall 2024 semester. The student does not want to take a leave of absence, however, as ilexplained to her it will be necessary because of her plan of study requiring certain courses to be taken at the same time as her field placement. She is an extremely strong student with

a GPA of 4.0. She does have a physical disability that limits how far she can drive. The only request she told me she had is that she did not want to be placed in a nursing home because she worked as an EMS during the height of the pandemic and as you can imagine it is a trigger for her. She has not had even one interview and has not been offered any possibilities. This is completely confusing.

My concern is that the student lives in Port Jefferson, Long Island and it seems like there should be many possible placements available. The student was told that many calls have been made and it is not possible for the coming Fall 2024 semester.

I will talk with Dean McPhee and I am sure she and I can begin working immediately to place this student. We can begin reaching out to agencies so that we can at least try to accomodate this student. She is extremely frustrated and disappointed with the placement process at Fordham.

Gwen, please reach out as soon as possible by phone. I will get back to everyone as soon as I speak with Dean McPhee.

Thank you.

Linda

Linda White-Ryan, Ph.D., LCSW, R.N., CASAC
Fordham University Graduate School of Social Service
Associate Dean for Academic Affairs
Clinical Associate Professor
[113 West 60th Street, 7th Floor](#)
[New York, NY 10023](#)
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Exhibit K



Debra M McPhee <dmcphoe1@fordham.edu>

Field Meeting

15 messages

Debra M. McPhee <dmcphoe1@fordham.edu>

Tue, Jan 30, 2024 at 6:10 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>, Heidi Healy <hhealy@2u.com>, Katie Shanley <kshanley@2u.com>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Lué McWilliams <lmcwilliams2@fordham.edu>

Dear Gwen, Heidi, and Katie,

Thank you again for our conversation this afternoon. Heidi - I agree that confusion or misunderstanding can often occur when we rely on email exchanges from multiple sources. Clarifying the specific policy and practice standards with everyone in the same room is much better.

The following is my summary of the issues we discussed:

- Two (2) weeks is the required timeframe for all initial Field placements and replacements. The clock starts at the point that a team member is informed that a student is ready for placement (current semester) or needs to be replaced into a different agency.
- Current semester placements and replacements must be the priority for both Field teams. Personnel resources need to be directed to these priorities before beginning placements for future semesters.
- The 2U team will collect and analyze Field case report data (complaints and need for replacements). The goal is to identify common factors and patterns across cases and how best to mediate these factors.
- The GSS and 2U will work together to review Field placement "best practices" to ensure members of both teams achieve effective and consistent outcomes.

These are the main takeaway points from my perspective. That said, after our meeting, it occurred to me that the way we've historically agreed to handle replacements may not make the most sense.

Currently, with replacements the GSS team handles the management of the student, Field Advisor, agency, etc., and ultimately the decision resulting in a replacement. Handing the student back to the 2U team for replacement means that the Placement Specialist needs to quickly get up to speed on all the particulars and any special needs that need to be accommodated. Given the complexity of these cases and the urgency required in replacements, it would make more sense for the GSS Field team to continue with the follow-through and replacement rather than handing the whole situation back to 2U.

The added benefit is that more time and attention can be directed to our teams working together to align best practices securing initial placements. I'd like to see us achieve a reduction in the rate of replacements that have historically been required for Online versus on-ground students.

I encourage members of both teams to consider and discuss this recommendation further.

Thanks again to all,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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Heidi Healy <hhealy@2u.com>

Wed, Jan 31, 2024 at 11:52 AM

To: "Debra M. McPhee, Ph.D." <dmcphoe1@fordham.edu>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Katie Shanley <kshanley@2u.com>

Hi Debra,

Thank you for the note, we'll take a look at numbers, have a discussion on our end and come back to you about your recommendation. One point I would like to clarify was your note about the 2-week timeframe, we did not discuss or agree to that timeframe for initial placements yesterday. Rather, we agreed to the two week timeframe for replacements only, triggered by the email from GSS connecting the student to their placement specialist. As for initial placements, we agreed to continue the discussion about processes ahead of the term start including students who are in extraordinary circumstances within the first two weeks of the term.

Unless I hear from you otherwise, our team will continue with their normal timelines for initial placement with Gwen, Katie and the Student Success team connecting on at risk students.

Thanks again for the time yesterday and we'll circle back soon,
Heidi

[Quoted text hidden]

--

Heidi A. Healy (she/her/hers)

Program Director
(802) 282-7889
2U, Inc.

Debra M. McPhee <dmcphoe1@fordham.edu>

Fri, Feb 2, 2024 at 3:47 PM

To: Heidi Healy <hhealy@2u.com>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Katie Shanley <kshanley@2u.com>

Bcc: Melba Remice <mremice@fordham.edu>, JEFFREY <jcoyle@fordham.edu>

Dear Heidi,

In your response to my meeting summary, you state: "*One point I would like to clarify was your note about the 2-week timeframe, we did not discuss or agree to that timeframe for initial placements yesterday.*" While you may not have agreed, we most definitely did discuss it. At the end of our meeting, I did hear the vague comment you made about our continuing to discuss the "initial placement rates or process". However, I chose to ignore this because I felt I had already made my position clear early in the meeting.

In fact, in our meeting, the four of us spent some time discussing 2U's practice of working to place students one or even two semesters when there are students still without a placement in the current semester. Katie indicated she disagreed with redirecting personnel from their assignment of next semester placements to work on a handful of late placements or replacements. Gwen strongly disagreed, stating this is often what she must do with the GSS team to get the job done.

Moreover, it's important to note that this is not the first time we've had this conversation. We discussed it as recently as our last monthly partnership meeting that Drew attended. I questioned the logic of 2U's practice and who was benefiting. Drew stressed that the 2U's data concerning on-time placements has improved considerably in the past few years. I agreed, but with a significant caveat that this has been possible by 1) 2U placing students semesters ahead, thus improving the metrics of on-time placements, and 2) the additional work the GSS Field team has taken on in placing and replacing Online students. This was not the case in the first years of our partnership when 2U did not place students semesters ahead and the online and on-ground placement personnel worked separately.

A quick review indicates that in the fall 2023 semester, there were 32 Online students still not placed three weeks after the official start date of Field. There were/are 13 students on the late placement list this semester (4 have since been moved to a future semester or have deferred enrollment).

Katie has stated that these students are the top priority in the 2U's placement process. Instead, they are one among all student placements. However, in my position, I don't have this luxury. Ultimately, it is GSS that assumes the liabilities created when our Online students are not placed on time or not replaced quickly.

To be clear, I am not happy about having to set the two-week GSS intervention time frame. I do not want the GSS Field team members to have to drop what they are doing to step in and take over the placement of students that the 2U team has not placed on time or replaced in a timely manner. In an ideal partnership, there would be no need for such a policy because 2U and GSS would agree and adhere to the same standards **and** the practices necessary to maintain those standards. However, in the absence of this, I feel I have no choice but to direct the GSS team to monitor all placements closely and intervene when necessary.

I hope you and your team can find your way to respecting my position on this issue.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu>

Wed, Feb 14, 2024 at 2:55 PM

To: Heidi Healy <hhealy@2u.com>, Drew Deutsch <ddeutsch@2u.com>

Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Katie Shanley <kshanley@2u.com>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Bcc: Ellen Fahey-Smith <faheysmith@fordham.edu>

Dear Drew and Heidi,

It's been brought to my attention that the 2U Placement Specialists are continuing the practice of placing Online students up to two semesters in advance (fall). Meanwhile, we have students in the current semester who still need to be placed or replaced. In addition, there are summer (May) students who are still in need of a placement.

Katie Shanley explained to Gwen that, despite our last meeting and my most recent email requesting that 2U stop this practice, 2U is continuing because "we don't agree with you."

Please confirm that this is indeed 2U's position further, that the directive to 2U Placement Specialists is that they should ignore Fordham's policy.

To be clear, placing students on time and in appropriate agencies *by the first week of any semester* is a Fordham quality standard, as is replacing students as quickly as possible when necessary.

Placing students for a future semester is not problematic *if* all students in the current or next semester are placed and all current replacements are completed. However, this is not the case with respect to our Online students. Fordham's concern about 2U failing to maintain GSS practicum standards was recently addressed after I discovered that 2U had allowed two students who were victims of sexual harassment at their initial placement to languish for more than 7 weeks without being replaced. Among other serious implications, placing their ability to graduate in jeopardy.

