

**Faculty Senate Plenary Meeting
Minutes of August 29, 2013**

MINUTES

Senators Attending: E. Axelrod (Law), M. Carew (Eco/Fin), A. Croker (S/CIS), B. Ferns (S/CIS), W. Finke (ModLang), K. Frank (ENG), R. Freedman (ZSB), M. Goodman (COMM), A. Grein (MKT), K. Guest (Soc/Anth), C. Hessel (Eco/Fin), R. Jain (S/CIS), S. Johnson (PSY), D. Jones (PolSci), S. Korenman (SPA), C. Kulatilleke (NatSci), T. Main (SPA), T. Martell (Eco/Fin), W. McClellan (ENG), R. Ormsby (LIB), M. Ozbilgin (ACC), A. Pearlman (PSY), G. Petersen (Soc/Anth), L. Rath (LIB), M. Seltzer (SPA), M. Stark (SPA), J. Weiser (Law), S. Wine (S/CIS), S. Wong (MTH), X. Yin (MGT)

Senators Absent: K. Behar (FPA), C. Bellamy (Soc/Anth), C. Christoforatu (ENG), S. Dishart (COMM), C. Gengler (MKT), G. Jurkevich (ModLang), A. Levitus (CNSLNG/PSY), B. Murphy (HIS), J. O'Keefe Bazzoni (COMM), P. Sethi (MGT), A. Vora (Eco/Fin),

The meeting was convened at 12:59 p.m. in VC 14-250 by Prof. Terry Martell, Chair of the Faculty Senate.

I. Approval of Agenda: The agenda was approved by assent.

II. Approval of Minutes: Minutes of May 2, 2013 were approved by assent

III. Report from the Chair (Prof. Terry Martell)

Terry welcomed the body for the first meeting of the year. He also thanked Mary Gorman, the chief-of-staff, for providing the lunch.

New Senators: Terry Martell welcomed the new senators to the Faculty Senate: Elliot Axelrod, Katherine Behar, Mike Carew, Steve Dishart, Wayne Finke, Chuck Gengler, Thomas Main, Rita Ormsby, Alan Pearlman, Linda Rath, and Michael Seltzer.

CUNY First: Work on CUNYFirst continues. It will go online at Baruch in the spring, and it will affect most aspects of our lives at Baruch. Christian Keck (BCTC) will make a brief presentation on CUNYFirst later in the meeting.

Governance: The Exec Committee of the Faculty Senate has developed a draft of changes in General Faculty and Faculty Senate governance procedures and has given them to the college administration for review and feedback. The problem is that there are several important committees that get their authority from the General Faculty; the General Faculty has not functioned as a governance body with a quorum for several years, so it is difficult for those committees to do their work. We hope that there will be a draft for the review of the full senate soon.

Zicklin Undergraduate Curriculum Committee Proposal: Terry mentioned that the Zicklin Undergraduate Curriculum Committee (ZUCC) had proposed to raise the admissions GPA to Zicklin from 2.25 to 2.75 in eight specific pre-business courses. That proposal was tabled; an *ad hoc* committee was created to look more closely at the issue and is expected to present its recommendations sometime this semester. Terry noted that, although schools control their own curriculum, this proposal will have ramifications throughout the college. He asked Glenn Petersen, as chair of the Faculty Senate's Educational Policy, to present that task force with some questions to examine. In answer to a question from Elliott Axelrod (Law), Dean Myung-Soo Lee (ZSB) said the committee is chaired by Will Millhiser of Management, and has the associate deans of WSAS and SPA, as well as Associate Provost Dennis Slavin, as members. John Choonoo of Institutional Research has been providing much of the data needed.

Pathways: There was supposed to be a legal hearing in June, but was postponed to September because one of CUNY's lawyers was on parental leave; the hearing is now scheduled for the third week in September. The original Pathways resolution specified that there should be a review in 2013, and the University Faculty Senate (UFS) is going to push for the review process to include external participation and reviewers and some elected governance representatives.

Chancellor Search: Isaacson & Miller is running the CUNY Chancellor's search. The time frame is to have a candidate by the January 2014 Board of Trustees meeting. Dr. William Kelly of the Graduate Center is the interim chancellor. Dr. Kelly tends to be less adversarial and more conversational than the previous chancellor.

IV. Vice Chairs -- no reports

V. Report from the President (Dr. Mitchel Wallerstein)

The President welcomed everyone back. He said that the new class of 2017 looks like an energetic class. The president began by reporting on the progress being made in support of the goals laid out in the College's strategic plan adopted during the last academic year.

