MINUTES

Senators Attending: M. Carew (Eco/Fin), C. Christoforatou (ENG), A. Croker (S/CIS), S. Dishart (COMM), B. Ferns (S/CIS), W. Finke (ModLang), K. Frank (ENG), R. Freedman (ZSB), C. Gengler (MKT), M. Goodman (COMM), A. Grein (MKT), K. Guest (Soc/Anth), C. Hessel (Eco/Fin), R. Jain (S/CIS), S. Johnson (PSY), G. Jurkevich (ModLang), S. Korenman (SPA), C. Kulatilleke (NatSci), A. Levitus (CNSLNG/PSY), T. Main (SPA), T. Martell (Eco/Fin), R. Ormsby (LIB), A. Pearlman (PSY), G. Petersen (Soc/Anth), L. Rath (LIB), M. Seltzer (SPA), M. Stark (SPA), A. Vora (Eco/Fin), S. Wine (S/CIS), S. Wong (MTH), R. Yue (S/CIS)

Senators Absent: E. Axelrod (Law), K. Behar (FPA), C. Bellamy (Soc/Anth), D. Jones (PolSci), W. McClellan (ENG), B. Murphy (HIS), J. O'Keefe Bazzoni (COMM), M. Ozbilgin (ACC), P. Sethi (MGT), J. Weiser (Law), X. Yin (MGT)

The meeting was convened at 12:58 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 August 29, 2013 were approved by assent

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

Budget: Matt Sapienza, the CUNY Associate Vice-Chancellor for Finance, would like faculty input on budget priorities. Michael Goodman (chair of the Committee on Planning & Budget) and Bill Ferns will conduct a survey of the faculty concerning their priorities.

Faculty Lines: Terry reviewed a spreadsheet (Attachment A) that compared the number of full-time faculty (FTF) lines across CUNY colleges. He noted that this spreadsheet did not cover the faculty recruited for the 2013 Academic Year. The spreadsheet compared the ratio of FTE students to FTF as a point of comparison. He noted that Baruch’s FTE student numbers had increased, while the FTE faculty had decreased, leading the ratio of FTE_students-to-FTE_faculty to increase. He hoped that the influx of new faculty along with a steady state of student headcounts will reverse that trend.

UFS Conference: The University Faculty Senate (UFS) will be holding a conference on doctoral education at CUNY. The conference will be on December 6th at Baruch; two sessions will be particularly germane to Baruch faculty; one will be on the future of science doctoral education at CUNY. In that area, the science programs are moving away from the consortial model managed by the Graduate Center to a consortial model managed by a smaller set of colleges in a specific academic field. Terry has asked Glenn Petersen as the chair of the Educational Policy committee to look into this issue; Terry is concerned that the new model will exclude some faculty, including Baruch’s science faculty, from participating in the doctoral programs, and those faculty currently have no seat at the table. Hunter and City College currently can offer joint PhD degrees; there is discussion about Queens and Brooklyn following in that path; Lehman and CSI are in the mix, but may not move in that direction; Baruch is currently isolated in this movement. Interim Chancellor William Kelly will also address this issue with regards to humanities doctoral programs. Terry emphasized that this model of concentrating doctoral programs at senior colleges may also negatively affect the WSAS faculty in these fields.
IV. Vice Chairs:

Educational Policy: Glenn Petersen presented a list of faculty to serve on the EP committee this year:

- Elisabeth Gareis (Communication)
- David Rosen (SEEK)
- Jeffrey Apfel (SPA)
- Valerie Watnick (Law)
- Robert Freedman (ZSB)
- Masako Darrough (Accountancy)

The list was approved by assent.

- Curriculum changes that have college-wide effects: GP noted that the process going on in the Zicklin School of Business on the proposed undergraduate gateway GPA for admission to Zicklin. He expressed some concern that there was not a lot of information regarding the ad hoc committee reviewing the issue. The Committee on Educational Policy has submitted several questions to the Committee. He also noted that there is a college-wide Joint Committee on Curriculum and Articulation that is charged to oversee curriculum changes that affect the entire college, but has no authority. The Committee on Educational Policy is looking into developing a body that has more authority to enforce negotiations between schools on these issues.

- PhD programs in science: John Wahlert, chair of the Department of Natural Sciences, has written a report addressing the matter of CUNY moving its science doctoral programs to a smaller number of colleges, and the effect that would have on Baruch’s science programs. Glenn encouraged anyone concerned about this issue to contact him.

