

**Faculty Senate Plenary Meeting
Minutes of March 6, 2014**

MINUTES

Senators Attending: E. Axelrod (Law), K. Behar (FPA), C. Bellamy (Soc/Anth), M. Carew (Eco/Fin), A. Croker (S/CIS), S. Dishart (COMM), B. Ferns (S/CIS), K. Frank (ENG), R. Freedman (ZSB), M. Goodman (COMM), A. Grein (MKT), K. Guest (Soc/Anth), C. Hessel (Eco/Fin), R. Jain (S/CIS), G. Jurkevich (ModLang), S. Korenman (SPA), C. Kulatilleke (NatSci), A. Levitus (CNLSNG/PSY), T. Main (SPA), T. Martell (Eco/Fin), W. McClellan (ENG), R. Ormsby (LIB), A. Pearlman (PSY), G. Petersen (Soc/Anth), L. Rath (LIB), M. Seltzer (SPA), A. Vora (Eco/Fin), J. Weiser (Law), S. Wine (S/CIS), S. Wong (MTH), X. Yin (MGT), R. Yue (S/CIS),

Senators Absent: C. Christoforatu (ENG), W. Finke (ModLang), C. Gengler (MKT), S. Johnson (PSY), D. Jones (PolSci), B. Murphy (HIS), J. O'Keefe Bazzoni (COMM), M. Ozbilgin (ACC), P. Sethi (MGT), M. Stark (SPA)

The meeting was convened at 1:00 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 February 6, 2014 were approved by assent

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

Pathways Lawsuits: Terry reported that State Supreme Court Justice Anil Singh dismissed the two Pathways suits brought by the University Faculty Senate (UFS) and the Professional Staff Congress (PSC). In his first decision, Justice Singh ruled that the CUNY Board of Trustees (BoT) had the authority to create the Pathways Initiative. In his second decision, he threw out the UFS/PSC suit alleging that that BoT had violated the Open Meetings Law.

Pathways Changes: Interim Chancellor Kelly has made some changes to the governance of Pathways. He has moved to have the college representatives to the various Pathways curriculum committees be elected by the local colleges. There is currently no specific mechanism for that process, and we need to come up with one soon.

Upcoming Faculty Senate Elections: Terry reminded the body that the terms of the Baruch College Faculty Senate (BCFS) officers are expiring, and there will be elections in May. He noted that he is term limited as the chair, and that Bill Ferns will be stepping down as secretary of the BCFS. Terry urged the senators to start identifying candidates for these and other BCFS positions.

Student Representatives: Terry welcomed two members of the Undergraduate Student Government: Farhana Hassan (President) and 'AJ' Jaikaransingh (VP of Student Services).

IV. Elections:

University Faculty Senate: Baruch has a contingent of nine senators on the UFS. The terms of four of those senators are expiring this year. The BCFS nominates senators, and they will be elected at the next General Faculty Meeting at Baruch. The following faculty were nominated by assent:

- Jana O'Keefe Bazzoni (Communications Studies)
- Katherine Pence (History)
- Jay Weiser (Law)
- Terrence Martell (Economics & Finance)

School Academic Review Committee (SARC): Nancy Aries (SPA) was elected by assent to fill a vacancy on the SARC. She will serve as the SPA representative on the SARC until the end of this academic year.

V. Vice Chairs:

Planning & Finance (Michael Goodman): Michael reported he had met with VP Kathy Cobb and AVP Mary Finnen around the new fees being levied on the various centers and revenue-generating programs. They will continue to meet on clarifying unresolved issues and specifying remedial action.

Educational Policy Committee (Glenn Petersen): Glenn reported that the committee is working on the issue of faculty giving exams during the last week of classes. The Educational Policy will ask the Provost to put the Educational Policy committee on the agenda of the next departmental chairs meeting, and then encourage the chairs to raise this issue directly with their faculty. Glenn pointed out that most faculty abide by these rules, but a small percentage of faculty believe that they are exempt from this rule. Glenn noted that there are no exceptions to this policy.

Center for Teaching & Learning (CTL): Glenn noted that, because of funding and administrative constraints, the charge for the CTL is currently fairly narrow; the members of the Educational Policy committee would like to see that charge grow. The committee is planning a meeting with Hunter College's CTL to get some ideas as to future initiatives. Glenn introduced Luke Waltzer, the director of the CTL. Luke announced two events by the CTL. One presentation by Prof. Ted Joyce will be on the hybridization of ECO1001. The other event is the Teaching and Technology Conference, with multiple presentations about technology at the college, including discussions on how to best match online courses with the study habits of CUNY students. The CTL as announced an 'Associate Faculty Fellowship' which will be a summer program for adjuncts who are interested in teaching online and hybrid courses; the program will include stipends. The CTL is encouraging as much discussion as possible on various issues about teaching, both online and in face-to-face courses. The CTL is currently focused on getting more classes online or hybrid, but it looks to be expanding that focus into more areas of teaching in the future, integrating multiple academic units of the college. He reassured the faculty that the CTL is not interested only in online courses, but rather on all dialogues that touch what happens inside and outside the classroom around instruction. Luke noted that there is robust and broadening support for faculty development around instruction.