To prevent such a situation from happening again, I have had to direct the GSS Field Team to monitor the progress of 2U placements on a daily basis. So there is no misunderstanding; as the first step of the intervention, the GSS Field team *will not be stepping in to take over the job that 2U has failed to do*. Such a practice would only further incentivize 2U inattention and poor performance. Instead, I have directed my staff to closely monitor 2U practice and progress and alert the GSS Leadership team when problems are discovered and not immediately remedied by 2U.

I look forward to your response,
Debra

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[Quoted text hidden]

Drew Deutsch <ddeutsch@2u.com>

Wed, Feb 14, 2024 at 3:42 PM

To: "Debra M. McPhee" <dmcphée1@fordham.edu>

Cc: Heidi Healy <hhealy@2u.com>, Lué McWilliams <lmcmwilliams2@fordham.edu>

Debra,

Thanks for your note. There's a lot here and multiple conversations within and across both our teams have taken place around these issues. My suggestion is that Heidi and I meet with you to have a conversation about the work that our two teams are doing and to come to an agreement on the best path forward. I'm happy to work with Lué to find a time to meet. Let me know.

Drew

—



Drew Deutsch

Vice President & General Manager

Office/Mobile: 9172322466

7900 Harkins Road, Lanham, MD 20706

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[Quoted text hidden]

Debra M. McPhee <dmcphée1@fordham.edu>

Thu, Feb 15, 2024 at 4:09 PM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Bcc: Melba Remice <mremice@fordham.edu>, Ellen Fahey-Smith <faheysmith@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>

Dear Drew,

Respectfully, I've already had too many conversations and spent far too much time discussing an issue that, to my mind, is very straightforward.

The task before both our Field teams is to ensure that all on-campus and Online students are placed on time (start of each semester) and replaced with a quick turnaround. That's it. It's not more complicated than that.

On-time placements and quick replacement is a quality standard policy and practice that GSS has consistently carried out for, in my experience, the past eleven years. This was true when we managed both our on-campus and Online students and our enrollment was approximately 1500. It remains true today with respect to the placement of our on-campus students. This is not the case for our Online students.

As you are aware, failing to ensure this standard across all our programs is problematic for a whole host of reasons - including unhappy students who make their displeasure known to me, the President, and anyone who will listen on social media to, in too many cases, students who have their academic progress interrupted.

I appreciate that since 2U adopted the practice of placing one to two semesters ahead, 2U's on-time placement rate has significantly improved. However, it is an advantage that is lost on students who still need a placement in the current semester.

The policy of placing in future semesters is not a problem in and of itself. I am fine with 2U continuing this practice **if all** students for the current semester are placed or replaced. However, it makes little sense, for 2U to divert their significantly reduced Field personnel to focus on placing in future semesters while the job in the current semester is left undone. Further, the burden of completing the job continues to fall to the GSS Field team. I have plenty of data to verify this. Whether it's twenty students or two, it is too many.

In sum, for 2U to adhere to Fordham placement standards, it would seem the choices are: 1) continue the practice of placing students one or two semesters ahead but simultaneously implement a practice that ensures on-time placements and replacement in the current semester, or 2) stop the practice of future placements to devote sufficient resources to ensuring all student in the current semester are successfully placed or replaced.

This is an internal discussion for the 2U team. I look forward to hearing your decision.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
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[Quoted text hidden]

Drew Deutsch <ddeutsch@2u.com>

Fri, Feb 16, 2024 at 3:36 PM

To: "Debra M. McPhee" <dmphee1@fordham.edu>

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Debra,

Thanks for your note and the thoughtful analysis. Heidi and I have conferred with the placement team and option 1 seems to be the most balanced option that makes the most sense. Our team is committed to finding the most suitable initial placements for students so that they can begin each term on time and stay on track towards graduation. We will also continue to work hard to provide replacements as quickly as possible.

Have a great weekend.

Drew



Drew Deutsch

Vice President & General Manager

Office/Mobile: 9172322466

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[Quoted te t hidden]

Debra M. McPhee <dmcphee1@fordham.edu>

Fri, Feb 16, 2024 at 4:58 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>, Melba Remice <mremice@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Cc: Lué McWilliams <lmcwilliams2@fordham.edu>

FYI - we know what this translates to. But at least he put it in writing. Now we need to monitor and log **every** late and replaced students to the minute!

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted te t hidden]

Gwenith Mitchell <gmitchell4@fordham.edu>

Fri, Feb 16, 2024 at 5:22 PM

To: "Debra M. McPhee" <dmcphee1@fordham.edu>

Cc: Melba Remice <mremice@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>

Dear Debra,

I understand and will track all placements and replacements. I will explain this process to the team so we are all aware of this information.

Thank you for your support always

Gwen

[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu>

Tue, Feb 20, 2024 at 11:16 AM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell

<gmitchell4@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>

Bcc: Ellen Fahey-Smith <faheysmith@fordham.edu>

Morning Drew.

Hope you had a good long weekend.

Thank you for your reply on Friday. I'm happy to proceed as you've decided, with one big caveat. To make this approach successful, 2U will need to implement different placement practices and procedures. Otherwise, Option #1 amounts to business as usual and it has not been working. If the 2U team intends to continue placing students in future semesters, there has to be recognition and agreement that it can no longer be at the expense of students in need in the current semester.

We do not have and have never had, the same problems with late placements and the high numbers of replacements for on-campus students, including when we managed our online program. Given the majority of our online students are located in the tri-state area, the discrepancy speaks not to location but to the different placement standards and procedures maintained by the GSS Field team as opposed to the 2U team.

We have lost key personnel in the GSS Field department over the past year. The team is feeling the strain and does not have the capacity to continue taking on the work of 2U late placements and replacements. We are happy to work with the 2U Field team to provide additional training if you think this would help turn things around.

All the best,

Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
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[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu>

Tue, Feb 20, 2024 at 2:52 PM

To: Tokumbo Shobowale <shobowale@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Daniel Correll <dcorrell@fordham.edu>, Paul Reis

<preis@fordham.edu>, Anthony Grono <grono@fordham.edu>

Bcc: Linda White-Ryan <whiteryan@fordham.edu>, Janna Heyman <heyman@fordham.edu>, Lué McWilliams

<lmcwilliams2@fordham.edu>, Melba Remice <mremice@fordham.edu>

Dear Colleagues,

When we met last week, it was requested that GSS document any service issues and concerns in dealing with 2U.

[REDACTED]

Below, I've shared a lengthy email chain. It represents the latest of hundreds of similar exchanges and failed quality/service negotiations with 2U. It highlights the pattern of GSS having to pick up the work and students 2U leaves unserved or inadequately served. This latest negotiation is a practice and issue we've addressed with them for over two years. It was reignited when I discovered 2U had allowed two students who were victims of sexual harassment at their initial placement to languish for more than 7 weeks without being replaced. Among other serious implications, placing their ability to graduate in jeopardy. I immediately redirected the students to a member of the GSS Team who, on a Saturday within two hours found a new appropriate agency for the students in California.

If you have the time (*and perhaps alcohol*) to read all the way through you will see the nature of our communications and results as historically experienced. It's illustrative of countless hours of communications, meetings, and documentation in an attempt to force 2U to change its operation and/or standards. In the end, Drew pays lip service to "working with us" without ever admitting any wrongdoing or committing to making any change. Unfortunately, there is no incentive for 2U, and in spite of the documentation or data I provide, we have yet to find a way to make them accountable.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
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Forwarded Conversation

Subject: Field Meeting

From: **Debra M. McPhee** <dmcphée1@fordham.edu>
Date: Tue, Jan 30, 2024 at 6:10 PM
To: Gwenith Mitchell <gmitchell4@fordham.edu>, Heidi Healy <hhealy@2u.com>, Katie Shanley <kshanley@2u.com>
Cc: Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Lué McWilliams <lmcwilliams2@fordham.edu>

Dear Gwen, Heidi, and Katie,

Thank you again for our conversation this afternoon. Heidi - I agree that confusion or misunderstanding can often occur when we rely on email exchanges from multiple sources. Clarifying the specific policy and practice standards with everyone in the same room is much better.

The following is my summary of the issues we discussed:

- Two (2) weeks is the required timeframe for all initial Field placements and replacements. The clock starts at the point that a team member is informed that a student is ready for placement (current semester) or needs to be replaced in a different agency.
- Current semester placements and replacements must be the priority for both Field teams. Personnel resources need to be directed to these priorities before beginning placements for future semesters.
- The 2U team will collect and analyze Field case report data (complaints and need for replacements). The goal is to identify common factors and patterns across cases and how best to mediate these factors.
- The GSS and 2U will work together to review Field placement "best practices" to ensure members of both teams achieve effective and consistent outcomes.