Academic Freedom & Responsibility: Kevin Frank presented a list of names for the Committee on Academic Freedom and Responsibility:

- Cristina Balboa (SPA)
- Lisa Ellis (Library)
- Samuel Johnson (Psychology)
- Chandrika Kulatilleke (Natural Sciences)

All were accepted by assent. Kevin reported that he was waiting for confirmation from a Zicklin representative, and would add that person’s name at the next plenary meeting.

Planning & Budget: Michael Goodman presented a list of names for the Committee on Planning & Budget:

- Daniel Williams (SPA)
- Robert Colson (Accountancy)
- Francis Donnelly (Library)
- Doug Howard (Mathematics)
- Chris Hessel (Eco/Finance)

All were accepted by assent. Michael also said that the committee will be running a survey to get faculty’s input on budget priorities.

V. Reports from the President

The President had no report.
VI. Reports from Administrators:

CUNYFirst (Christian Keck, Deputy CIO): Christian presented the timeline for the current work processes in moving Baruch to CUNYFirst (Attachment B). The BARFIT group (Bursar, Admissions, Registrar, Financial Aid, IT) is working in the background to re-organize their work processes using CUNYFirst. He noted that Baruch is in the process of cleaning, loading and testing the data on CUNYFirst; we are moving from 23 different silos (the individual colleges) to one system. Baruch is also working on developing the security access levels for the various personnel at the college. There will be student teams to assist faculty and staff on setting up their CUNYFirst accounts and access.

Baruch is trying to ensure a smooth transition from Baruch’s systems to CUNYFirst. He said that Baruch is also trying to pinpoint the specific business processes at Baruch that will be affected directly by CUNYFirst. At this point, most faculty will not see many changes, because most of the changes are in the background. Christian said that faculty will probably see more activity that affects them starting in January. He iterated that CUNYFirst will go live for Baruch on April 1, 2014. Members of the Baruch community can find out more about the rollout to CUNYFirst at http://www.baruch.cuny.edu/cunyfirst.

Terry noted that CUNYFirst will affect everything we do, and he recommended that faculty actively engage in CUNY. Michael Seltzer (SPA) asked if CUNYFirst will allow access to syllabi at other CUNY schools. Christian said that the CUNY Portal will still be used for BlackBoard and pedagogical delivery.

Enrollment Management (VP Ben Corpus, Student Affairs & Enrollment Management): VP Corpus discussed Enrollment Management issues. He provided data from the last five years of enrollments (Attachment C) that he reviewed. VP Corpus then reviewed the process behind estimating the number of students to admit:

- Enrollment Management uses modeling to figure out the mix of students:
  - Determines the target enrollment needed to meet CUNY’s revenue targets
  - Checks graduate enrollments and admissions—graduate students pay higher tuition rates, so the more graduate students, the better;
  - Then checks the graduation rates, freshmen admissions, retention rates, and ‘stop-outs’ (students who stop attending for various reasons) to determine how many new students are needed;
  - Checks non-degree students and re-admits;
  - Checks SEEK numbers, which are now dictated by CUNY;
  - Once these numbers are determined, Baruch can estimate the number of transfers and late freshmen admits
- CUNY sets a tuition target, which drives the final numbers;
  - CUNY’s Enrollment Management has created a spreadsheet that Baruch needs to fill out to show how it is meeting its goals;
  - CUNY has raised our revenue targets regularly;
  - Tuitions had not been raised concomitantly with the revenue target;
  - Along with the rising revenue targets, the recession hit, reducing other revenues and forcing the college to make $6M in cuts;
  - Hence, Baruch has had to admit more students to address the budgetary shortfall and make ends meet.

VP Corpus mentioned that CUNY has started to become more open to the problem Baruch has in meeting the revenue targets. He noted that he and Provost will be meeting with Faculty Senate Executive Committee in September to discuss enrollment management.

Terry noted that, until recently, CUNY did not recognize the budgetary issues that Baruch faced with the ever-increasing revenue targets; that has improved in the past few years. CUNY has become a bit more empathetic, for now, but it is still likely that CUNY will ask for regular increase of about 1.5% per annum and that may require higher headcounts.
VP Corpus said that, for this year, there was a decline in grad admissions, but a 1:1 replacement of UG students to grads brings a shortfall, because grad tuitions are higher. It looks like this year our shortfall is about $800K of Baruch’s $120M budget for this year. That shortfall will come from CUTRA (City University Tuition Reserve Account) funds. CUTRA can hold up to 3% of the tuition ‘profit’; CUTRA can be negative, in which Baruch can ‘owe’ CUNY money, if Baruch does not meet its tuition target.