VI. Report from the President (Mitchel Wallerstein)

Budget: The President noted that Baruch did not meet all of its enrollment targets for the Fall 2013 semester, which has affected its revenues. Although Baruch reached its overall headcount, it did not meet the targeted mix, with graduate enrollments significantly lower than planned. To a lesser extent, the undergraduate FTE numbers were lower than targeted. This trend has continued into the Spring. The Provost will be spearheading an effort to improve the tracking grad enrollments to boost those numbers; Baruch derives significant revenues from grad students. The President noted Baruch will be moving to parts of CUNYFirst in this semester. He said that, on implementing CUNYFirst, other campuses have experienced temporary drops in their enrollments. Baruch is trying to learn from the experience of other campuses, and he noted that VP Cobb had gone through a rollout of CUNYFirst while she was at Queens College. In the face of current budgetary shortfalls, some discretionary spending of OTPS will be curbed until the end of the fiscal year, and new administrative lines will be deferred until the new fiscal year on July 1st. Faculty hiring this year will not be affected. The adjustments overall will be relatively modest and temporary.

Affirmative Action: The President noted that he had introduced the interim Chief Diversity Officer, Dr. Richard Orbé-Austin, at the February Faculty Senate plenary. He noted that the previous Affirmative Action Officer had left Baruch in August 2013; the college conducted a search to try to fill the position before she left, but was unsuccessful. Hence, there was no diversity officer in place during the Fall semester, but the responsibilities were distributed between the President's Office, the Office of Executive Counsel, and Institutional Research. Systems were put in place to make sure that all searches were properly documented, recruitment plans were vetted, and that administrative search committees were

charged with compliance. The Affirmative Action Committee, comprising over 30 faculty and staff, was convened at the beginning of the Fall semester, and had a training session on compliance issues and best practices for searches; this training was conducted by Stephanie Vullo, Executive Counsel, and Monique Brown George, Executive Director of Human Resources. Because of the gap in coverage, Baruch's annual Affirmative Action Plan was significantly delayed; in addition to being short-handed, the College found problems with how the data was collected during AY 2012-2013. There were labor-intensive efforts to remediate the data problems, and the Affirmative Action Plan was being finalized and submitted to CUNY in the next few weeks. The President is firmly committed to the mission of the Chief Diversity Officer and is determined to staff the office better in the future. In addition, the college is making efforts to have department leaders find ways to broaden their applicant pools. The President has decided that the office of the CDO must be expanded, and is planning a search for a second professional staff member to double the size of the office. He said that Dr. Orbé-Austin is working hard at developing and implementing Baruch's plans successfully. The President noted that, to be successful in creating a more diverse community, all of us have to be involved in developing diverse pools of candidates.

25th Street Plaza: VP Christina Latouf and VP Katharine Cobb had a design forum with the NYC Department of Transportation and other NYC departments for the community. It included the designers of the project, and there was a good turnout, including faculty and students. This is a start of a process that will continue for a couple of years, partially because city-approval is required for most changes. Eventually, a beautiful and permanent plaza will emerge; the current temporary plaza is already being enjoyed by the community.

Q&A: Alan Pearlman (Psychology) noted that the B&G personnel have done a great job in removing the snow from the 25th Street Plaza, particularly during this troubling winter. He asked about the permanence of the scaffolding on the 24th street side. VP Cobb reported that once the new canopy was installed, it became apparent that the design led to a noticeable waterfall that was not in the original design. DASNY and CUNY are managing the project, and there are predictable lawsuits ensuing. VP Cobb reported that she has been told different dates as to when the project will ensue, and she has little confidence as to the actual dates.

Kevin Frank (English/BLS) noted the recent notice about the CDO, and noted the President's plans on increasing the size of that office. He asked whether specific targets would be set in terms of both hiring and also student recruitment, particularly underrepresented students. The President noted that the CDO does not deal with academic enrollment targets, but with faculty and staff hiring. Baruch does fine with administrative positions, but has thin pools of candidates for faculty positions, especially in areas such as Finance and Accounting. The college continues to be committed on having a strong representation of underrepresented minorities among our students. This Fall, Black freshmen enrollments went up significantly, but Baruch is still working hard on its Latino enrollments. Michael Seltzer (SPA) mentioned that it is important that the faculty are teaching diversity, preparing students to work and manage in diverse enrollments.

Arthur Lewin (BLS) said that he wanted to address the issue of affirmative action at the college, but would wait until 'New Business'.

CUNYFirst (K. Cobb, VP of Administration and Finance)

VP Kathy Cobb said that the training process is in development. BOSS is going dark on March 20 in terms of entering and revising data; BOSS users will have read-only access after that. CUNYFirst will go live around April 7th. There are ongoing training sessions for faculty and staff in the academic departments; there are already entire departments such as the Registrar, Admissions, Financial Aid, and the Bursar, which are prepared for the cut-over to CUNYFirst. There are student 'ambassadors' who will be available to help students learn how to use CUNYFirst. It will NOT be a seamless transition, but Baruch is prepared to support the college community as much as possible.