These are the main takeaway points from my perspective. That said, after our meeting, it occurred to me that the way we've historically agreed to handle replacements may not make the most sense.

Currently, with replacements the GSS team handles the management of the student, Field Advisor, agency, etc., and ultimately the decision resulting in a replacement. Handing the student back to the 2U team for replacement means that

the Placement Specialist needs to quickly get up to speed on all the particulars and any special needs that need to be accommodated. Given the complexity of these cases and the urgency required in replacements, it would make more sense for the GSS Field team to continue with the follow-through and replacement rather than handing the whole situation back to 2U.

The added benefit is that more time and attention can be directed to our teams working together to align best practices securing initial placements. I'd like to see us achieve a reduction in the rate of replacements that have historically been required for Online versus on-ground students.

I encourage members of both teams to consider and discuss this recommendation further.

Thanks again to all,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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From: **Heidi Healy** <hhealy@2u.com>
Date: Wed, Jan 31, 2024 at 11:52 AM
To: Debra M. McPhee, Ph.D. <dmcphoe1@fordham.edu>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Katie Shanley <kshanley@2u.com>

Hi Debra,

Thank you for the note, we'll take a look at numbers, have a discussion on our end and come back to you about your recommendation. One point I would like to clarify was your note about the 2-week timeframe, we did not discuss or agree to that timeframe for initial placements yesterday. Rather, we agreed to the two week timeframe for replacements only, triggered by the email from GSS connecting the student to their placement specialist. As for initial placements, we agreed to continue the discussion about processes ahead of the term start including students who are in extraordinary circumstances within the first two weeks of the term.

Unless I hear from you otherwise, our team will continue with their normal timelines for initial placement with Gwen, Katie and the Student Success team connecting on at risk students.

Thanks again for the time yesterday and we'll circle back soon,
Heidi

--
Heidi A. Healy (she/her/hers)
Program Director
(802) 282-7889
2U, Inc.

From: **Debra M. McPhee** <dmcphoe1@fordham.edu>
Date: Fri, Feb 2, 2024 at 3:47 PM
To: Heidi Healy <hhealy@2u.com>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Drew Deutsch <ddeutsch@2u.com>, Katie Shanley <kshanley@2u.com>

Dear Heidi,

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agreed, we most definitely did discuss it. At the end of our meeting, I did hear the vague comment you made about our continuing to discuss the "initial placement rates or process". However, I chose to ignore this because I felt I had already made my position clear early in the meeting.

In fact, in our meeting, the four of us spent some time discussing 2U's practice of working to place students one or even two semesters when there are students still without a placement in the current semester. Katie indicated she disagreed with redirecting personnel from their assignment of next semester placements to work on a handful of late placements or replacements. Gwen strongly disagreed, stating this is often what she must do with the GSS team to get the job done.

Moreover, it's important to note that this is not the first time we've had this conversation. We discussed it as recently as our last monthly partnership meeting that Drew attended. I questioned the logic of 2U's practice and who was benefiting. Drew stressed that the 2U's data concerning on-time placements has improved considerably in the past few years. I agreed, but with a significant caveat that this has been possible by 1) 2U placing students semesters ahead, thus improving the metrics of on-time placements, and 2) the additional work the GSS Field team has taken on in placing and replacing Online students. This was not the case in the first years of our partnership when 2U did not place students semesters ahead and the online and on-ground placement personnel worked separately.

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Katie has stated that these students are the top priority in the 2U's placement process. Instead, they are one among all student placements. However, in my position, I don't have this luxury. Ultimately, it is GSS that assumes the liabilities created when our Online students are not placed on time or not replaced quickly.

To be clear, I am not happy about having to set the two-week GSS intervention time frame. I do not want the GSS Field team members to have to drop what they are doing to step in and take over the placement of students that the 2U team has not placed on time or replaced in a timely manner. In an ideal partnership, there would be no need for such a policy because 2U and GSS would agree and adhere to the same standards **and** the practices necessary to maintain those standards. However, in the absence of this, I feel I have no choice but to direct the GSS team to monitor all placements closely and intervene when necessary.

I hope you and your team can find your way to respecting my position on this issue.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

From: **Debra M. McPhee** <dmcphee1@fordham.edu>
Date: Wed, Feb 14, 2024 at 2:55 PM
To: Heidi Healy <hhealy@2u.com>, Drew Deutsch <ddeutsch@2u.com>
Cc: Gwenith Mitchell <gmitchell4@fordham.edu>, Katie Shanley <kshanley@2u.com>, Lué McWilliams <lmcwilliams2@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>

Dear Drew and Heidi,

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Katie Shanley explained to Gwen that, despite our last meeting and my most recent email requesting that 2U stop this practice, 2U is continuing because "we don't agree with you."

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To prevent such a situation from happening again, I have had to direct the GSS Field Team to monitor the progress of 2U placements on a daily basis. So there is no misunderstanding; as the first step of the intervention, the GSS Field team *will not be stepping in to take over the job that 2U has failed to do*. Such a practice would only further incentivize 2U inattention and poor performance. Instead, I have directed my staff to closely monitor 2U practice and progress and alert the GSS Leadership team when problems are discovered and not immediately remedied by 2U.

I look forward to your response,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
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From: **Drew Deutsch** <ddeutsch@2u.com>
Date: Wed, Feb 14, 2024 at 3:42 PM
To: Debra M. McPhee <dmphee1@fordham.edu>
Cc: Heidi Healy <hhealy@2u.com>, Lué McWilliams <lmcwilliams2@fordham.edu>

Debra,

Thanks for your note. There's a lot here and multiple conversations within and across both our teams have taken place around these issues. My suggestion is that Heidi and I meet with you to have a conversation about the work that our two teams are doing and to come to an agreement on the best path forward. I'm happy to work with Lué to find a time to meet. Let me know.

Drew

—



Drew Deutsch
Vice President & General Manager

Office/Mobile: 9172322466
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From: **Debra M. McPhee** <dmcphee1@fordham.edu>
Date: Thu, Feb 15, 2024 at 4:09 PM
To: Drew Deutsch <ddeutsch@2u.com>
Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Dear Drew,

Respectfully, I've already had too many conversations and spent far too much time discussing an issue that, to my mind, is very straightforward.

The task before both our Field teams is to ensure that **all** on-campus and Online students are placed on time (start of each semester) and replaced with a quick turnaround. That's it. It's not more complicated than that.

On-time placements and quick replacement is a quality standard policy and practice that GSS has consistently carried out for, in my experience, the past eleven years. This was true when we managed both our on-campus and Online students and our enrollment was approximately 1500. It remains true today with respect to the placement of our on-campus students. This is not the case for our Online students.

As you are aware, failing to ensure this standard across all our programs is problematic for a whole host of reasons - including unhappy students who make their displeasure known to me, the President, and anyone who will listen on social media to, in too many cases, students who have their academic progress interrupted.

I appreciate that since 2U adopted the practice of placing one to two semesters ahead, 2U's on-time placement rate has significantly improved. However, it is an advantage that is lost on students who still need a placement in the current semester.

The policy of placing in future semesters is not a problem in and of itself. I am fine with 2U continuing this practice **if all** students for the current semester are placed or replaced. However, it makes little sense, for 2U to divert their significantly reduced Field personnel to focus on placing in future semesters while the job in the current semester is left undone. Further, the burden of completing the job continues to fall on the GSS Field team. I have plenty of data to verify this. Whether it's twenty students or two, it is too many.

In sum, for 2U to adhere to Fordham placement standards, it would seem the choices are: 1) continue the practice of placing students one or two semesters ahead but simultaneously implement a practice that ensures on-time placements and replacement in the current semester, or 2) stop the practice of future placements to devote sufficient resources to ensuring all student in the current semester are successfully placed or replaced.

This is an internal discussion for the 2U team. I look forward to hearing your decision.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

From: **Drew Deutsch** <ddeutsch@2u.com>
Date: Fri, Feb 16, 2024 at 3:36 PM
To: Debra M. McPhee <dmcphee1@fordham.edu>
Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>

Debra,

Thanks for your note and the thoughtful analysis. Heidi and I have conferred with the placement team and option 1 seems to be the most balanced option that makes the most sense. Our team is committed to finding the most suitable initial placements for students so that they can begin each term on time and stay on track towards graduation. We will also continue to work hard to provide replacements as quickly as possible.

