

**Faculty Senate Plenary Meeting
Minutes of March 5, 2009**

MINUTES

Senators Attending: S. Altman (SPA), L. Bolce (PolSci), T. Bragen (ENG), A. Brandwein (S/CIS), A. Croker (S/CIS), G. DeMaio (PolSci), F. Donnelly (LIB), M. Dumas (S/CIS), B. Ferns (S/CIS), K. Frank (ENG), R. Freedman (ZBUS), G. Graves (ModLang), A. Grein (MKT), G. Hill (FPA), R. Holowczak (S/CIS), C. Howard (MTH), S. Johnson (PSY), D. Jones (PolSci), G. Jurkevich (ModLang), D. Kaminer (Law), L. Klusek (LIB), S. Korenman (SPA), T. Main (SPA), R. Myers (COMM), R. Nishan (ModLang), J. O'Keefe Bazzoni (COMM), B. Rosen (MKT), D. Schepers (MGT), K. Tandon (Eco/Fin), A. Vora (Eco/Fin), A. Wolf (Eco/Fin), X. Yin (MGT)

Senators Absent: C. Christoforatu (ENG), W. Finke (ModLang), D. Hoffman (SPA), C. Kulatilleke (NatSci), M. Lubetski (ModLang), T. Martell (Eco/Fin), M. Ozbilgin (ACC), G. Petersen (Soc/Anth), H. Ross (Eco/Fin), S. Stein (S/CIS), Y. Tsurumi (MKT)

The meeting was convened at 1:02 p.m. in VC 14-250 by Prof. Stan Altman.

I. Approval of Agenda: Approved by assent;

II. Approval of Minutes: Minutes of February 5, 2009 were approved by assent.

III. Chair's Report (Stan Altman):

Stan mentioned that, in his time at Baruch, a vice-chancellor has never come to Baruch to speak with the faculty. He expressed appreciation for Vice Chancellor Ernesto Malave's visit to the Faculty Senate, and also mentioned the VC Malave had come to Baruch previously that week to speak with the student government leaders about the budget.

IV. Report from the Committee Chairs (None):

V. Report from Ernesto Malave, CUNY Vice Chancellor for Budget & Finance

CUNY Vice Chancellor Malave noted that his son goes to Baruch, and mentioned that he thinks Baruch has a great group of students. He told the Senate that he had attended Borough of Manhattan Community College, and was involved in the student government there. He likes to stay in touch with CUNY's student leaders, and that it is important to keep the students as informed as possible, especially about the difficult decisions CUNY faces. He said that CUNY's administration recognizes that Baruch is a distinct institution from other CUNY schools, has multiple revenue streams that support its operations, and that Baruch has its own set of problems in this economic climate. VC Malave distributed the 2009-2010 CUNY Budget Request, and mentioned that this, and additional financial disclosure reports are available on the CUNY website (<http://web.cuny.edu/administration/budget.html>). He also distributed a snapshot of the budget request as it pertains to Baruch College (see [Attachment A](#)). He believes that it is important for the budgetary information to be clear and transparent.

VC Malave reviewed what had happened to this year's budget to help explain the plan behind next year's budget. He recounted that 2008-2009 started as a year of great promise for CUNY with both the report by the Commission for Higher Education and then-Governor Spitzer supporting increased support for CUNY. The events in Albany over the change of governors and the financial challenges from the economic crisis led to the Legislature's budget that undercut many of these gains with a \$17.7 million budget cut. This cut came on the heels of three years of decent budgets, however, so CUNY had still made progress. CUNY took the cuts out of 'Other Than Personnel Services' (OTPS), and maintained that all full-time faculty and all essential student services vacancies would be filled, no matter what. In August 2008, Governor Patterson asked the Legislature to make more cuts, which amounted to an additional \$50.6M. CUNY was able to shave off about \$32M through cost-savings and improved projections, and took some of the cuts, so \$14.5M in additional cuts to the campuses. Previously, CUNY had instructed the campuses to set aside a 1% reserve in their allocations as a bit of a cushion. Because of these measures, CUNY was able to absorb about \$40M in cuts without a noticeable degradation in services. In November, the Governor then asked the Legislature to make another \$2B in cuts from the

