

Baruch College General Faculty Meeting
October 18, 2007
Minutes

The meeting was called to order at 12:50 p.m. in the Newman Vertical Campus Room 14-220 by President Kathleen Waldron.

- I. The following members of the Baruch College faculty and administration were in attendance: (sign in sheets).
- II. Approval of the minutes: Minutes of the meeting of March 8, 2007 were approved without alteration.
- III. Approval of Agenda: The agenda was adopted with no objections.
- IV. Oral Report from President Kathleen Waldron.
The president introduced the new Secretary of the General Faculty, Professor Arie Harel. She also introduced the new Provost, James McCarthy.

President Waldron then took a moment to point out that this meeting would be Myrna Chase's last as Dean of the Weissman School of Arts and Sciences. The president commended Dean Chase on her many years of service to the College and her leadership in various administrative posts on behalf of the students and faculty.

President Waldron then delivered a presentation on the State of the College (see Appendix).

- V. Written Reports from College Officers.

Provost's Report

Questions and Comments: Professor Burt Hansen commended the Provost's Office for providing two valuable services: first, Dennis Slavin, for the rich contents of the online Faculty Handbook, and second for providing faculty with the ability to use Turnitin.com for detecting student plagiarism, though he asked that this opportunity be communicated more widely.

Vice President for Student Development and Enrollment Management

Questions and Comments: Professor Glen Peterson asked why the hard copy course rosters had been discontinued without faculty consultation and expressed concern that no explanation of this decision had been forthcoming from the administration. He added that the Weissman P&B Committee had passed a resolution against the discontinuation of the hardcopy course rosters. President Waldron agreed that the administration ought to be willing to explain any decision, but suggested that the issues pertaining to the change had been discussed at the Faculty Senate in both the spring semester and earlier this term. Vice President D'Aleo, who chairs the committee charged with bringing the College into compliance with federal aid requirements, explained the history of the federal financial aid issue that prompted the change. The College had failed a previous audit of recordkeeping and is in danger of forfeiting all federal aid for students if we fail again. The move to electronic record-

keeping was believed to be an important step toward remedying our records shortcomings. Another faculty member pointed out that the discontinued attendance rosters were different from the certification rosters previously used to document attendance for federal aid purposes. Dean Birdsell, who also serves on the committee, explained that it was believed that a proliferation of rosters contributed to the inaccurate and inconsistent records and that the goal was to provide a single electronic point of record-keeping. He also pointed out that the electronic rosters were printable and that faculty members who preferred to keep a hardcopy record of attendance could produce a reasonable facsimile of the discontinued attendance rosters on their own. Professor Peterson thanked Dean Birdsell for his understanding of the problem at hand, but did not feel the suggested solution was adequate. Professor Martell, Chair of the Faculty Senate, reiterated that the decision had been discussed at length and on more than one occasion at the Faculty Senate. Several faculty members expressed their preference for the old cardboard rosters. President Waldron agreed to add more faculty representatives to the R2T4 Compliance Committee. Professor Glenn Peterson and Professor Anne Swarz volunteered to serve.

Professor Susan Locke raised an objection to a change in the policy regarding the number of AP credits students can be credited with upon enrolling in the College. AVP Murphy assured the group that no such policy change had taken place.

VI. Oral Report from Student Government President

Anthony Hernandez, President of the Undergraduate Student Government, delivered an oral report, as follows:

Thank you for this opportunity to share with you some of the initiatives of the Undergraduate Student Government and also some of the concerns of undergrad students as they have been expressed to us.

Undergrad Student Government:

This year's student government has gotten off to a strong start. In mid august the government went in force to the Annual University Student Senate leadership retreat, and made large inroads with CUNY board of trustees, Policy makers, and the Chancellors. We had a freshmen social that was partnered with the freshmen seminar program to help the incoming class become comfortable within the Baruch Community. The Government has made student representation a key initiative by working to place engaged students in various committees on campus. So when you see a new face at a committee, please reach out to them to make them feel welcome. Additionally, we are working on initiatives to register record numbers of Baruch students to let policy makers see that the Baruch College Community is united. Going forward we are working with clubs and organizations to increase the amount of events on campus and increase student activism.