Have a great weekend.

Drew

From: **Gwenith Mitchell** <gmitche14@fordham.edu>
Date: Fri, Feb 16, 2024 at 5:22 PM
To: **Debra M. McPhee** <dmcph1@fordham.edu>
Cc: Melba Remice <mremice@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>

Dear Debra,

I understand and will track all placements and replacements. I will explain this process to the team so we are all aware of this information.

Thank you for your support always
Gwen

From: **Debra M. McPhee** <dmcph1@fordham.edu>
Date: Tue, Feb 20, 2024 at 11:16 AM
To: Drew Deutsch <ddeutsch@2u.com>
Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitche14@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>
[Quoted text hidden]

Daniel Correll <dcorrell@fordham.edu>
To: dmcph1@fordham.edu

Tue, Feb 20, 2024 at 2:53 PM

I will be out of the office returning on February 26, 2024. I will have limited access to email during this time and will respond as soon as possible upon my return.

--
Daniel Correll, Esq.
Associate General Counsel
Fordham University
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Cunniffe House, Room 111
Bronx, New York 10458
Telephone: 718.817.5810
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Drew Deutsch <ddeutsch@2u.com>
To: "Debra M. McPhee" <dmcph1@fordham.edu>

Fri, Feb 23, 2024 at 9:21 AM

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Wesley Hauck <whauck@2u.com>, Firenza Walker <fwalker@2u.com>

Debra,

Thanks for your note and your patience as Heidi and I worked with the 2U Placement team to gather information. Largely, I believe that we are on the same page and that the two of our teams, working together, can meet the desired outcomes that you outline.

As you would expect, we are extremely focused on our pacing and meeting 100% placed by FSD and also focused on quick replacements for our students, especially when they've been removed from a site for particularly difficult reasons. We are committed to pulling in needed resources to maximize our outreach on behalf of open students. To ensure clarity between our two team, I wanted to highlight the following:

Pacing

We will continue to adhere to our practice of placement planning one to two semesters ahead, as outlined in our normal process of conducting placement welcome calls 180 days prior to the start of the term and initiating students' placement search shortly thereafter. Immediate replacements take precedence at all times, followed by placements for the current cohort, and then placements for any future cohorts we are actively working on. While this prioritization may not be directly evident on the GSS side due to the individualized approaches of our placement specialists, it's important to understand that approvals may be seen in parallel for replacements, placements for the current cohort, and placements for future cohorts. This dynamic doesn't signify a deprioritization of any student; rather, it reflects our commitment to ensuring timely and effective placements for all.

Replacements

We're confident that our two-week timeline for replacements is reasonable and doable in the majority of cases. If the assigned placement specialist is struggling to locate an immediate replacement, we're committed to bringing in extra temporary help to find a placement quickly and within the two-week timeframe. For these unique cases communication will be paramount. We will endeavor to keep everyone in the loop by discussing any issues related to replacement students during our weekly team meetings and in the placement update emails that we send out weekly. This way, we can address any concerns and keep things running smoothly.

Quality of Placements

As we continue our discussions, we've realized the importance of improving how we choose placements initially to cut down on replacements. We see the value in gathering better information at the start to make sure we're picking the best placements possible, hopefully avoiding the need for replacements altogether. We've looked at approval data to identify areas for improvement. Further, we want to team up with Field Team Faculty to tweak our process and to get more detailed info upfront, so that we can make smarter choices and reduce the need for replacements in the future.

Our goal is to continue to encourage the team to push forward, heads down and to stay focused on quality and efficiency when it comes to placing GSS students. It is crucial that we have your support and the support of the Field team as we make improvements.

Heidi, Wes, Firenza, Katie and I are happy to answer any questions that you, Linda, or Gwen have.

Thanks for your continued partnership.

Drew

—



Drew Deutsch

Vice President & General Manager

Office/Mobile: 9172322466

7900 Harkins Road, Lanham, MD 20706

@2Uinc | @edxonline | @Lifeat2U | #NoBackRow



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Debra M. McPhee <dmcphoe1@fordham.edu>

Fri, Feb 23, 2024 at 12:35 PM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmcmwilliams2@fordham.edu>, Wesley Hauck <whauck@2u.com>, Firenza Walker <fwalker@2u.com>

Bcc: Melba Remice <mremice@fordham.edu>

Dear Drew,

Thank you. I appreciate your message outlining 2U's principles and intentions concerning Field placements - pacing, replacements, and quality - *"we are extremely focused on our pacing and meeting 100% placed by FSD and also focused on quick replacements for our students, especially when they've been removed from a site for particularly difficult reasons. We are committed to pulling in needed resources to maximize our outreach on behalf of open students."*

I especially appreciate your outlining 2U's commitment to addressing challenging replacement cases - *"If the assigned placement specialist is struggling to locate an immediate replacement, we're committed to bringing in extra temporary help to find a placement quickly and within the two-week timeframe."*

I do feel it's important that we take this opportunity to pinpoint where we are now and what actions need to be operationalized for both our teams. Specifically, you conclude by stating, *"Our goal is to continue to encourage the team to push forward, heads down and to stay focused on quality and efficiency when it comes to placing GSS students. It is crucial that we have your support and the support of the Field team as we make improvements."*

Two things jump out at me in terms of questions that need to be clarified. *"Our goal is to continue to encourage the team to push forward, heads down and to stay focused on quality and efficiency when it comes to placing GSS students."* - Is this an acknowledgment of the problems that 2U has had to date with securing initial placements and replacements or your reaffirming 2U's commitment to the practices and rates of success, that for the most part, you feel are already being done by 2U?

I'm zeroing in on this, not to be obstinate. Rather, the answer to this question determines our starting place for action and the steps both teams agree need to put in place for 2U to achieve your stated goal.

Secondly, it is important that 2U identify in specific terms what is necessary for GSS to fulfill the condition: *"It is crucial that we have your support and the support of the Field team as we make improvements."* I certainly agree our teams need to work to support one another. Detailing exactly what that looks like would make better use of personnel and resources on both sides. So for example, our teams communicate daily and meet regularly. However, it is clear that actions need to be taken to improve the efficiency and effectiveness of those communications. If we can agree on this point, then our teams can work on detailing the action steps for improvement. This is one example. However, I believe this level of identification and operationalization is necessary to move ahead in collaboration and to rectify the concerns that initiated this recent round of discussions. Otherwise, I fear the considerable amount of time we have spent in communication these past few weeks will not yield a clear path forward nor result in meaningful change.

I welcome your thoughts and clarification of the specific actions you feel each team needs to put in place.

All the best,
Debra

Debra M. McPhee, Ph.D.

Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Drew Deutsch <ddeutsch@2u.com>

Wed, Feb 28, 2024 at 11:29 AM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Cc: Heidi Healy <hhealy@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>, Lué McWilliams <lmccwilliams2@fordham.edu>, Wesley Hauck <whauck@2u.com>, Firenza Walker <fwalker@2u.com>

Debra,

Thanks for your note on Friday. I would suggest that we either continue this discussion at our next Leadership team meeting, or schedule a time for you, Linda, Gwen, Heidi, Firenza and me to roll up our sleeves together to establish common agreements to ensure that our teams are mutually serving GSS students in the best way possible.

Happy to work with Lué to find time.

Talk to you soon.

Drew



Drew Deutsch
Vice President & General Manager

Office/Mobile: 9172322466

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Exhibit L



Debra M McPhee <dmcphoe1@fordham.edu>

Follow up on Placement

13 messages

Drew Deutsch <ddeutsch@2u.com>

Mon, Aug 12, 2024 at 11:54 AM

To: Debra McPhee <dmcphoe1@fordham.edu>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>

Debra,

Following up on my Wednesday night email, I wanted to share additional details with you and Ellen.

As you know, I've tried to address placement concerns directly, including during the July 16th Leadership team meeting, which was canceled. You expressed a preference to handle these issues via email.

For context, as of last week, by this time last year, we were at 56% "Confirmed" for the August term, meaning we're only 6% behind vs. last year.