Institutional Effectiveness: The president thanked Dean David Birdsell (SPA) for his work as Special Assistant for Institutional Effectiveness. Baruch has launched an ambitious program of onsite professional development training for ALL staff in the areas of service excellence, change management, and business intelligence. To date, more than half of all non-faculty full-time employees of the College have participated in this training, facilitated by Continuing and Professional Studies; the rest are scheduled to do so within the next several weeks. A 'Senior Staff' working group has been reconvened, co-chaired by Mary Gorman and David Birdsell. In addition, Baruch established "cross-border" teams, and they have been busy meeting and tackling problems all summer. The topic areas for those groups include: globalization; business managers' issues; facilities; student advising; registration; staff morale; education and training/professional development. A new cross-board team on management will soon be launched. Each includes a broad range of participants from across various divisions of the College.

Rankings: The President noted that Baruch's visibility in rankings has increased. He also cited President Obama's recent speech that outlined his higher education strategy, including a new rating system that will help to ensure that a college education is accessible and affordable while also of high quality, criteria that are very favorable to Baruch, such as graduation rate (Baruch's is 63%, the highest at CUNY), affordability, and the number of Pell-eligible students. The president noted that there were multiple rankings recently released in which Baruch performed strongly:

- The *Education Trust* includes Baruch as one of only five institutions that is doing a good job serving low-income students. Of those five schools, Baruch has the highest graduation rate and highest Pell enrollment;
- *Forbes* magazine's listing of "America's Top Colleges 2013" puts Baruch at #280, up 71 spots from #351 last year. *Forbes* also ranked Baruch #105 among "Top Colleges in the Northeast", and we ranked #48 in "Best Value".
- *Pascale's* annual "College Education ROI" ranks Baruch in the top 10%, at #108, of all public and private colleges evaluated. Baruch delivers the highest one-year ROI for in-state students (10.6%) and out-of-state students (9.8%) of all public colleges and universities.
- *Washington Monthly's* "Best Bang for the Buck" is a new ranking this year based on the economic value students receive per dollar spent. Baruch College was ranked #3 with a 63% graduation rate; 51% of students receiving Pell Grants; a 3% default rate on student loans and a Net Price of \$3,429¹.

¹ The net price is the average tuition that first-time, full-time students from families with an annual income of \$75,000 or less actually pay after subtracting the need-based financial aid they receive.

- The *Houston Chronicle*'s analysis of which colleges are poised to lead the pack under President Obama's proposed rating system has Baruch at # 11.

The president noted that, even though we may have different opinions about what the rankings actually measure, good rankings still rise Baruch's standing both regionally and nationally, and helps attract strong students. Last year, Baruch had about 25,000 applications for 1300 freshman slots, and with strong rankings, the president anticipates the college becoming even more selective.

Performance Measurement Process (PMP): The PMP moves on. Mary Gorman, the chief-of-staff, manages Baruch's PMP initiative. PMP is a 'continuous performance' process, and rates each CUNY college against its own performance, not against the other colleges. Because Baruch started out with high performance standards, it is difficult for Baruch to attain significant marginal gains. This year, however, Baruch did very well in the PMP process, although its 'scholarship' scores are low, neck-and-neck with Hostos. The college is hoping that it is a reporting anomaly, and that perhaps faculty are not entering their publications into Digital Measures in a consistent and timely fashion.

Enrollment Management: Baruch hit its goals for enrollment, but is down about 250 graduate students. The drop in graduate enrollments seems to be a trend throughout the country, and not just for business and law schools. Baruch will have a headcount of between 17,300 and 17,500 students this semester. The SAT scores are up again this year; last year, Baruch was at 1230, and it looks like we will be over that this year (the closest CUNY school last year was Hunter at 1172). We had a 36% increase of African-heritage students and an increase in international students also. Baruch also contracted for 60 new beds in the 97th Street dormitory facility, on top of the 165 beds Baruch already had; every bed is full.

New Provost: The president introduced the new Provost, Dr. David Christy² to the body.

VI. Report from The Provost (Dr. David Christy)

The Provost thanked the body, and noted that the senate is perhaps the most significant embodiment of shared governance in our college. It should be a model of effective decision making, committed to exploring important issues, but also committed to getting things done for the benefit of everyone. The Senate serves both a functional aspect and a reflective aspect.

The provost presented his picture of an ideal faculty senate:

- It would be considered an honor to be elected and to serve on the senate;
- Respectful discourse that encourages new ideas, not just repetition of old ones would be the norm.
- It would be hard work, productive, and a model of civic engagement.
- It would rarely be cynical.