Learning Communities

Baruch College's Learning Communities have been an annual success story for our students and Professors alike. The Communities create a more holistic and supportive experience for freshmen. That has created a group of students who do better than their peers, participate in more extracurricular activities, and generally report a smoother integration into College life. In the halls of Baruch College yells of LC09 or LC22 can be

heard throughout. The interdisciplinary course work and non-traditional aspects helps the freshmen have a one of a kind introduction to Baruch which is only possible when faculty, administration, and student leaders work together. The Student Government is in strong support of seeing this program grow and would like to encourage the Faculty to volunteer for these programs. To take it further, while learning communities are succeeding reaching freshmen, 50% of most graduating classes are composed of transfers. There are talks of creating a program for transfers students similar in structure to Learning Communities, I encourage you to support this.

Faculty Engagement

In speaking of the success of learning communities I highlighted the part faculty play in making the experience the best it could be. On campus there are opportunities for professors to serve as mentors and advisors to students. The clubs and organizations in Baruch College play an essential part in creating the student life for a commuter college. In the struggle to achieve tenure, and get published, and the emphasis on research, it is easy to see the students not as the future and potential leaders of our community, but as a revenue stream, or a burden, or a delay to the metro north at the end of the day. While I support and agree with Baruch College's goals of increasing its rankings, I still don't want to forget our CUNY foundation of creating an affordable, relevant, and quality education for our students. While reaching for the stars I would hate to see Baruch College's faculty forget the 15,000 students who call this building home.

The concept of engagement is one that is central to creating an environment conducive to academic growth. Remember, you did not all start your professions in academia with a simply a book. I challenge you all to look at your syllabi, course documents, and teaching strategies and ask "Am I relevant to my students. Is this going to be tool that they will know how to use?" With the raising the standards of Baruch and the diversity of thought, you will be surprised at how your courses come alive. Finally, there are opportunities to reach out to clubs and organization that provide students a way to develop contacts and participate on campus. A way to reach out is to go to the office of student life and simply look for a club that peaks you interest and attend meetings or suggest ideas. The ability to interact with Faculty in an informal setting is something that is coveted by many students. Equally rewarding is being part of our student life, from a club that goes to see Warren Buffet, to one that competes and wins at the Model UN session, or one that organizes students to raise over \$70,000 over the past 3 years for the American Cancer Society.

Thank you for your attention.

VII. New Business – None.

VIII. The meeting was adjourned at 2:00 p.m.

Respectfully submitted by

Arie Harel
Associate Professor of Operations Research

President's Report to the General Faculty Spring 2008

The New York State Commission on Higher Education

On December 17, 2007 the New York State special Commission on Higher Education issued its recommendations to Governor Elliot Spitzer about the future of higher education in the state. CUNY formed part of the Commission membership with Chancellor Goldstein playing an active role. The Commission recommended hiring at least 2,000 additional full-time faculty at CUNY and SUNY over the next five years, including 250 eminent scholars. The Commission also recommended the creation of a \$3 billion Empire State Innovation Fund, to support meritorious research important to New York's future, and the establishment of a New York State Compact for Public Higher Education to clearly delineate shared responsibility for public higher education resources. Among the Commission's other recommendations are the creation of a low-cost student loan program for New York State residents attending colleges in the state, the passage of a College Readiness Act to ensure that high school graduates are well-prepared for college, and a strengthening of articulation and transfer throughout SUNY and CUNY with a goal of system-wide articulation of comparable courses and seamless transfer into parallel programs by 2011-2012. The Commission report received very favorable publicity.

The Proposed State Executive Budget for FY 2008-2009

On January 22nd, the Governor presented his 2008-2009 Executive Budget in which he highlighted several points about higher education, most specifically his intent to set up a special endowment fund of \$4 billion from the possible privatization of the New York State Lottery to support critical investment in colleges and universities. Specific investment is aimed at the sciences and technology, particularly for research institutions such as SUNY Stony Brook and SUNY Buffalo.