Our team has been fully engaged in August placements and we've added resources, but we're facing challenges due to the following:

- **Working on One Term at a time:** GSS has consistently resisted allowing us to work on two placement terms simultaneously, despite previous discussions. This limitation hinders our ability to follow best practices. Notably, Fordham MSW is the only program where we're restricted to one term at a time.
- **High Rate of Wasted Placements:** The Fordham MSW program has a 56% rate of wasted placements, significantly higher than the 30% seen in other social work programs. This inefficiency is driven by rejections based on student preferences.
- **Lack of Single Point of Contact (SPOC):** We haven't been able to adopt the SPOC model, which would streamline efforts and improve the student experience. Fordham MSW is the only program that we support without this key approach.

To improve the student placement experience and close the 6% gap, we need to address these barriers together. The team is doing its best under current constraints, but we're eager to implement improvements that will positively impact the August and January terms.

Let's connect today to make sure that we are aligned.

Best,

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc.
917.232.2466

Debra M. McPhee <dmcphoe1@fordham.edu>

Tue, Aug 13, 2024 at 2:13 PM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>
Bcc: Daniel Correll <dcorrell@fordham.edu>, Tokumbo Shobowale <shobowale@fordham.edu>, Michael Trerotola <trerotola@fordham.edu>, Tania Tetlow <ttetlow@fordham.edu>, Joshua Burgher <jburgher1@fordham.edu>

Dear Drew,

At this point, I'm very discouraged about finding a way to get on the same page. We do not agree on the extent of the problem nor the contributing factors.

Using your data, 2U does not see a problem with over 50% of students not being placed two weeks before the start of Field. Nor is there an acknowledgment that 2U's use of the term "confirmed" does not mean that everything is done and the student can walk into placement on day one.

Perhaps most disturbing is your listing of mitigating factors. You place the responsibility for the Field placement problems fully at Fordham's feet with no accountability on the part of 2U. This despite the fact that we experience these same problematic issues every semester and have since 2018. Also despite the fact that GSS has never had these same problems with our on-campus placements nor did we with our over 350 Online students before partnering with 2U.

Frankly, given 2U's perspective, I do not see how more meetings to 'address the barriers together' would be productive. You cite - 1) Working on One Term at a time, 2) High Rate of Wasted Placements, and 3) Lack of Single Point of Contact (SPOC) as things **GSS needs to change** for 2U to successfully place students on time. I will address these practices only briefly here, as each has been discussed numerous times in our daily and monthly meetings or via email.

Working on One Term at a Time - I welcome your explanation of how you see this as a solution to your team's problems. Placing students in future semesters while over 50% of students in the current semester still need to be placed makes no logical sense. However, as I have said many times, there's no problem doing so if you can also ensure current placements. 2U has yet to be able to manage both successfully.

High Rate of Wasted Placements - GSS does not have 'wasted' placements. We try to honor our *advanced* students' preferences within reason. However, if one agency does not work out for a given student, it is not 'wasted' because it can be used for another student.

Lack of Single Point of Contact (SPOC) - GSS is not structured or resourced such that I can assign a single person to manage all of 2U communications, placement, and student issues. The workload volume is overwhelming.

I hope we can agree that despite their already very full workloads, the GSS Field Team is working overtime to try and help the Online students who are not yet placed and very upset.

They have done so every semester while successfully placing, on time, an equal number of on-campus students. It baffles me how 2U looks at this history and yet attributes responsibility to Fordham for the problems with Online placements.

This is why I do not see more meetings as the path to solving the problem. And right now, all time and resources need to be directed to placing students before August 27th.

Best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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Debra M. McPhee <dmcphoe1@fordham.edu>

Tue, Aug 13, 2024 at 2:22 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Ancy Lewis <alewis98@fordham.edu>, Kenneth Griffin <kgriffin8@fordham.edu>, Jennifer Delgado <jdelgado@fordham.edu>, Rainer Orth <orth@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>, Janna Heyman <heyman@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>, Melba Remice <mremice@fordham.edu>, Susan Groman <sgroman@fordham.edu>, "POLLY Kaplan [Staff]" <pokaplan@fordham.edu>

Dear GSS Field Team,

I do not share the almost daily similar communications I have with 2U. However, I felt it important to share today's exchange.

I want you to know I recognize the extent of the problem and the unfairness of the additional workload placed on you as a result of our 2U partnership. I can only thank you on behalf of our students and promise you I will continue to do everything within my power to change things.

With gratitude,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
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Kenneth Griffin <kgriffin8@fordham.edu>

Tue, Aug 13, 2024 at 3:25 PM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Thank you, Debra. We appreciate your unwavering support for the Field team.

Best,

Ken

Kenneth Griffin, LCSW
Assistant Director of Field Education
Fordham University Graduate School of Social Service
113 W 60th Street, Room 903 E
New York, NY 10023

(212) 636-6609 (phone)
Email kgriffin8@fordham.edu

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[Quoted text hidden]

Ellen Fahey-Smith <faheysmith@fordham.edu>
To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Tue, Aug 13, 2024 at 8:29 PM

Thank you, Deb.

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--

Ellen Fahey-Smith, Ed.D
Vice Provost for Administration
Fordham University
[441 East Fordham Road](#)
Cunniffe House, Room 226
Bronx, New York 10458
718-817-4874
faheysmith@fordham.edu

Drew Deutsch <ddeutsch@2u.com>

Wed, Aug 14, 2024 at 1:59 PM

To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>

Dear Debra,

I share your frustration, and I want to emphasize that the team and I take on-time placement and the overall student experience very seriously. Placement is a complex operation that requires constant collaboration and problem-solving.

There are only 26 students that need to be matched to a placement site and the team is 100% focused on getting them over the finish line just as we have done in the past. Furthermore, there are 81 students who are confirmed and ready to go. Outside of unique individual student situations, the remaining students for the August term are moving smoothly through approvals.

Placements take more than 120 days to secure. We are asking you not to hold us to a process that does not allow us to work ahead. All of our other partners keep asking us to work further ahead which gives us ample time to secure high quality, on-time placements for students. With this constraint we are already behind for January.

Working together as one team we can continue to ensure high quality outcomes for the students.

Thank you.

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc.
917.232.2466

On Tue, Aug 13, 2024 at 2:14 PM Debra M. McPhee <dmcphoe1@fordham.edu> wrote:

[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu>

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>

Bcc: Daniel Correll <dcorrell@fordham.edu>, lboydston@gutnicki.com, mschlan@gutnicki.com, Gwenith Mitchell <gmitchell4@fordham.edu>, Melba Remice <mremice@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>, Tokumbo Shobowale <shobowale@fordham.edu>, Joshua Burgher <jburgher1@fordham.edu>

Dear Drew,

I waited to reply to your Wednesday email until I received the Friday update. However, I first need to address your repeated claims that Fordham is holding 2U *"to a process that does not allow us to work ahead."* I'm not sure why you insist on making this claim despite my many responses to the contrary.

I will reiterate Fordham's position - 2U is free to place students in any semester they choose, **provided you can also successfully place and replace all students who require placements in the current semester.** 2U has yet to demonstrate the ability to manage both. Thus, GSS continues to question 2U's decision to devote its dwindling resources to future semesters while students in the current semester remain unserved.

This afternoon, another strong student (M [REDACTED] T [REDACTED]) withdrew from the online program due to placement failure. In her own words:

"I am writing to let you know that I am indeed withdrawing from the online MSW program at Fordham University. Simply put, I cannot justify paying for an internship that I do not have secured. I have given so much time to trying to make this program work and I was prepared to give this institution a lot of money to obtain my degree. Unfortunately, the support I need from the university has not been provided and some efforts made are not up to my expectations."

GSS in no way prevented 2U from finding a placement for this student as needed. I only wish we had learned about her dissatisfaction sooner and were given an opportunity to correct the situation.

Current Field Placement Data:

Respectfully, the data you provided on Wednesday does not match the data in the 2U Salesforce system.

The Salesforce dashboard confirms a total of **157 students to be placed** for the fall semester (August 26th) and separates the students into different categories/stages in the placement process.

Again, the details of each category must be transparent for GSS to know how close any given student is to actually being able to start a placement.

The breakdown (according to Salesforce) is as follows:

89 - "Confirmed" - Agency information passed to GSS, including identified Field Instructor. The presumption is that everything is set with both the agency & student for the 8/26 start date.

11 - "Faculty Approved" - 2U identified agency, and GSS has completed the vetting/approval process. GSS assumes the student has been scheduled for an interview. The student still needs to be accepted by the agency - placement is not guaranteed.

23 - "Faculty Reviewing" - 2U has identified a potential agency for a student; GSS is in the process of reviewing, but vetting/approval is not complete. This is a pre-interview stage for the

agency.