budget, and the budget plan fell apart. For CUNY, this meant that it did not have to sustain another cut for now. The Governor has indicated that the State must be prepared to make \$15B in cuts for next year. It will be difficult for the Legislature to make a budget cut of this size without cutting some of CUNY and SUNY's budgets, so CUNY is bracing for more cuts. On the other hand, CUNY has already taken its cuts early, and to the Governor's credit, he has proposed a budget that increases the budget for the senior colleges by \$50.8M. Although the state support will drop by \$65M, the governor's executive budget includes a tuition increase that will generate an additional \$115M in revenues. This is a good starting point for the budget negotiation. Also, the governor has stated that 20% of the tuition increase will go back to CUNY for an investment program. CUNY is now in an 'investment posture' because it expects to get about \$22M from the governor's reinvestment plan. In addition, the federal stimulus package is likely to provide more funding for CUNY from New York State's share, somewhere in the range of \$15-30M. Hence, CUNY is not anticipating any cuts from this year's budget, and the outlook is a good one. VC Malave assured the Faculty Senate that Baruch is one of CUNY's anchors, and the CUNY system is not the CUNY system without a strong Baruch. He could not foresee a situation where CUNY would be in an investment mode while any one of its schools, particular an anchor school, is facing financial distress, and CUNY Central is committed to making sure Baruch is on solid footing.

Q&A: Stan Altman said that we do understand that Baruch has a role in the larger university. He noted that Baruch pays a higher percentage of its tuition revenues back to CUNY than all of the other campuses. He noted that Baruch is particularly affected by the bad markets, and said that Baruch, as a member of the CUNY community, is looking to CUNY for some help. VC Malave responded that the tuition revenue formulae which determine how much campuses pay go back to the 1970s to New York City's fiscal crisis of the time. The original tuition policies made no distinction between types of schools, undergraduate vs. graduate, or residency of the students. That has slowly changed. In addition, as CUNY was tied to SUNY, other non-rational pricing and revenue policies have crept in. VC Malave has set up a task force to look into rationalizing the tuition revenue policy at CUNY. He noted that the two schools who are the most under-resourced at CUNY are Hunter first, and then Baruch. CUNY is also developing models to consider the differential costs of disciplines in terms of faculty salaries and facilities. For example, faculty in the business and engineering disciplines have higher base salaries than other disciplines. CUNY will try to allocate additional marginal funds based on these differentials. CUNY recognizes all the quirks in the system, but for now, is addressing these problems in an *ad hoc* manner.

Jean Boddewyn (*Emeritus*) asked what assumptions were made about increasing the salary of the faculty, because in the past negotiated contracts, CUNY faculty salaries have not kept up with inflation. He noted that, although the current budget plan projects hiring 250 more faculty, it does not mention the compensation of the existing faculty. VC Malave responded that the salary structure is negotiated between CUNY and the PSC-CUNY, and then the NYS Legislature passes a 'pay bill' to cover the increases; it is a separate funding stream. Decisions concerning the pay of individual faculty are college decisions, and not dictated by the budget or the CUNY administration. Bill Ferns (S/CIS) noted that, although Baruch may not have many slack resources during the days and evenings of the regular semester, but there are during the summer and other times. The faculty has suggested that they be allowed to teach during the summer as part of their regular load, to increase utilization during the summer. The faculty have been told that CUNY is not interested in working out alternate workload arrangements to maximize the throughput of students. He asked whether, in light of the financial crisis, CUNY's position might change in order to get more faculty teaching during the summer. VC Malave disagreed with the characterization that CUNY was not interested in exploring other options. He noted that BMCC has programs that have students enrolled in classes on Friday, Saturday, and Sundays, and have put a lot of effort in the 'Summer in the City' and intercession classes. In addition, CUNY does believe in a more flexible tuition pricing structure for schools.