Q&A: Terry noted that BOSS going ‘dark’ means that it cannot be updated, and will be unavailable for a few days, and then it will be available read-only until the cutover. Terry also noted that other installations have had problems with faculty and staff having the correct permissions to do the tasks that they need to do. VP Cobb said that all faculty will get a default set of permissions for posting grades, certifying rosters, etc. Other faculty who serve additional roles, such as advisors, will have additional permissions. VP Cobb said that if faculty have problems, they should contact the CUNYFirst team at Baruch.

VII. Enhancing Transfers to WSAS (VP Ben Corpus)

VP Corpus noted that he has met with the Strategic Planning Committee of WSAS to discuss how to increase the number of transfer students who would be majors in the Weissman School. He noted that he has had similar conversations with the Dean of SPA on increasing transfers to SPA programs. VP Corpus distributed on this issue (see [Attachment A](#)). He noted several trends:

- The number of WSAS intended majors, both freshmen and transfers, has gone up in the past few years ([Slide 1](#)).
- The number of declared WSAS majors started to decline in 2012 ([slide 2](#))
 - The major declaration process in WSAS is not seamless, and that might be hindering the reporting of majors.
- Yield: The number of admitted students vs. the number of enrolling ([slide 3](#), [slide 4](#), [Slide 5](#));
 - Baruch cannot get from the CUNY University Application Processing Center (UAPC) actual transfer application prior to their allocation directly to Baruch;
 - Baruch is trying to get CUNY Central to give Baruch more information on transfer application before allocation;
 - Enrollment Management (EM) has been working with faculty to reach out to admitted students to engage them and to convert them into attending students;
 - In general, WSAS has a low yield;
 - The yield for WSAS is about 20%
 - The yield for ZSB is about 73%
- Close to 50% of students starting as WSAS majors switch into ZSB ([slide 6](#));
 - It may be gaming, but the number of students is small and it is too soon to tell if that is the case;
 - Many students start out not knowing what they want to do.
- Fewer students transfer from Zicklin to Weissman

VP Corpus provided multiple suggestions for ways to get more students to enter Baruch as WSAS majors (see [Attachment B](#)).

Q&A: Terry asked what the practical challenges for increasing transfers to WSAS. VP Corpus said that undergraduate enrollment targets had been reached or even exceeded: up 36% in African-American [[freshmen](#)]¹ in the Fall [[compared to the previous year](#)]², flat in Latino students in the Fall, up 3% in African-American students in the Spring. We do well on headcount but one problem is that Baruch cannot control student behavior in terms of what classes they take and when. Reaching enrollment targets are a priority, and most of the early and high quality applications are for Zicklin majors. Generally, once Baruch has hit its enrollment targets in numbers, then it doesn’t take any more students. Hence, if potential WSAS majors apply later, then there are fewer slots [available for those students](#).

Terry said that when high school students want accountancy, advisors say “Baruch”. How do we get those advisors to say ‘Baruch’ when students want to take history? VP Corpus mentioned Baruch needs to reframe the narrative about our programs, spending more time [talking](#) about Natural Sciences and the pre-med program within that, Organizational Psychology, and Journalism. VP Corpus mentioned that that Geanne Rosenberg of Journalism actively recruits NYC high school journalism students through an

¹ VP Corpus requested this revision for precision.

² VP Corpus requested this revision for precision.

annual conference at Baruch. Baruch is also trying to get upstate guidance counselors to think about Baruch for other WSAS programs. Jeff Peck (Dean/WSAS) mentioned that this initiative is part of both the Baruch and the WSAS strategic plans. He mentioned that, when he first came to Baruch, there was an outreach campaign of “Baruch Means Business”. We need to talk more about how there are many different ways for someone to be a student at Baruch, and we need to get people to think of Baruch as a destination for those other programs.

VIII. Old Business: None

IX. New Business

Arthur Lewin (BLS) mentioned that the quickest way to stop faculty from giving exams during the last week of class was to post an item in The Ticker telling students that they do not have to take any exams during the last week of class. Arthur welcomed Richard Orbé-Austin as the new Chief Diversity Officer, and asked whether he would be investigating sexual harassment charges. Richard Orbé-Austin replied yes. Arthur mentioned that the previous affirmative action officer had an office assistant for a while, but besides that, had not administrative support.

Arthur congratulated President Wallerstein for his leadership through several crises during the past four years. He expressed concern that Baruch is not currently in compliance with the affirmative action laws and regulations; Baruch is hiring and firing employees without being in compliance. Baruch has had no affirmative action plan as required by law since the start of the academic year; in addition, Baruch has not had any affirmative action / diversity officer, including acting or interim, for seven months. There was no statement by the President supporting affirmative action, as required by law, since September 2011; one was finally released on March 5, 2014. The law says that the affirmative action officer must be a full-time member of the instructional staff, reporting directly to the President. There is supposed to be an annual reaffirmation letter from the President supporting affirmative action, diversity, and equality. The affirmative action officer is supposed to convene an affirmative action committee, which last met on September 20, 2013. Arthur noted that schools don't go without a dean or an acting dean; he asked whether affirmative action was a lesser child.