16- "Placement in Process" - The student could be at any stage in the process, from needing to be interviewed or onboarded to 2U waiting on more information from the agency.

12 - "Placed" - 2U has identified a potential agency but is still waiting for a response from the agency.

3- "Replaced" - the student needs to be replaced - working on confirming a new placement for a student.

3- "Placement on Hold" - placement not moving forward. The hold could be for a variety of reasons.

The Salesforce data communicates a different reality than what you provided - "...only 26 students need to be matched to a placement site," and "there are 81 students who are confirmed and ready to go."

Presuming the 89 "Confirmed" students are indeed set to walk into placement on August 26th, that leaves **68 students**, the vast majority of whom are unlikely to start on time or at all.

Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Daniel Correll <dcorrell@fordham.edu>
To: dmcphoe1@fordham.edu

Fri, Aug 16, 2024 at 7:26 PM

I will be out of the office returning on August 26, 2024. I will have extremely limited access to email during this time and will respond as soon as possible upon my return.

--
Daniel Correll, Esq.
Associate General Counsel
Fordham University
Office of Legal Counsel
Cunniffe House, Room 111
Bronx, New York 10458
Telephone: 718.817.5810
Fax: 718.817.3115
dcorrell@fordham.edu

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Drew Deutsch <ddeutsch@2u.com>

Mon, Aug 19, 2024 at 12:27 PM

To: "Debra M. McPhee" <dmcphee1@fordham.edu>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>

Debra,

Thank you for now approving 2U being permitted to place students beyond the current term. However, with the recently rolled out Tevera system, GSS has removed our visibility into 104 placements needed for the January, 2025 term and beyond. Can you please provide 2U access to the Tevera data ASAP? Without it, Fordham will effectively prevent 2U from being able to place Program students on time. Kindly confirm by COB today that Fordham has granted access, or if you need anything from 2U/me to allow Fordham to enable that access.

Responding to your email, I'm sharing up-to-date data from this morning. Of the 157 students you cite as not being placed, 89 are "confirmed"; 52 are currently moving through the remaining administrative steps on their way to reaching "confirmed"; 3 are on "hold"; and only 13 are awaiting a site to be identified. With Fordham now approving 2U placing students beyond the current term, we hope that we are able to reduce the percentage of students awaiting a site to be identified at this stage in the Program even further.

Each day is crucial to 2U's ability to place students in time for the start of the semester. 2U remains fully committed to work diligently to place students on time. I will continue to provide daily updates to this group. In the meantime, however, I again reiterate 2U's need for GSS to grant Tevera data access to fulfill the January 2025 student placement needs and beyond.

Drew

Drew Deutsch
Vice President & General Manager
2U, Inc.
917.232.2466

[Quoted text hidden]

Debra M. McPhee <dmcphee1@fordham.edu>

Mon, Aug 19, 2024 at 2:25 PM

To: Drew Deutsch <ddeutsch@2u.com>

Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>
Bcc: Daniel Correll <dcorrell@fordham.edu>, Tokumbo Shobowale <shobowale@fordham.edu>, Joshua Burgher <jburgher1@fordham.edu>, Melba Remice <mremice@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>

Seriously Drew? This is exhausting.

The GSS Field team is working around the clock to help get Online MSW students placements by next week. Every day, we receive calls and emails from upset Online students who have not been placed or even responded to. Yet, your primary focus is on 2U Field personnel finding placements for next spring?

You continue to ignore the part about placing students in future semesters, **provided** students in the current semester are successfully placed. And continue to deny that 2U categories - "confirmed" and "placed" - do not translate into a guaranteed placement for students.

The GSS Field team is stressed and scrambling because of the conditions 2U has created. How are 2U's position and actions a demonstration of good partnership?

Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Debra M. McPhee <dmcph1@fordham.edu>
To: Susan Groman <sgroman@fordham.edu>

Mon, Aug 19, 2024 at 3:48 PM

FYI

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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----- Forwarded message -----

From: **Debra M. McPhee** <dmcph1@fordham.edu>
Date: Mon, Aug 19, 2024 at 2:25 PM
Subject: Re: Follow up on Placement
To: Drew Deutsch <ddeutsch@2u.com>

[Quoted text hidden]
[Quoted text hidden]

Debra M. McPhee <dmcphoe1@fordham.edu> Mon, Aug 19, 2024 at 4:20 PM
To: Drew Deutsch <ddeutsch@2u.com>
Cc: Ellen Fahey-Smith <faheysmith@fordham.edu>, Ken Laorden <klaorden@2u.com>, Linda White-Ryan <whiteryan@fordham.edu>, Dennis Jacobs <dcjacobs@fordham.edu>, Gwenith Mitchell <gmitchell4@fordham.edu>
Bcc: Daniel Correll <dcorrell@fordham.edu>, Melba Remice <mremice@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Tokumbo Shobowale <shobowale@fordham.edu>, Joshua Burgher <jburgher1@fordham.edu>

FYI

----- Forwarded message -----
From: D [REDACTED] G [REDACTED] <d[REDACTED]@fordham.edu>
Date: Mon, Aug 19, 2024 at 3:17 PM
Subject: MSW Placement Timeline
To: Linda White-Ryan <whiteryan@fordham.edu>

Hello Dean White-Ryan,

I am a new MSW student at the university beginning the 4-term traditional program next week. I am reaching out to you by suggestion from my student success advisor in hopes that you may be able to provide some additional clarity and guidance regarding a difficult situation I have found myself in with internship placement.

The placement team has yet to locate an internship to accompany my program at Fordham, and I have been left with a surprising and disappointing ultimatum regarding my next steps. The team will continue to search for a placement site, but I have been informed today that I have two potential options as it seems unlikely a site will be found. The first option is to change programs and instead pursue the 6-term, 24 month plan. A decision would need to be made by September 2nd, and would greatly impact my funding as I'm using Vocational Rehab through **Veterans Affairs**, and there is a certain amount of rigidity and restriction associated with that process including the program length I've been approved for, and the number of credits taken. It has taken me 7 months to navigate and get approval for this program through VRE and **making any changes at this point would likely be disastrous**. The second choice presented is to defer my enrollment to the spring, where hopefully the placement team could find me an internship by then. This option also would result in a significant hardship as I've given notice and end my employment at my current salaried position at the end of this week in anticipation of beginning the accelerated program at Fordham. A third option, although not presented to me, but which seems the most proactive, is to begin the search to obtain my own internship locally. I would have began doing this much sooner if I had known the ramifications of the placement team failing to secure a site through their processes, or if I had known not receiving a placement site was even a possibility.

Aside from airing my frustrations with this situation I've found myself in, I'm reaching out to determine what sort of timeline I have to obtain and begin an internship while still completing the 4-term program. I have been reaching out to agencies that I'm aware of (a bit limiting) and making some progress this morning with correspondence. With the short notice I've been given I need to know what sort of options I have for delaying the start of an internship and what kind of timeline I need to follow so I can be transparent with the agencies I speak with. I appreciate you taking the time to review my situation and will be looking forward to your response. I will be available by both phone or email, whichever is most convenient for you.

Best regards,

D [REDACTED] G [REDACTED]

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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[Quoted text hidden]

Susan Groman <sgroman@fordham.edu>
To: "Debra M. McPhee" <dmcphoe1@fordham.edu>

Mon, Aug 19, 2024 at 4:22 PM

Thank you. I love your response as it is so honest in our frustration!!!!

Sue

Susan L. Groman, PhD, LMSW
914-367-3024
Program Associate, Office of Academic Affairs
Fordham University Graduate School of Social Service
Managing Editor for Production - Social Work in Health Care Journal

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[Quoted text hidden]

Exhibit M



Debra M McPhee <dmcphoe1@fordham.edu>

Vetting for Fall 2024 online astudents

5 messages

Gwenith Mitchell <gmitchell4@fordham.edu>

Mon, Apr 29, 2024 at 1:19 PM

To: Katie Shanley <kshanley@2u.com>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Heidi Healy <hhealy@2u.com>

Good afternoon Katie,

I asked that Elizabeth do not start vetting Fall agencies until your summer start students are further along into confirmed placements with a start date. Today Sue pulled a report and you have 28 students that are not confirmed with a placement and today is the first day of field. Please note the 28 does not include all of the replacements from the Spring cohort that needed immediate replacements.