He said that he is used to multi-unit institutions; he believed that Baruch's role in CUNY is to provide an elite institution to CUNY students who show the ability to attend Baruch. He noted that CUNY was designed to include a system of community colleges that fed senior colleges, and thought faculty had been tone-deaf to the experience of transfer students. By not aggressively the problem themselves, the faculty opened the door for CUNY to impose the Pathways solution. The provost stated that he was proud that Baruch's faculty found a way forward within Pathways that preserved most of the important elements of quality in Baruch's curriculum.

The provost addressed other 'cross-CUNY' issues that are arising:

² Provost David Christy's biography can be found at <http://www.baruch.cuny.edu/news/ProvostAnnouncement.htm>.

E-Permits: There is a movement to facilitate e-Permits across the university. The story is that students cannot get into seats at Baruch while seats go empty at other schools, delaying students progressed. CUNY asked Baruch to make recommendations, but when Baruch did, CUNY said Baruch's recommendations do not match CUNY rules, and the recommendations were edited. Some programs, like ROTC or Macaulay, are designed as multi-campus programs. The provost asked that departments take into account that they schedule sufficient seats to serve the students who need classes; that will weaken one of the arguments for increased e-permits.

Common course prefixes and numbering. There is a national organization of registrars that has developed guidelines on using standardized prefixes for areas of academic study. The provost believes that Baruch will be urged to conform, and it was not sure that there is much gain in pushing back on this issue.

Graduate Admissions: All graduate admissions will go through CUNYFirst, and the applications will be 'observable' by other campuses. The provost believes that Baruch should push back on this because Baruch manages its own graduate admissions, and is the only campus in CUNY that invests in recruiting students nationally and internationally. He does not want Baruch to surrender its pool to the other CUNY colleges that do not make the same effort.

Student Evaluations: He thought faculty had been tone-deaf on this issue. The students who complete these satisfaction surveys believe that they have the right to see the evaluations and comments. The arguments that only faculty can read the written comments and that the results are not available unless the instructor releases them does not ring true to the public. Here's what happens when we are slow to act:

- We get legislation in states like Texas that mandate release of this data on the college website with micromanagement of the evaluation reports;
- We get lousy websites like Rate-My-Professor;
- We make the students suspicious that faculty does not read their comments.

Strategic Plan: The provost considered his role as one of the stewards of the five point strategic plan:

- **Academic Programs:**
 - **Academic Assessment Manager:** the provost is close to filling this position;
 - **Center for Teaching & Learning:** Luke Waltzer will move from the Bernard Schwartz Communication Program to direct the work of this center to help build faculty's capacity for delivering online and hybrid classes;
 - **Weismann School As a Destination College:** VP Corpus is working with the WSAS chairs to determine what programs will contribute to making the Weismann School a destination college for freshmen;
- **Student Experience:**
 - **Improving Student Behavior:** Valerie Hymans has moved from a hybrid position between Zicklin Honors and a role that promotes student applications for prestigious scholarships to a full appointment with Nancy Arias in the Honors Programs office.
 - **Academic Integrity:** Ben Corpus and John Brinkman did focus groups on academic integrity. Two standout issues emerged: the overuse of test banks, and how the local implementation of the 'F' replacement policy encourages some ethical behaviors.
 - **Faculty As Role Models:** Encouraging life-long learning and engagement;
- **Global mindset:** Jeff Peck was appointed Vice Provost for Global Strategies, and the Academic Council are looking at setting some goals;
- **College-wide communication:** The provost noted that Dean Birdsell had been working at better intra-college communications. He recounted an issue that occurred when City College instituted a new program that depended on Newman Library resources, but did not inform the

library of that. The provost noted that there needs to be more discussion across the institutions.

- The provost rejected that the movement of students from one major to another made for ‘dumping grounds’, that it is pejorative and untrue.

- **Finance and Infrastructure:**

- 17 Lex – Baruch will spend about \$20M on the 17 Lex renovation, and we will not see much difference—they are mostly infrastructure improvements.
- Zicklin Dean Search: Consulting firm Isaacson & Miller is putting together a search proposal for the Willem Kuyker Dean of the ZSB. There are several faculty and two VPs involved in the search.

Q&A: Alan Perlman (Psych) read a short item from the Faculty Handbook concerning the faculty/staff lounge³. The problem is that the room is now gone as a Faculty/Staff Lounge and is now designated as a regular meeting room. President Wallerstein said that faculty had reported that the 14th floor lounge was inconvenient to use the lounge, and that a more convenient location would be better. Mary Gorman noted that the college had examined the card swipe records and found that the room was very under-utilized.