Arthur also noted that the numbers of Black and Latino faculty are markedly beneath the numbers of PhDs available on the market. He noted that Baruch's 2012 Affirmative Action Report, which covered staffing through 2011, reported that Baruch should have 51 more women professors, 23 more Black professors; eight more Latino professors, and six Asian/Pacific Islander professors. The same report specified that Economics & Finance, Management, and International Business should each have four more Black professors; there should be three more Black administrators, one more Asian/Pacific Islander administrators, and four more Latino administrators. Appendix D in that report notes that there had been little changes in the college's diversity since 2007. Arthur expressed concern that the hiring patterns at Baruch had been out of compliance with the law. He also mentioned the case of an administrator, who had worked tirelessly in College Now and other programs and on recruiting Black students and who had received stellar evaluation; that administrator was dismissed as of the end of February because of one negative evaluation which came after that administrator filed a discrimination complaint.

Glenn Petersen (Soc/Anth) has been a member of Baruch's Affirmative Action Committee for ten years. He noted that when he goes to other CUNY campuses, the student composition is very different than that at Baruch's. He believes that Baruch is failing to create an environment that is attractive to students we believe should attend Baruch. He also said that the Affirmative Action committee doesn't meet to address ideas, but rather to process paperwork. He noted that, although the President has made a strong commitment to having more students from underrepresented groups attend Baruch, that message is not filtering down. Glenn also noted that there seem to be a number of people of color who have been terminated under dubious circumstances.

Terry Martell noted that the plenary meeting was not the forum to discuss individual personnel issues; he would not want to have his work performance discussed in an open forum. He also noted that VP Corpus had discussed increases of enrollments of Black students, and the President had discussed doubling the size of the Affirmative Action office. He had been at Baruch for 25 years, and did not see much difference in the students. Terry also noted that Black and Latino students at Baruch have a much higher retention and graduation rate than the overall retention rate at other CUNY schools,

Arthur Lewin noted that, in his 35 years, the population of Baruch had changed. Terry remarked that may be a function of the fact that there are now five business schools at CUNY, where 35 years ago, there was only one; hence, NYC students have more options in choosing a CUNY business school.

Angela Anselmo (SEEK/BMI) noted the terminated individual had been an integral part of the recruitment and enrollment process with those students. She also noted that while the graduation rates are high, but the numbers of students are very low. She also noted that the SAT criteria are so high that a Black or Latino student with those SATs could get into a private institution with a good financial aid package. She said that SEEK has more flexibility in terms of SATs because they are not included in the reporting for the rankings, and can thus do more flexible recruiting. Angela asked that, if the Faculty Senate was not the forum for discussing the dismissals of faculty and staff important to improving diversity, than what was the forum. Terry said that the senate would be the appropriate forum if Baruch's legal counsel believes the record can be opened. Terry asked to see the percentage of Black students in the SEEK program over time. Angela noted that the students UMLA (Urban Male Leadership Academy) have a better pass rate in mathematics, a higher retention rate, and a higher graduation rate.

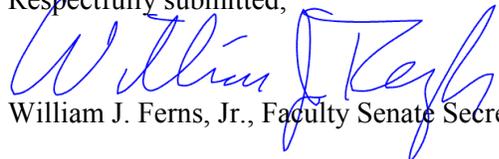
Ken Guest (Soc/Anth) is the chair of the Faculty Advisory Committee for the Honors Programs, and noted that the committee found the low numbers of underrepresented minorities troubling, and wanted help from the college administration in expanding the pool of students. He also noted that some very important issues had surfaced at the meeting, and perhaps a task force was needed to look into them further.

Farhana Hassan (President / USG) noted that no matter what people's roles, the key element is to have a connection with students; she asked that faculty attend student events as much as possible in order to engage with students more.