Unfortunately, recent signs of economic slowdown have resulted in an Executive Budget far less favorable to CUNY than we expected. The economic downturn has triggered calls for restraint on the part of Mayor Bloomberg and the Governor's budget significantly lowers expectations for the CUNY senior colleges. Included in the governor's plan is a call for a 2.5 percent, or \$16.7 million, reduction in the operating budget of CUNY's senior colleges, to be achieved by efficiencies. The budget does recommend a new five-year \$2.8 billion capital investment plan for CUNY, of which \$2.58 billion is earmarked for the senior colleges. CUNY's own request, however, was for \$7 billion to adequately meet the University's needs for modernizing our aging infrastructure. Without this funding, various projects, including the renovation of 17 Lexington Avenue, will be delayed or put at risk.

The Executive Budget also does not provide for any investment dollars in support of the CUNY Master Plan. Nor does the budget provide for the modest five percent tuition increase the University had recommended. The University's budget request sought \$21.4 million in increased state support with an additional \$33.2 million in revenues to be generated from a tuition increase, for a total of \$54.6 million to finance an investment program. This budget provides for neither.

The Governor's budget is currently under review by the New York State legislature. State leaders plan to decide on revenue targets and available funds by February 29 and aim at passing a budget by April 1, 2008. There is still time to improve next year's budget and I urge you to make your voice heard by writing to your state legislators.

The Baruch Means Business Capital Campaign

Our Baruch Means Business Capital Campaign moves ahead with wonderful results. I am particularly grateful to the Campaign Steering Committee and to the excellent job done by the Office of College Advancement. As of last month, we have achieved commitments and cash of \$59 million against our campaign goal of \$150 million. Still in the silent phase of the campaign, many of the BCF trustees have not only made substantial gifts to the Campaign but also have helped solicit donations from new donors and friends of the College. Most notable is the recent gift of Larry Field for \$10 million to support the Field Center and entrepreneurship education at Baruch. We are deeply appreciative of Larry's continued support and look forward to honoring him at the Bernard Baruch Annual Dinner this spring. I have made several vision briefings to a select group of invited supporters of the College and have more scheduled this spring.

Naming the Department of Economics and Finance

On Monday, January 28, 2008, The City University of New York officially approved the naming of the Department of Economics and Finance in the Zicklin School of Business after Bert Wasserman ('54). BCF Trustee Sandy Wasserman's ('55) very generous gift in memory of her late husband, Bert, is made in support of the Department, one of our key focus areas outlined in the College's 2006-2011 strategic plan. The Wasserman gift will endow the department and support the faculty and the curricula of finance.

The CUNY Institute for Demographic Research

At its November 2007 meeting, the CUNY Board of Trustees formally established the CUNY Institute for Demographic Research, housed at Baruch College. The Institute, which builds upon the strengths of the School of Public Affairs's Survey Research Unit and U.S. Census Bureau Research Data Center, will support a diverse range of scholarship appealing to researchers in all three schools of the College and throughout the University.

Enrollment

The College ran its third successful Winter Intercession program during the month of January, with nearly 2000 students taking advantage of the opportunity to take three-week courses between the fall and spring semesters. These winter session classes assist students in completing their degree requirements in a timely fashion, as well as providing the College with some additional tuition revenue.

Campus Master Plan

Work on our fast-tracked Campus Master Plan continues apace. As you may recall, the College's last Master Plan in 1986 resulted in our stunning library building and the award-winning Newman Vertical Campus. During December, the master plan consulting firm FX Fowle conducted an extensive series of interviews with the faculty chairpersons of every

academic department, as well as administrators representing all areas of the College. The data collected during these discussions will help fashion a comprehensive picture of the College's space needs for the coming years.

In addition to the more general vision that will be outlined in the Master Plan, we have also begun more intensive work on the specific plans for the Lawrence and Eris Field Building at 17 Lexington Avenue. Engineers already conducted preliminary reviews of the College's buildings to determine their condition. As expected, the Field building is in need of major revisions including removal of asbestos, new plumbing, new elevators, and new heating and air systems. It is expected that the renovation of the Field Building will be done in three to four stages and will take several years. This expenditure was included in the CUNY Capital Plan request to Albany.