Glenn Petersen noted that one of the praises for Hunter’s president Jennifer Raab was that Hunter’s SATs had gone from 1105 in 2001 to 1172 in 2012 during her tenure. Glenn said that it appeared that the CUNY presidents are in an ‘arms race’ regarding SATs. The fact remains that the surest predictor of high SAT scores is the student’s parents’ socio-economic status (SES). Glenn said that in his breakout session of his Learning Community class, there is only one black student out of forty. Recently, Baruch had fewer black students than Harvard did. Glenn cited the president’s earlier statements regarding the Performance Management Process (PMP), in which the president stated that gains in general were difficult because Baruch already did well with various metrics; by that same perspective, a 36% increase in black students indicates how poorly Baruch has been doing in that area. Glenn asked again that the SAT not be considered such a primary factor in admissions. President Wallerstein noted that the high cost of college tuitions are driving students from higher SES families to apply to Baruch. The president stated that Baruch is committed to increasing the number of Black and Latino students, but those students who are academically prepared for Baruch are in high demand, and private colleges can provide them with better financial packages. There is no change in the mission of the college to offer a quality education to the students of New York, including and particularly those from underrepresented minorities.

Michael Seltzer (SPA) asked that the faculty senators be given a more long-term forecast of what will be the issues and decision points for the upcoming year.

Susan Locke (Psych) asked about the criteria, parameters and objectives of the Dean’s Scholars Program. President Wallerstein said there were three levels of honors programs:

- The CUNY-wide Macaulay Honors program;
- The Baruch-based Baruch Scholars program;
- The Baruch-based Deans Scholars program.

The Dean’s Scholars program is essentially a tool for recruiting high quality students. Susan asked if the students have the same perks as the other honors students, such as tuition assistance and early registration. She noted that the students in the honors programs get a lot of extra benefits, and there is some concern that these perks are on the backs of the rest of the students. The honors students are expected to ‘give back’ in terms such as community involvement, engagement in campus life, and maintaining a high-quality academic record; that way, the students sitting next to the honors students

³ The entry on the Staff/Faculty Lounge has been removed from the online Faculty Handbook, but can be found in the .pdf version at http://www.baruch.cuny.edu/facultyhandbook/documents/Faculty_Handbook_25Feb10.pdf, p207.

understand why the honors students are receiving extra perks—privileges and responsibilities. Susan wanted to know what was expected of the Deans Scholars in return for their privileges.

VII. Reports from Other Administrators:

CUNYFirst: Christian Keck (Deputy CIO, BCTC) updated the Senate on CUNYFirst. Most of the work on CUNYFirst is going on in the background; only individuals involved in the procurement processes are seeing a transition from the e-procurement system to CUNYFirst. There are ongoing Conference Room Pilot (CRP) sessions where representatives from several offices such as Financial Aid, the Bursar, the Registrar, and Admissions work with CUNY Central on a lot of tasks such as data review & cleanup, processing, scheduling, and business process. In the fall, the project will be moving into the validation and testing of the data, and faculty and staff will be involved in the process. There is a very good CUNYFirst team that includes both staff and faculty representatives; Kathy Cobb (VP, Admin & Finance) chairs the team, and Christian is the project manager.⁴ There is also a marketing and communication aspect to the transition to CUNYFirst, which will be handled by Communications and Marketing. Also, Student Affairs is working closely with the CUNYFirst team to put together student teams to communicate to the rest of the students. Christian recommended that people go to the CUNYFirst page at <http://www.baruch.cuny.edu/cunyfirst/> for more information. CUNYFirst will go live on campus solutions for the student body in April, 2014, primarily for registration, tuition payments, and rosters. There will be more information about the timetable, training, and documentation.

Terry asked that the senate get regular updates on CUNYFirst at future plenary meetings.

Terry noted that CUNYFirst and governance will be continuing issues for the senate. He also stated that the senate needed to have a full-discussion on the SAT scores, and also a more robust faculty-based enrollment committee to address many of the policy issue; consensus may not be feasible, but discussion on these important issues.

VIII. Old Business: None

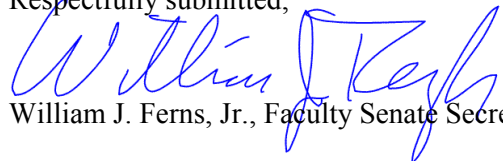
IX. New Business:

Mindy Engle-Friedman of Sustainability Committee distributed a letter that encouraged faculty to incorporate sustainability issues into their curricula. The task force will supply faculty with materials for this issues.

X. Announcements: None

Meeting Adjourned at 2:19 pm

Respectfully submitted,


William J. Ferns, Jr., Faculty Senate Secretary

⁴ The full team roster is at <http://www.baruch.cuny.edu/cunyfirst/cunyfirstteam.html>