X. Announcements:

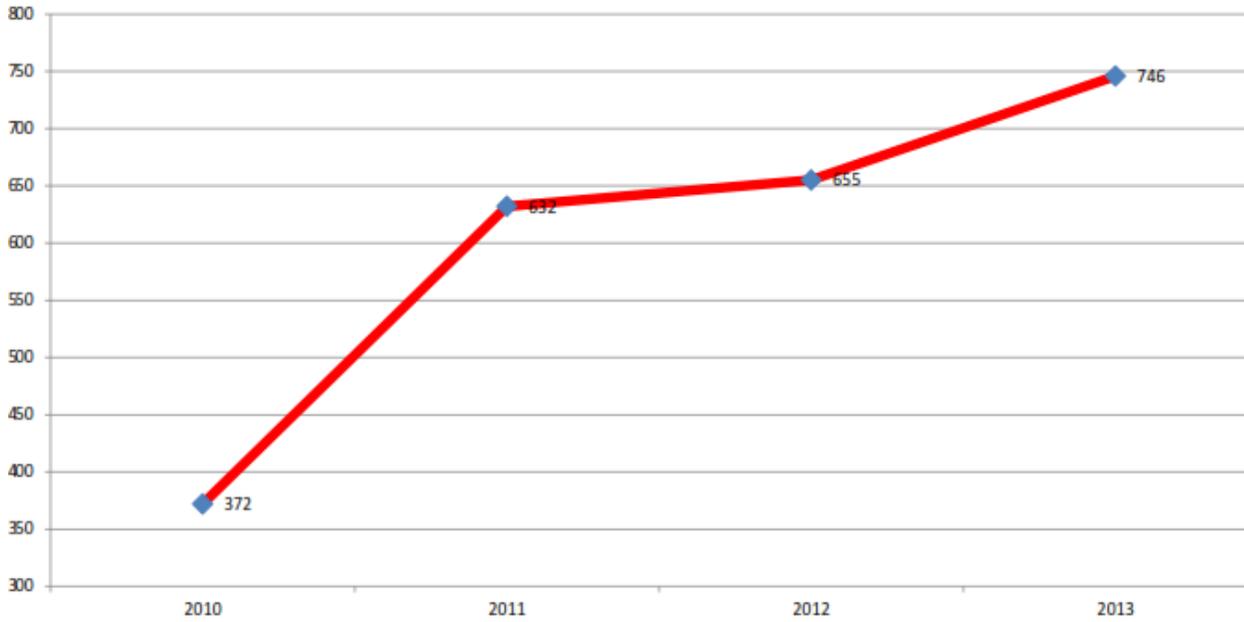
Meeting Adjourned at 2:21 pm

Respectfully submitted,


William J. Ferns, Jr., Faculty Senate Secretary

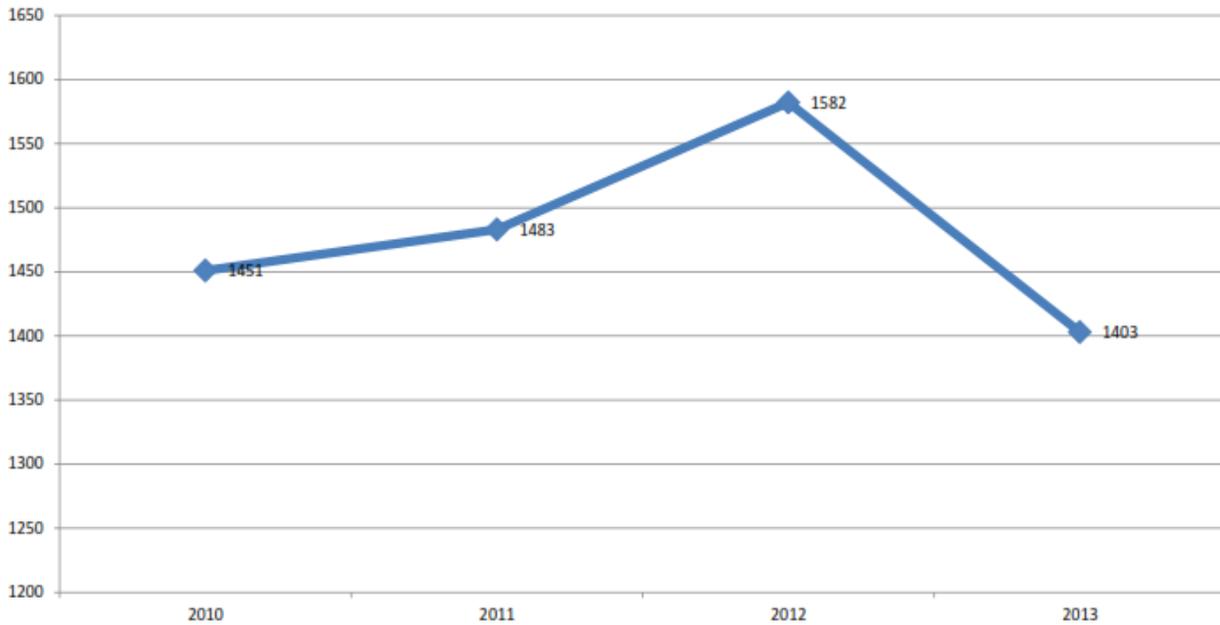
Slide 1

**Number of WSAS Intended Majors Has increased (FR & TR)
2010-2013 AY**



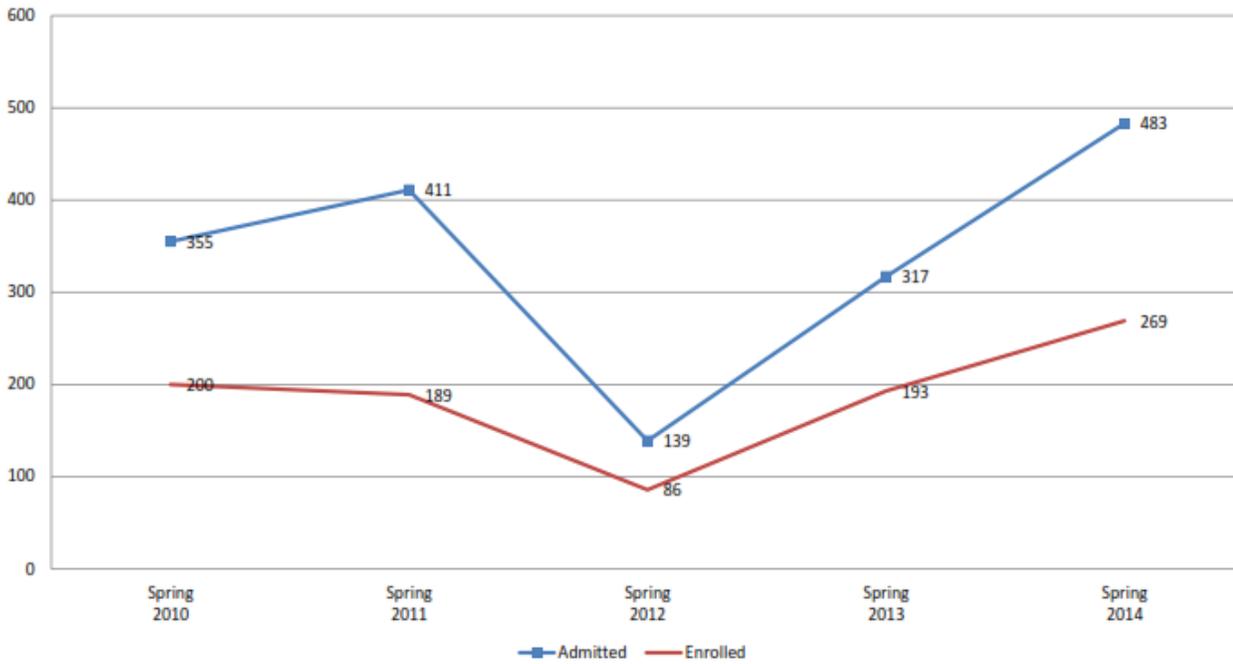
Slide 2

**Number of WSAS Declared Majors recently dropped (FR & TR)
2010-2013 AY**



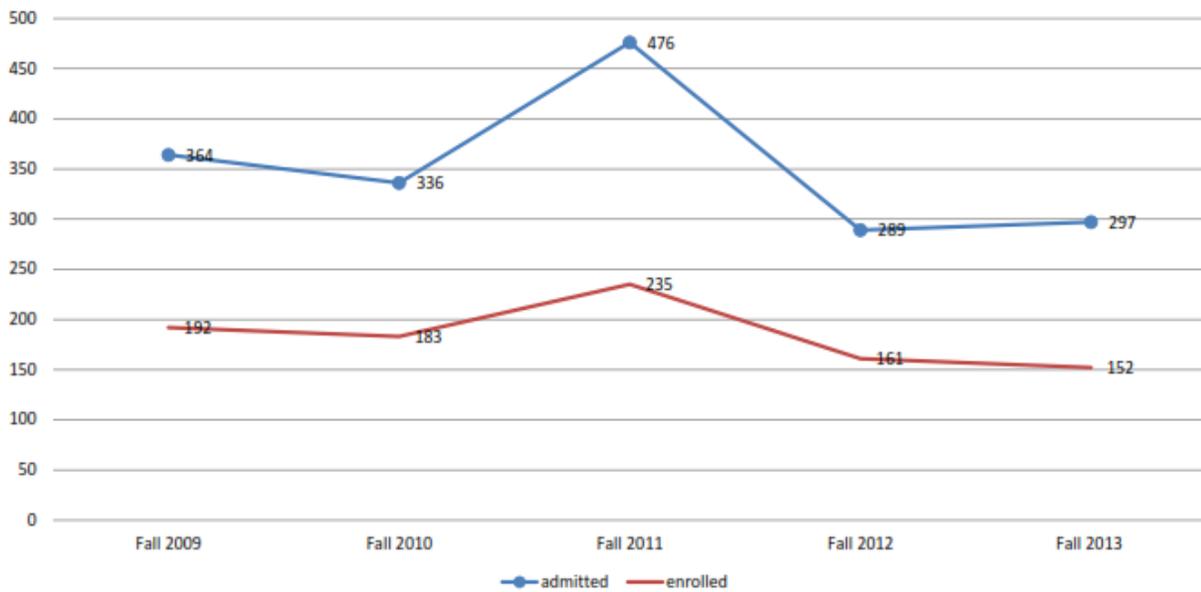
Slide 3

Spring WSAS Transfers Admitted & Enrolled 2010-2014



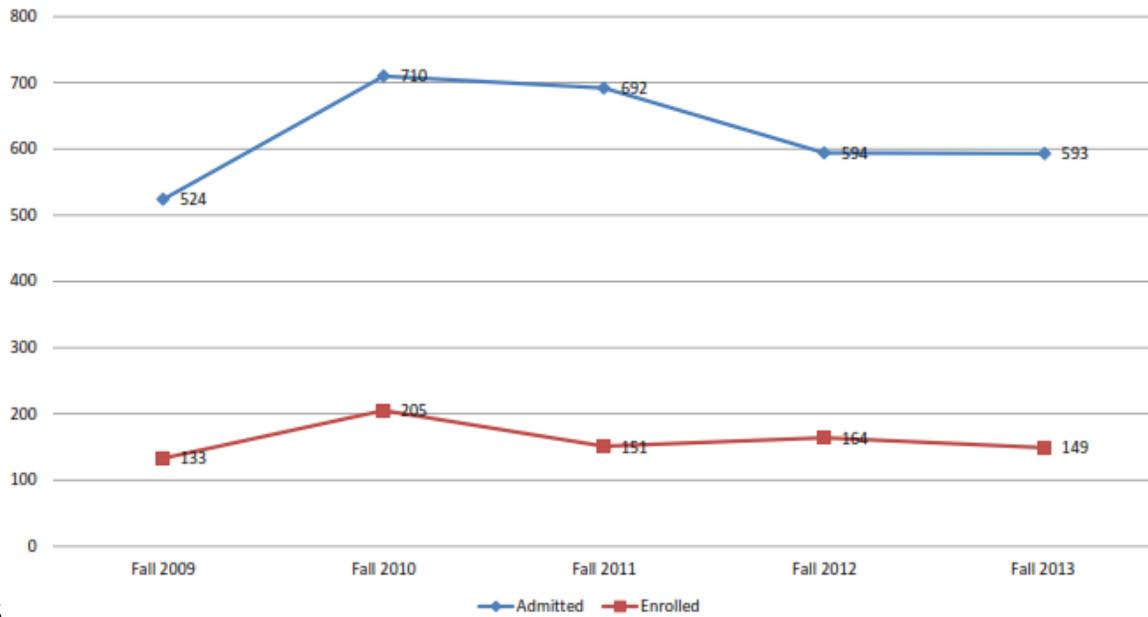
Slide 4

Fall WSAS Transfers Admitted & Enrolled 2009-2013



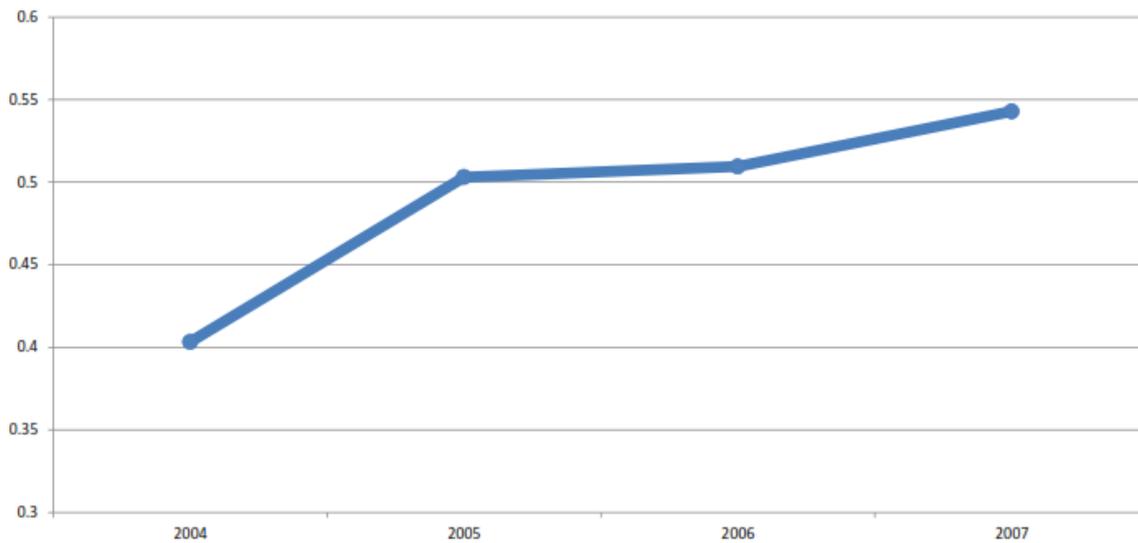
Slide 5

Fall WSAS Freshmen Admitted & Enrolled 2009-2013

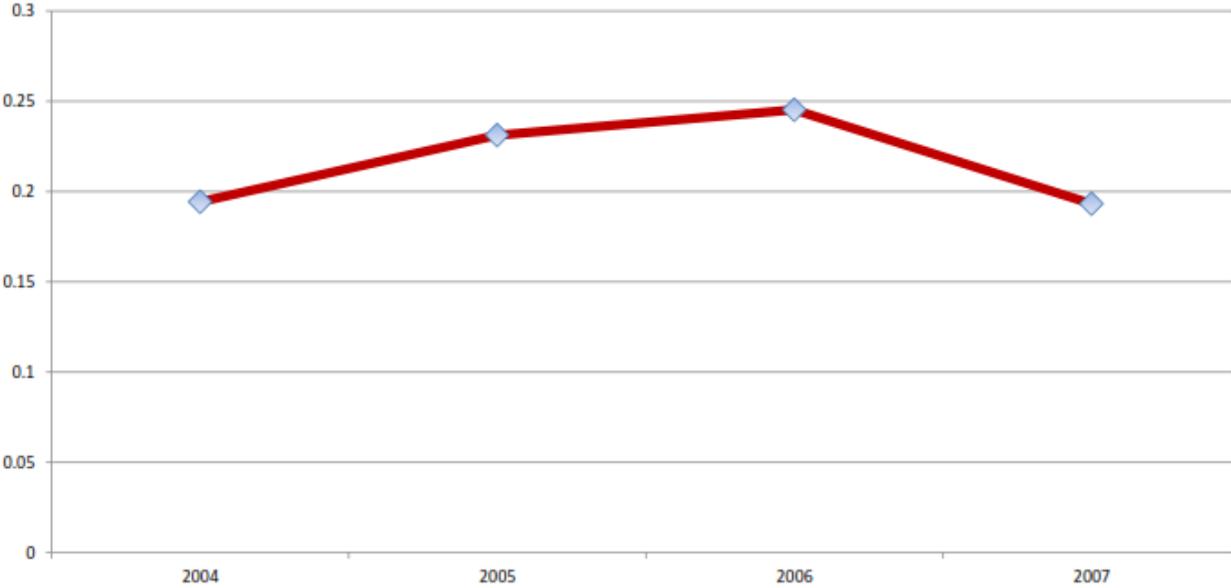


Slide 6

Percentage of freshmen cohort that transferred from Weissman into Zicklin 2004-2007



**Percentage of freshmen cohort that transferred from Zicklin to Weissman
2004-2007**



Increasing Transfers to WSAS

Recruitment & Admissions