New Investments

Baruch College is known as a technologically sophisticated and state-of-the-art institution of higher education. To maintain that reputation, we invested approximately \$2.0 million to support desperately needed technology infrastructure upgrades, including new network switches and servers to provide more reliable service on campus, a new upgraded and unified email system for all full-time and part-time employees, and the accelerated replacement of outdated computers for our faculty and staff. We also facilitated the purchase of additional licenses for Bloomberg in the Wasserman Trading Floor as well as full text, on-line significant new journal indexes for faculty research.

In addition, we funded facilities upgrades for a number of our most heavily used student service offices, and the upgrade of (and creation of) additional study spaces for students in the Newman library, and the creation of more student lounge areas in the Newman Vertical Campus. A "Clean Up Baruch" campaign was initiated by our Buildings and Grounds crews with significant improvement in the overall appearance and cleanliness of the campus.

Assuring Quality Education

One of the key goals outlined in the strategic plan was to build the College's culture of service and accountability in the pursuit of excellence. I am pleased to report that we have made dramatic strides towards achieving this goal. We have created a schedule of external reviews so that all academic departments and programs are assessed every 5 years by experts in the field; this ensures that our curricula keep pace with national standards, that our programs are structured optimally to play to the strengths of our existing faculty, and that we think strategically about new hires to add the most value. A new, more formalized review process now exists for all faculty who hold endowed chairs or other distinctions and appointments are reconsidered every five years.

External accreditation reviews continue to play an important role in helping us maintain the very highest standards for our academic programs. The **School of Public Affairs** will undergo its six year accreditation by NASSPA this spring. We have begun the process of preparing for the **Middle States accreditation** which will take place in 2010 and for the **AACSB accreditation of the Zicklin School of Business** in 2011.

A Boost to Research

On December 7, 2007, I had the distinct pleasure of formally dedicating the **Research and Statistical Consulting Laboratory** on the 11th floor of the Newman Vertical Campus. This new facility was part our strategic initiative for the College and support for it was provided by the Baruch College Fund. Under the direction of Professors **Shulamith Gross** and **Karl Lang**, both part of the statistics sector of the SCIS department, it has the potential to positively impact virtually ever aspect of research at Baruch College.

Improving Student Services

I am happy to announce that we have expanded the availability of vital student services to evening hours by keeping many offices open until **8 pm on Wednesday nights**. This will be of great help to the many Baruch students who work days and attend classes in the evening. The offices that will now remain open until 8 pm are: Financial Aid, Student Life, The Registrar, Undergraduate Admissions, the Starr Career Development Center, the Student Academic Consulting Center (SACC), Disability Services, The Center for Achievement & Orientation, the International Student Center, the Bursar, Testing and Evaluation, Athletics, the Student Health Center, the Dean of Students, the Writing Center, the Bookstore, the Weissman Center for International Business, the Dean's Office of the Weissman School of Arts and Sciences, and the School of Public Affairs' Student Affairs and Graduate Admissions Office.

Achievement and Visibility

In December, **The Council for Advancement and Support of Education**, an international association of university fundraising and alumni relations professionals, has awarded one of our alumni events its **2008 CASE District II Gold Medal for Alumni Relations Programming**. This national recognition went to the 75th Anniversary celebration of *The Ticker* held in June 2007. At the event, **Professor Roz Bernstein of Journalism** conducted a panel with past *Ticker* editors and leading journalists. Everyone involved with this wonderful event deserves congratulations.

Equally exciting is the news that our **Bernard L. Schwartz Communication Institute** Has been awarded the prestigious **2008 TIAA-CREF Theodore Hesburgh Award** for outstanding faculty development programs. Established in 1997 with a gift from Bernard L. Schwartz,(48), the Institute collaborates with faculty members at Baruch to infuse communication-intensive activities into the curriculum. The award was presented at the annual meeting of the American Council on Education on February 11, and will be featured in a full-page advertisement in the *Chronicle of Higher Education*. **Mikhail Gershovich**, director of the Institute and Associate Provost **Dennis Slavin** accepted the award in San Diego on behalf of the College.

The CUNY Board of Trustees has conferred the distinction of **CUNY Distinguished Professor** upon Baruch College art historian **Gail Levin** of the Weissman School's Department of Fine and Performing Arts. The title designates an exceptional scholar with an international reputation. Baruch boasts six current CUNY Distinguished Professors and the distinction of having had the very first one: Dean Emanuel Saxe, one of Baruch's all-time great teachers. **Levin** is a professor of Art History, American Studies, and Women's Studies at Baruch and the CUNY Graduate Center. Her research interests include the work of Edward Hopper, Judy Chicago, Marsden Hartley, among others. She is currently in the Netherlands at work on a biography of the Abstract Expressionist Lee Krasner.