VI. Report from the Task Force on Sustainability (M. Engle-Friedman)

Prof. Mindy Engle-Friedman (Psychology) reported on the work of the Task Force on Sustainability. The task force was initiated by President Waldron last year to discuss environmental and corporate sustainability. One of Baruch's primary concerns is Baruch's carbon footprint with its use of oil, natural gas, and electricity. The task force meets monthly to discuss Baruch's role in sustainability. One effort was to get an idea of how much activity around sustainability was already going on, and found out there was a lot already going on:

- Campus Facilities, under the leadership of AVP Jim Lloyd, is working to retrofit the Newman Vertical Campus for better sustainability;
- Campus Facilities wants to make the 17 Lex renovation eligible for a LEED (Leadership in Energy and Environmental Design) Silver rating;
- Faculty in all three schools are teaching courses on sustainability, and more courses are being developed;
- The Newman Real Estate Institute was developing workshops and courses on sustainability with regard to NYC real estate;
- CAPS is also offering workshops to entrepreneurs on sustainability opportunities;
- The Zicklin Center for Corporate Integrity is providing workshops on issues of sustainability in the corporate environment.

The task force has been trying to pull together these activities that are on-campus and figure out a way to move forward. There are about 40 people who come to the monthly task force meetings, from the entire range of the college community. The goal is that students and faculty will learn about sustainability just by being at Baruch, and the work is not limited to any particular group or ideology—any one can be part of the Task Force on Sustainability.

CUNY would like Baruch to reduce its carbon footprint by 30% by 2017. The problem right now is getting a handle on the metrics—how much oil, gas, electric are used; what are the sources of the electricity (coal burning sites, Indian Point, etc.); how much water do we consume and how much waste do we generate. One idea is to have a monitor that displays our carbon footprint as people walk onto the campus. In general, the task force has movement in terms of curriculum, student engagement, and research.

Jim Lloyd (AVP, Campus Facilities) said that we are in the process of calculating Baruch's total carbon footprint—fuel, water, trash, and the costs of commuting to/from school are some of these metrics. Baruch is looking at ways of reducing energy and water usage without sacrificing quality of its spaces, with a consulting company named 'Genesis', and then there may be a 'retro-commission' of the existing buildings. Baruch is the first CUNY college to have the retro-commission process take place. The Information Building retrofit and the 17 Lex renovation should be able to achieve LEED silver ratings, and there will also be work with the other existing buildings. There will be a pilot use of a window film technology to test for increased energy efficiencies.

In terms of curriculum, there needs to be more work in this area. Natural Sciences has developed a Tier III minor in Sustainability. There is movement in Zicklin to move in the direction of sustainability. Don Schepers (MGT) reported that there was a committee of 12 faculty looking at several graduate initiatives:

- a certificate program in Sustainability for people w/MBAs
- an MS in Sustainability;
- an MBA in Sustainability;
- a PHD in Sustainability.

The certificate program would be the entryway into the market, with the MBA and MS programs following quickly. A doctoral program may be developed further in the future. The academic scope covers the ESG framework (environmental, social and human rights, governance) model, with each part

of the framework would receive approximately equal weight. This is a multi-school, multi-disciplinary effort, and where the programs may be housed has not been discussed yet. There will be a two prong effort—one at the corporate level, and the other at the entrepreneurial level.

There is a biannual report called “Beyond Grey Pinstripes” that the Aspen Institute gathers from institutions as to their efforts at sustainability and corporate responsibility in general. There are currently several courses that would fit under the report’s guidelines:

- BUS 9100 Social / Governmental Environment Of Business
- MGT 9700 Operations Management
- MGT 9870 International Management
- ACC 9820 Auditing
- MKT 9703 Marketing Management
- MKT 9716 Consumer Behavior
- COM 9625 Corporate Culture and Sustainability

There are also several courses related to sustainability in development:

- SPA Greening’ and Growing Cities: Sustainability and Public Policy Choices
- MGT Social Entrepreneurship
- MGT Entrepreneurship and community development

Don noted that the committee has researched the offerings by other schools to assemble a sense of any emerging core curriculum. He said that most sustainability programs were running on an *ad hoc* basis, so he believes that, while a clear core will emerge, it has not yet done so. Don noted that there was a blog available at <http://blsciblogs.baruch.cuny.edu/sustainabilitycommittee/> that people could join.

Barry Rosen (MKT) noted that there is already a Tier III minor in Sustainability, with a Natural Sciences orientation. There will be an additional Zicklin undergraduate minor on sustainable business.