Thank you
Gwen

All the Best,
Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitchell4@fordham.edu

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Katie Shanley <kshanley@onlinemsw.fordham.edu>

Mon, Apr 29, 2024 at 6:32 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Heidi Healy <hhealy@2u.com>, Firenza Walker <fwalker@2u.com>

Hi Gwen,

Understood, thank you. Once all summer students are in review, will the vetting resume for the fall term?

All the best,

Katie Shanley | she, her, Ms.

Placement Manager
Fordham Graduate School of Social Service
OnlineMSW@Fordham
kshanley@onlinemsw.fordham.edu
Office: (347) 657-7611
Fax: (347) 657-7145

[Quoted text hidden]

Gwenith Mitchell <gmitchell4@fordham.edu>

Mon, Apr 29, 2024 at 8:26 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Heidi Healy <hhealy@2u.com>, Firenza Walker <fwalker@2u.com>

Hi Katie,

We can see where things are next Monday May 6th during our morning meeting. Sue does run the report periodically through the week. Keep in mind the replacements for summer are just as important and they need to be finalized as soon as possible.

Thanks

Gwen

[Quoted text hidden]

Gwenith Mitchell <gmitchell4@fordham.edu>

Tue, May 7, 2024 at 12:51 PM

To: Katie Shanley <kshanley@onlinemsw.fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Heidi Healy <hhealy@2u.com>, Firenza Walker <fwalker@2u.com>, Amber Tetreau <atetreau@2u.com>

Good afternoon Katie,

I am asking again that you please let the placement specialist know not to send any students to Elizabeth for Fall review. Kathy Rasp sent three student agencies (between May 1st and today) to be vetted for the Fall. Until all summer students are placed and the replacements are close to be completed we will not review any Fall applications. As of yesterday there are still students for the summer that do not have confirmed placements.

Thank you

Gwen

All the Best,

Gwenith M. Mitchell, LMSW
Interim Director of Field Education
Adjunct Professor

Fordham University
Graduate School of Social Service
Westchester Campus
400 Westchester Ave.
West Harrison, New York 10604
(914) 367-3116
gmitchell4@fordham.edu

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[Quoted text hidden]

Linda White-Ryan <whiteryan@fordham.edu>

Tue, May 7, 2024 at 1:07 PM

To: Gwenith Mitchell <gmitchell4@fordham.edu>

Cc: Katie Shanley <kshanley@onlinemsw.fordham.edu>, Debra M McPhee <dmcphoe1@fordham.edu>, Susan Groman <sgroman@fordham.edu>, Elizabeth Basile <ebasile@fordham.edu>, Heidi Healy <hhealy@2u.com>, Firenza Walker <fwalker@2u.com>, Amber Tetreau <atetreau@2u.com>

Dear Katie,

Please have the staff stop vetting for the Fall 2024 semester immediately. There were 3 placements sent over between May 1st and May 7th.

Thanks for your cooperation.

Linda

Linda White-Ryan, Ph.D., LCSW, R.N., CASAC

Fordham University Graduate School of Social Service

Associate Dean for Academic Affairs

Clinical Associate Professor

113 West 60th Street, 7th Floor

New York, NY 10023

Phone: (212) 636-6605

Email: whiteryan@fordham.edu

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[Quoted text hidden]

Exhibit N



Lué McWilliams <lmcwilliams2@fordham.edu>

Re: Field Complaint

1 message

Debra M. McPhee <dmcphee1@fordham.edu>

Fri, Apr 29, 2022 at 2:20 PM

To: Christie Hunnicutt <chunnicut2@fordham.edu>

Cc: Linda White-Ryan <whiteryan@fordham.edu>, Ji Seon Lee <jilee@fordham.edu>, Patricia Heard <pheard@fordham.edu>, Lué McWilliams <lmcwilliams2@fordham.edu>, Melba Remice <mremice@fordham.edu>

Hey Christie,

I just want to say I'm sorry that you have to spend so much of your time cleaning up the messes made by 2U! I recognize you and others have worked diligently with 2U, and we have made improvements compared to even a year ago. That said, complaints such as this speak to fundamental issues that should not be occurring at this stage of the partnership and given that 60% of revenue is taken for every student.

If Katie was the first stop, this situation should have never escalated to you or me. If 2U has a vacant position, *THEY* need to put an alternative person in charge to ensure continuity. When a staff member leaves GSS, it's not an option for us to "let the phone ring" sorta speak until we fill the position. It should not be an option for 2U either. This is not a 'rare' occurrence and they represent us. It just can't happen.

For purposes of analysis and review with 2U...Below are the issues I pulled from the students' letter that, if legitimate (and I get the sense they are), 2U needs to correct. In short, I think they represent continuing patterns of:

1. Misinformation.
2. Lack of information.
3. False information (e.g., claims of calling an agency repeatedly and not being able to reach anyone).

1. She (my student success advisor) said there should be no problem because I could do Work Study.

2. She later stopped answering any questions and said I would have to speak to a field specialist.

3. I asked to be put in touch with a field specialist to ask some general questions and she refused to give me that information.

4. When it came down to the wire and I was given a field specialist,

5. I was NEVER informed that my supervisor would need the SIFI.

6. I had to cancel work study because TWO of your staff members did not tell me that my supervisor would need SIFI.

7. According to Ms. Kathy McBain from Fordham, she had called and emailed them numerous times and she was unable to make contact. I was off ONE day, called myself and I heard back from them the same exact day.

8. So I took it upon myself to research locations on my area that work with adolescents where I can potentially do my internship. I was then reached out to by Ms. McBain saying I am not allowed to do that (she found out because one of the locations reached out to fordham).

I'm happy to continue to help push these issues with 2U! I refuse to let them burn us all out with their failure to correct their operation.

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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On Fri, Apr 29, 2022 at 1:53 PM Christie Hunnicutt <chunnicutt2@fordham.edu> wrote:

Hi Debra,

I did speak with Katie and Dan yesterday for our daily call. Unfortunately, this information was not shared with the student in advance of her emailing you and sending an angry voicemail to the placement specialist. This student was already approved and a remote FI assigned and she is now happy, per her communication. This is generally the process that happens--

Warm regards,
Christie

On Fri, Apr 29, 2022 at 1:50 PM Debra M. McPhee <dmcphoe1@fordham.edu> wrote:

Hey Christie - I will respond to say only - "I'm sorry for the frustration and confusion she's experienced and that I have spoken with our Director of FE, who will be contacting her directly. You can loop in Katie & Dan but only to notify them because she doesn't need to be passed along and they have clearly not intervened to date.

The communication path is messed up if complaints this significant with student communication and a student's placement process are reaching you and/or me and **WE** have to loop in Katie? This is not news to me, but it does set off a new light bulb in my head... How is it that Katie is not the first stop when one of **her** people is not responding to a student's complaints?

We should talk more about this from 2U system perspective...

All the best,
Debra

Debra M. McPhee, Ph.D.
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616

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On Thu, Apr 28, 2022 at 4:43 PM Christie Hunnicutt <chunnicutt2@fordham.edu> wrote:

Hi Debra,

So, I just saw this email as I am meeting with Dan and Katie on the student list. I am finding out the details but I can say that we do have a remote FI that can be assigned, this was never offered by 2U or discussed as an option, as they thought she was going to be placed and did not need one. I can share more details if needed. She could do the work study and we can assign a SIFI remote FI if needed. Do you want to respond at all or would you rather me take it? I can also loop Katie/Dan back into this to respond directly as well.

Warmly,
Christie

----- Forwarded message -----

From: V [REDACTED] R [REDACTED] <[v\[REDACTED\]@fordham.edu](mailto:v[REDACTED]@fordham.edu)>

Date: Thu, Apr 28, 2022 at 4:25 PM

Subject: Field Complaint

To: <dmcphoe1@fordham.edu>, <chunnicutt2@fordham.edu>, <whiteryan@fordham.edu>, <pheard@fordham.edu>

Good afternoon,

I am probably going to upset numerous people by sending this email but I am at the point where the lack of effort to successfully be placed in a location for field has affected my life greatly.