Office of the Provost General Faculty Report Spring 2008

Writing Center

In Fall 2007 faculty members from Weissman, Zicklin, and SPA requested 88 class visits from Writing Center consultants. During class visits, students learn about our multiple services, discuss their course's specific writing assignments, and identify points in their writing process when it would be helpful to meet with a consultant. These visits were very successful: Students from 106 courses signed up for 1,481 appointments, requested 154 eTutor consultations, participated in 24 workshops, and were seen in 102 walk-in sessions. 96% of students surveyed agreed or strongly agreed that the Writing Center fulfilled their expectations. With the Writing Center booked to capacity, Mondays through Saturdays, many students found it difficult to meet with a consultant. In spring 2008, more consultants are available to work with student writers, and the number of hours available in the Writing Center and online has been increased.

Sustaining the quality of support in the Writing Center during its significant growth this year would not be possible without additional administrative support. In fall 2007, we welcomed Sarah Nakamaru as assistant director. Sarah, a writing consultant at Baruch since 2004, conducted her doctoral research on writers in our Writing Center and will complete her dissertation this spring. This semester we welcome Dawn Jordan as our ESL specialist and Michael Rohdin as our Online Environment/Systems Specialist.

In spring 2008 we initiated a study of how students' beliefs about their own strengths as writers and users of English are related to improvement in student writing. The results will allow us to assess and fine-tune the Writing Center's support of student writers at Baruch. We look forward to sharing our findings with the Baruch community as well as with our colleagues in the field of writing research.

Student Academic Consulting Center

SACC hired Nidzaida Garcia as assistant director to replace Jamie Infante. Sarah Moon, a member of the English Department faculty, was hired to coordinate Writing tutoring. Master Tutor, Timmy Zhao was a top ten finalist in the College Learning and Reading Association's national search for Tutor of the Year, 2007. SACC is embarking on two new projects in addition to our regular offerings. Working closely with the Communication Studies Department and CAPS, SACC will provide additional oral communication support to students needing regular pronunciation classes; classes will have a maximum of 10 students. In addition, working closely with the English Department, SACC will offer weekly reading comprehension and vocabulary workshops to ESL students.

The Bernard L. Schwartz Communication Institute

In fall 2007, the Bernard L. Schwartz Communication Institute continued its support of a wide range of Communication Intensive Courses (CICs) at all levels of the undergraduate curriculum, including courses in Music, Theater, Anthropology, Sociology, English, Management, Business Administration and Policy, Finance, Economics, Accountancy, Computer and Information Systems, Psychology, and Marketing. The Institute sponsored professional development seminars in communication-intensive instruction for Great Works of Literature faculty,

Anthropology/Sociology faculty and instructors teaching selected 2000- and 3000-level Finance and Accounting courses. In recognition of the Schwartz Institute's outstanding faculty development programs, Baruch College was awarded the 2008 Theodore M. Hesburgh Award by the TIAA-CREF Institute on February 11, 2008. The annual award recognizes exceptional faculty development programs that enhance undergraduate teaching and learning, and comes with a \$20,000 gift to Baruch.

The Schwartz Institute continues to be a leader within CUNY in the support of integration of instructional technology into the curriculum across disciplines. This spring, the Institute and BCTC will roll out a new blogging platform that allows members of the Baruch community easily to create and maintain weblogs for instructional or other uses. In the fall semester, the Institute launched VOCAT (Video Oral Communication Assessment Tool), a new web application that enables faculty to assess oral communication assignments easily and allows students online access to faculty feedback and to videos of their presentation. The new version of the application will be used for a variety of assessment purposes at the college and is currently being piloted in COM 1010 and THE 1041. Thanks to a major gift by a private donor, VOCAT will be further refined and implemented in a variety of instructional and co-curricular contexts over the next five years.