Mindy Friedman noted a few more activities:

- Internships on sustainability;
- Students activities during Earthweek, including a Farmer’s Market;
- Students are researching paper and inks that use more environmentally friendly materials;
- Freshman seminars have a segment about sustainability;
- Research projects on sustainability;
- The Newman RE Institute is running a conference on March 24th called “The Reality Show” about ‘green leasing’;
- The Zicklin Center for Corporate Integrity (ZCCI) is running a conference on April 3rd: Conference on ‘Greenwashing: The Realities of Promoting Green Business Practices in the Corporate World’;

Q&A: Stan Altman asked when and where is the monthly meeting of the task force, and where is the website. The TFS uses a green food service. Mindy said that the next meeting was scheduled for 3/19, 11-12:30, in VC 14-270. The website for the Task Force on Sustainability is:

www.baruch.cuny.edu/sustainability

Mindy thanked Matt LePere of the ZCCI for his work as the associate chair of the Task Force on Sustainability.

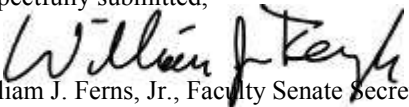
The President thanked the members of the Task Force on doing such a great job.

VII. Old Business:

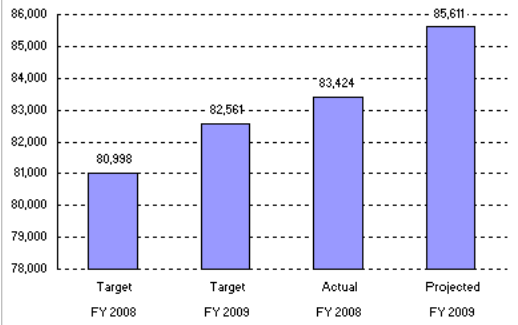
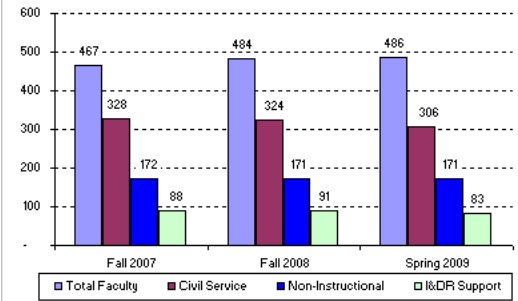
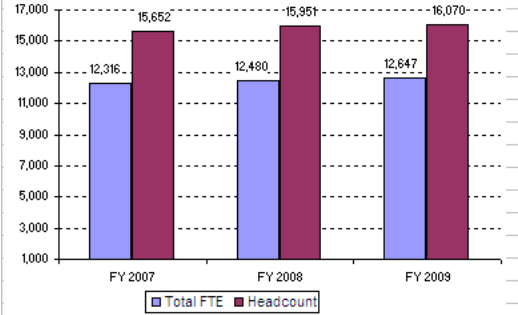
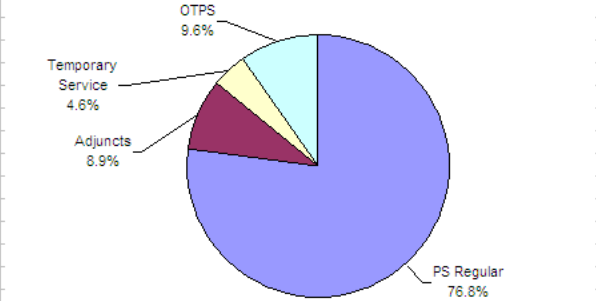
ADJUNCT EXAM WEEK PAY: Stan Wine (S/CIS) distributed a revised version of the resolution that he introduced in February. The resolution (see [Attachment B](#)) voices support for paying adjuncts the full number of credits for the courses they teach during exam week. The resolution was passed unanimously by the Baruch College Faculty Senate.