First, my name is V [REDACTED] R [REDACTED] and I am enrolled in the 16 month advanced standing program at Fordham. When I first started the program, I was in the middle of making some life changes. I wanted to leave a job of 10 years to pursue my passion which is working with students in a school. I spoke to my student success advisor (who is no longer here) about field and how it would work if I wanted to do my internship in a school. She said there should be no problem because I could do Work Study. I asked her numerous times how that would look and she later stopped answering any questions and said I would have to speak to a field specialist. I asked to be put in touch with a field specialist to ask some general questions and she refused to give me that information. Being new to the school, I did not know who else to reach out to so regrettably I just followed her information about there not being a problem about doing my internship in a school. When it came down to the wire and I was given a field specialist, I was NEVER informed that my supervisor would need the SIFI. So after months of betting that I would be doing my internship at my job, I had to cancel work study because TWO of your staff members did not tell me that my supervisor would need SIFI. So I left a job of 10 years, started a new job with the idea I would do my internship with them and now I have let them down. This is ball drop #1.

Then I had given my advisor information to St Vincents hospital to see if I can be placed with them. According to Ms. Kathy McBain from Fordham, she had called and emailed them numerous times and she was unable to make contact. I was off ONE day, called myself and I heard back from them the same exact day. So time here was long postponed because Ms. McBain "could not reach them" and when it was crunch time, the placement ended up falling through. Ball drop #2

Because there was so much time between, another potential location in Port Chester fell through. Ball drop #3

I began to become very anxious because I was told I might need to postpone graduation if I was not placed. So I took it upon myself to research locations on my area that work with adolescents where I can potentially do my internship. I was then reached out to by Ms. McBain saying I am not allowed to do that (she found out because one of the locations reached out to Fordham). But how can I not advocate for myself when THREE locations fell through?

FINALLY, there was family services of Westchester. There was a whole issue trying to reach them which then wasted more time, but I finally had an interview 2 days ago. Red flag #1, was that they had none of my information, including my resume, which I had to send them. Today, they sent me an email denying me because they were unaware that my field placement would be ending in Dec 2022. How can a location be unaware of my time frame if I'm supposed to have someone from Fordham advocating for me? So now I am stuck in a position where I have no internship 1 week before it starts and a job that is demanding I give them my hours and am losing patience with me. Ball drop #4

I took this new job with the promise that I would do my internship with them. Because members of Fordham took a very long time to inform me that my supervisor needed to have the SIFI, my 'would have been supervisor' does not have the time to start this course as it's the end of the school year and there are a lot of things going on within the school. I am demanding someone at Fordham figure all this out, even if it includes you fighting the battle with the NYS to allow me to do my internship at my current workplace even without SIFI.

I am paying a lot of money into Fordham. I made a huge life change due to a convo I had with a Fordham employee (at the time) Now everything is falling apart and I can potentially lose my job. If this is not resolved, I will make it my mission to deter new MSW students from choosing your program. I am typically extremely nice, patient and understanding but I need to advocate for myself since no one else will.

Please advise.

V R

--
Warm regards,
Christie Hunnicutt, LCSW
Director of Field Education
Fordham University
Graduate School of Social Service
212.636.6663
chunnicutt2@fordham.edu

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--
Warm regards,
Christie Hunnicutt, LCSW
Director of Field Education
Fordham University
Graduate School of Social Service
212.636.6663
chunnicutt2@fordham.edu

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Exhibit O



Kathleen Rund <krund@fordham.edu>

Fwd: Attention Required

Patricia Heard <pheard@fordham.edu>
To: krund@fordham.edu

Wed, Apr 17, 2019 at 6:59 AM

FYI

Patricia Heard
Senior Director Online Education
Online MSW Campus
Graduate School of Social Service
Fordham University
400 Westchester Ave, Room 214
West Harrison, NY 10604
office: (914) 367-3022

GSS Alumni: [Stay Connected](#)



Begin forwarded message:

From: "Debra M. McPhee" <dmcphee1@fordham.edu>
Date: April 17, 2019 at 6:30:08 AM EDT
To: Sarah Hagelin <shagelin@2u.com>, Andrew Conley <aconley@2u.com>, Andrew Hermalyn <ahermalyn@2u.com>, Christopher Parrish <cparrish@2u.com>
Cc: Melba Remice <mremice@fordham.edu>, Patricia Heard <pheard@fordham.edu>, Nicholas Milowski <nmilowski@fordham.edu>, "JONATHAN Crystal [Staff/Faculty]" <crystal@fordham.edu>, Ellen Fahey-Smith <faheysmith@fordham.edu>, Linda White-Ryan <whiteryan@fordham.edu>
Subject: Attention Required

Dear 2U Team,

I'm sure to the 2U team members, Fordham's complaints seem never-ending. At the same time, the GSS team members remain perpetually frustrated at our inability to communicate the seriousness of our concerns. While there are growing pains for any two organizations in partnership, a need for better compromise is not at the root of our frustration. Our primary concerns are about 2U's failure to attend to and deliver on essential administrative functions and customer service.

I'm writing about an alarming case in point sent to me by the Fordham Office of the Provost and the President. In my opinion, examples don't get much worse than this.

On April 2nd, [REDACTED], a mother of an online applicant [REDACTED] called and spoke to her daughter's "online counselor." She called needing help to remove her newly enrolled daughter from the online MSW program because the day before on April 1st her daughter had died suddenly. The 2U Student Success Counselor told the mother he would refer the matter to a manager and she would hear back from Fordham "shortly."

At 8:58 am, Taryn emailed Melba asking how to withdraw the student? Melba immediately responded to Taryn that "*We will make the update on our end.*" Melba immediately went about completing the following actions:

- student was withdrawn in the system
- refunded the \$60 app fee (reversed credit card charge) and \$250 deposit (via check)
- FA received relevant information from Banner which would cancel any FA loan request
- confirmed that the student was never registered for courses

At 1:27 PM that same day (April 2nd) Melba communicated to Taryn that the above actions had been completed. Taryn responded "*Thank you.*" No one at 2U called the mother back as promised by the Students Success Counselor to confirm that everything had been taken care of.

Over the next ten days, the mother called 2U **multiple times**, yet still, no one returned her calls. I cannot imagine how this mother even had the fortitude to try to deal with enrollment issues the day after her daughter commits suicide. After ten days of calling she finally resorts to calling the Fordham Provost Office to seek assistance.

On April 12th the Provost and President contact my office to ask that I attend to the mother immediately. Interesting that the very same day, a full ten (10) days later, Taryn sent an email to Melba stating "*██████'s mother called today and is looking for confirmation that her daughter has been withdrawn from the program. Is there anything we can send her mother?*" At 1:21 pm Melba sent Taryn a letter on Fordham letterhead (see attached), recommending she send it the mother. At 1:24 pm Taryn replied: "*Whitney will send this today.*"

Neither the mother nor the Fordham University leadership had any way of knowing that GSS knew nothing of this situation, that GSS had never had any direct contact with the mother, that we had no contact information to reach the mother and, most importantly, no reason to contact her because the matter was squarely in 2U's system and the 2U team's hands. Nevertheless, it's GSS, not 2U, that continues to experience the consequence of these failures.

The reputation of the Graduate School of Social Service cannot withstand the impact of this kind of dysfunction. Further, the members of the GSS team cannot do their jobs and at the same time police the 2U team to ensure they do theirs. Again, I don't see this as a matter of adjustment or issues of partnership implementation. With or without GSS, 2U team members must be able to carry through on basic administrative and customer service functions. This is not an unreasonable expectation.

Literally, as I write this, I just received yet another request from President McShane asking me to respond to an angry Online student who today contacted the President looking for assistance (see email below).

I am out of solutions to turn this tide.

Debra

----- Forwarded message -----

From: **Fordham president** <president@fordham.edu>

Date: Tue, Apr 16, 2019, at 1:54 PM

Subject: Fwd: Meeting
To: Dorothy Marinucci [Staff] <marinucci@fordham.edu>

----- Forwarded message -----

From: [REDACTED] >
Date: Tue, Apr 16, 2019 at 1:33 PM
Subject: Meeting
To: president@fordham.edu <president@fordham.edu>

Good afternoon,

My name is [REDACTED] and I am currently enrolled in the Online MSW Advanced Standing Program. I would like to request a meeting with you please. It is regarding the Social Work Program. I have asked for your information through my student success, as well as my advisor, but was redirected to the Program Director. I have not heard back from her for nearly three weeks now.

I am extremely passionate about social work and there has been a burden on my heart to share my experience from the time of enrollment, until now. With graduation nearing next month, and the termination of the eight-month program in August, I feel as though I need to advocate for future students.

If you have the moment to meet with me, it would be truly appreciated.

Thank you for your time.

[REDACTED]

Debra M. McPhee, PhD
Dean/Professor
Fordham University
Graduate School of Social Service
212-636-6616