Enrollment Branding Goal: Build WSAS's recognition as a small liberal arts school that promotes and emphasizes interdisciplinary and disciplinary programmatic excellence, student learning, faculty and undergraduate research, civic engagement and global studies such that it becomes a specific destination for strong and diverse in-bound transfer and HS students. Recruitment initiatives have begun to reframe the Baruch College narrative for traditional and expanded new markets through a host of strategic and operational recruitment initiatives which include Open Houses, College Fairs, dedicated HS visits, Direct Mail, CRM, Social Media, Micro Targeting, an enhanced web presence, Campus Tours, etc.

Efforts over the past two years have included:

- Last fall, entire recruitment team met with all WSAS departments at the beginning of the year to further understand faculty research, new initiatives and programmatic info
- Recruiters have been re-trained to have a stronger emphasis on WSAS in all interactions with prospects
- We have asked WSAS departments to call admitted students (Journalism, Law, and Fine & Performing Arts); we need to focus on transfers however.
- About 20% of the emails we receive from prospective students ask about Weismann majors.
- Our CRM communication plan includes 2 Weissman specific e-mails to all inquirers: one focusing on social science and humanities and one on math and the natural sciences.
- We now include Weissman faculty in all of our yield events. Weissman faculty member signed up for 4 of 5 smaller weekend events this spring, and have 4 departments attending the our April 5 event (Currently 10 out of 15 departments have not provided a faculty member).
- Created student videos and blogs on WSAS students, what they are studying, why and where they are going
- We now identify all Weissman admits for additional outreach (t-shirts in a box, phone calls, emails via the CRM, and a special invite to events)
- Built a Transfer Center that combines the expertise of several offices to serve admissions and credit eval demands
- Partner with faculty in WSAS departments on initiatives, Journalism, Black & Latino Studies, Fin Engineering, Summer HS Academy

How can we attract WSAS transfers? Concepts worth exploring:

- Build Arts & Science articulations agreements beyond CUNY that streamline enrollment
- Build new curricular and programmatic offerings
- Review and adjust admissions criteria for WSAS transfers if appropriate
- Ask all WSAS departmental faculty to call Weissman admitted Transfers
- Raise WSAS specific scholarships, create programs (Global Scholars, etc, that attract high ability students)
- Develop additional undergraduate research opportunities and build coordinated initiative
- Promote and highlight faculty scholarship
- Design and develop an out-of-state branding campaign that captures the essence of the WSAS strategic plan, the college's academic quality and reputation, and its affordability (print, web, social media, blogs, events, writing contests, etc)
- Enhance programmatic offering to include creative elements that fill market niches (Social Entrepreneurship, Service Learning Internships for credit, etc)
- Work with CUNY to view and target specific transfer applications (currently unavailable)
- Design, market and produce a Career Fair for WSAS majors
- Discipline specific initiatives like the NYC HS Journalism Conference