VIII. New Business: None**IX. Announcements: None****X. Meeting Adjourned at 2:12 pm**

Respectfully submitted,


William J. Ferns, Jr., Faculty Senate Secretary

Attachment A – Vice Chancellor Malave’s Presentation

The City University of New York 2008 - 2009 Mid-Year Financial Report Baruch College																																																										
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Attachment B – Projected Tax Levy Budget for FY 2009 (M. Rivers)

**The City University of New York
2008 - 2009 Mid-Year Financial Report
Baruch College**

Comparison of Expenditures to Resources (\$000)								
	Tax Levy Allocation	Other Funds	Overcollection Above/(Below) Target	Adjusted Tax Levy Allocation	Expenditures	(Over)/Under Expenditure	CUTRA	Total Projected Balance
FY 2008 - 2009	101,924.3	2,953.0	3,050.2	107,927.5	108,315.7	(388.2)	773.6	385.4

*Other funds includes technology fee revenue and pending non tax levy items.

Expenditures (\$000)				
	FY 2007 - 2008	FY 2008 - 2009	Difference	% Change
PS Regular	78,280.9	83,236.7	4,955.8	6.3%
Adjuncts	9,328.6	9,672.0	343.4	3.7%
Temporary Service	4,406.1	4,998.1	592.0	13.4%
Total PS	92,015.6	97,906.7	5,891.1	6.4%
OTPS	14,452.2	10,409.0	(4,043.2)	-28.0%
Total	106,467.8	108,315.7	1,847.9	1.7%

*FY2008 and FY2009 expenditures include actual and projected technology fee costs.

Tuition Revenue (\$000)						
FY 2008 Target	FY 2009 Target	FY 2008 Actual	FY 2009 Projected	Tuition Revenue Change FY 2008 - FY 2009	% Change FY 2008 FY 2009	Collections Above/Below FY 2009 Target
80,998	82,561	83,424	85,611	2,187	2.6%	3,050

Enrollment	FY 2007	FY 2008	FY 2009	Numerical	
				Change 2008 - 2009	% Change 2008 - 2009
FTE Undergraduate	10,239	10,280	10,265	(16)	-0.2%
FTE Graduate	2,077	2,200	2,382	182	8.3%
Total FTE	12,316	12,480	12,647	167	1.3%
Headcount	15,652	15,951	16,070	119	0.7%

Staffing	Fall 2007	Fall 2008	Spring 2009	Fall 2007 to Fall 2008	% Change From Fall 2007 to Fall 2008	Fall 2008 to Spring 2009	Fall 2008 to Spring 2009
	I&DR Teaching	434	451	453	17	3.9%	2
Counselors & Librarians	33	33	33	0	0.0%	0	0.0%
Total Faculty	467	484	486	17	3.6%	2	0.4%
I&DR Support	88	91	83	3	3.4%	(8)	-8.8%
Non-Instructional	172	171	171	(1)	-0.6%	0	0.0%
Civil Service	328	324	306	(4)	-1.2%	(18)	-5.6%
Total Full-time	1,055	1,070	1,046	15	1.4%	(24)	-2.2%

Resolution on Adjunct Faculty Pay during Exam Week:

Whereas the New York State Education Department requires 15 class hours for each credit hour of a course, thus requiring 45 class hours for a three-credit course;

Whereas adjuncts at Baruch College teaching three-credit courses are paid only two hours during the exam week, totaling 44 semester hours, on the premise that they are only sitting and monitoring the exams;

Whereas exam week is actually the most labor-intensive week of the semester, with exam development, exam grading and final grading;

Whereas this policy eliminates the professional hour during exam week for adjunct faculty teaching six to eight credits a semester;

Whereas this reduced pay policy will steer more adjuncts to give multiple-choice exams to manage the risk of excessive labor hours during exam week, thus undermining Baruch's efforts at improving course delivery and weakening the educational model at Baruch;

Whereas Baruch is the only top-tier college in the CUNY system to follow this reduced pay policy for adjuncts;

Whereas the only other senior college to follow this policy is College of Staten Island, and three community colleges (Kingsborough, Queensborough and Bronx);

Resolved: That Baruch College should comply with the Regulations of the Education Commissioner;

Resolved: That during exam week, Baruch College should pay its adjuncts the same pay as a full teaching week;

Resolved: That the University Faculty Senate should go on record requesting that adjuncts at all CUNY schools be paid the same during the exam week as a regular teaching week;

Resolved: That the Chancellor's Office withdraw its directive to the five college presidents ordering them not to address this situation.