Mindy Engle Friedman (Psych; Ombuds) asked how the greater headcount affects pedagogy. VP Corpus said that in previous discussions with CUNY, CUNY has seemed sympathetic, but that didn’t change CUNY’s tuition revenue targets for Baruch.

There was a discussion as to what are the levers for meeting our revenue targets?

- More students
- Increased ratio of out-of-state students
- More graduate students
- Executive programs
- Certificate and off-site programs

There was some discussion of open issues regarding enrollment management:

- Mix of undergraduate vs. graduate students;
- Mix of freshman vs. transfer students;
- Demographic diversity of our students;
- Variance in students’ academic preparation;
  - Average GPAs of transfers (from all sources) were 3.28 and SATs were 975; the transfers high school index was 81;

Ken Guest (Soc & Anth) asked what happened to create a headcount that went from 15,900 to 17,500 as a steady state. VP Corpus said that the steady increase of CUNY revenue targets created the situation. In 2008-2009, Baruch had a budgetary shortfall, and had to accept 400 more students to meet the shortfall.

Glenn Petersen said that he has been asked to ask about whether, if Baruch does not meet its numbers, tenured faculty would be fired. Terry, as a CUNY trustee, said that categorically no one has been threatened.

Chris Hessel (Eco/Finance) asked about the freshman/transfer mix; he suggested that we could admit more freshmen with a lower SAT threshold and still have a larger and stronger freshman class. VP Corpus noted that other criteria, such as PMP goals, make it difficult to expand the freshman class with lower SATs. Don Schepers (Associate Dean, ZSB) noted that a few years ago, the Freshman/Transfer mix was closer to 50/50, and the newer balance makes it difficult to provide the appropriate education for all those students.

Bob Freedman (ZSB) asked if the GPA for transfers from CUNY had dropped from 2.75 to 2.5. VP Corpus said that the admissions criteria are all that Baruch has to affect change on the number of students coming in. When Baruch communicates to CUNY Central "This is the number we want for transfers or freshmen", Baruch doesn't say a number; the only thing Baruch can do is build its model and say “This is the GPA that will land us the 1500 transfers”. VP Corpus noted that the transfer GPA had declined, which was decided in consultation with the Provost.

Glenn Petersen asked how many transfers are from CUNY. Ben Corpus said about 2/3 are from CUNY CCs. Glenn Petersen thought we could cut down on our non-CUNY transfers in order to fulfill our responsibilities to the CUNY CCs.
Facilities: Lisa Edwards, AVP Campus Facilities
Fire Alarms: AVP Edwards noted that the fire alarm system in the library building is not working. There is a fire watch in place that meets the FDNY regulations; twice an hour someone from Public Safety makes a complete walkthrough the Library. The fire suppression system is working. There is an emergency ‘design-build’ contract with a company named Red Hawk that specializes in fire alarm and prevention, and will put in a new working system. Red Hawk will visit to analyze the current needs, design the system, and install it. The kick-off for the project is next week.\(^1\)

VII. Old Business: None
There is no update yet on re-establishing the Staff/Faculty Lounge

VIII. New Business:

IX. Announcements: None

Meeting Adjourned at 2:10 pm

Respectfully submitted,

William J. Ferns, Jr., Faculty Senate Secretary

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\(^1\) Secretary’s Note: See the 10/30 update on the fire alarm system in the Library building --
http://www.baruch.cuny.edu/weekly/campusnotice/October_30_2013.htm
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FTF = Full time faculty; FTE = Full time equivalent student. Several schools use a consortial model (Grad Center, Journalism, SPS) and ratios do not apply.
Timeline for CUNYFirst at Baruch

Campus Solutions Timeline – Wave 4
Change Management/Training/Communications

- Data Validation I
  - Security
  - Validation
- Business Process Analysis
- Change Management Review
- Recruit Students for Marketing Team
- Data Validation II
  - Train the Trainer
  - Training Orientation
- Change Readiness Index (CRI)
- Evaluations
- Technical Readiness Evaluation
- Data Validation III
  - Test the Trainer
  - Training Simulation
- CRI Review & Validation
- Campus Training Practicum
- Data Validation IV
  - Go-Live Decision
- DVI V
  - Final Security Validation
  - End User Training
- Training Simulation
- Training Assessment
- Student Training
- Launch
  - “Blackout” Data Summer/Fall Registration
  - End User Training
- Training Simulation
- Training Assessment
- First Grading by Faculty
  - End User Training
- Change Management - Activities
  - Training
  - Testing
## Five Year Enrollment Trends 2009-2013

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