The Institute's 8th Annual Symposium on Communication and Communication-Intensive Instruction is scheduled for May 9, 2008. Titled "Miscommunication," the 8th Symposium will once again provide a unique opportunity for educators and business professionals to engage in a productive dialogue on fostering effective, purposeful communication in academic and business settings. The Symposium will consist of round table discussions and will feature keynote presentations by commentator and internet entrepreneur Esther Dyson, and Richard Lederer, author of many books on language, humor and history, including *Anguished English* and *A Man of My Words*.

Library

The Market Technicians Association has agreed to place its research collection on technical analysis on long-term loan with the Newman Library. The holdings comprise approximately ten thousand volumes and the association adds an average of 120 titles per year. When the materials arrive at Baruch from several locations across the country it will be the first time that they will be united as a single collection.

With funding from President Waldron the library has acquired Web of Science, the combined citation indexes for the sciences, social sciences, arts and humanities. In addition to a current subscription, the library now holds the entire back-file to 1900. Funds are also available to support one time acquisitions to close gaps in the library's monograph collection. Librarians are working with each academic department to use an online collection analysis tool that allows us to compare our holdings book-by-book against benchmark institutions that have been identified by the faculty.

The Baruch College Auxiliary Enterprises Corporation arranged for a contract with a new vendor for photocopy services. As a result, new photocopiers were installed throughout the library, including a color copier.

Baruch Computer and Technology Center

Funding from President Waldron has supported the following five initiatives: (1) Faculty Desktop Computer Replacement. Over the past eighteen months new computers have been purchased for all full-time faculty. Any faculty member who has not yet received a computer should contact the appropriate school technology coordinator. (2) SPSS Licenses. In addition to renewing the campus-wide license, the college now provides faculty with a copy of the software for home use. (3) Server Upgrades. New servers have been purchased to replace end-of-life equipment in the three schools and the BCTC. They will be installed during the remainder of the spring 2008 semester. (4) Campus Network Upgrade. New network equipment has been purchased and will be installed through the summer to improve performance and reliability. (5) Faculty Laptop Loan Service. During the spring 2008 semester the college's laptop loan service will be expanded to include equipment designated specifically for loan to faculty.

Baruch College Now and Collaborative Programs

Tony Davis is the new Director of College Now and Collaborative Programs. Tony brings a wealth of experience in the administration of programs for college bound high school students. We welcome him to Baruch.

In 2007-2008, 67 high school students enrolled in credit bearing courses at the college. Students enrolled in dedicated sections of Business, Micro-Economics, Personal Finance, Principles of Finance, Financial Mathematics, Anthropology, Sociology and a select number of other undergraduate courses. Additionally, more than 100 students enrolled in Art, Creative Writing, and Research classes, earning credits toward their high school graduation requirements.

The STEP Academy focused on test preparation with students studying for either Math A or B Regents or a Science Bowl Competition. STEP students were also given the opportunity to earn a CPR/First Aid certificate, to develop their own workout plan in the Fitness Center, or to present a Business plan to a panel of judges. The program hopes to recruit 30 additional students for 2008, bringing the total enrollment to 94.

Summer Programs Baruch College Now will conduct three summer programs in 2008: the Summer Journalism Workshop; the Merrill Lynch Young Business Leaders' Institute at Baruch College; and the College Experience, an academic and recreational program. Planning for the Summer Program is underway. Baruch College Now will be updating our website to include all events for summer 2008.

Office of Institutional Research and Program Assessment

The mission of the Office of Institutional Research and Program Assessment is to compile, maintain, and analyze institutional and other data to support the organizational, decision-making, and planning functions of the college. The Office works closely with Baruch's administrators, schools, departments, and faculty to improve student learning.

This semester the Office is assisting the Division of Student Affairs and various academic support departments in developing their assessment plans. At the same time we continue to provide assistance to the three schools in their assessment of student learning. Our efforts will

enable the College to make substantial progress in preparation for the 2010 Middle States accreditation.

The Office has continued to refine data-mining techniques to examine factors related to enrollment patterns, to develop models for placement of students in Mathematics and English courses, to understand retention behavior and the factors that contribute to academic probation, and to monitor trends in graduation rates. A search is underway to hire a new assistant director for Institutional Research.

Sponsored Programs and Research (SPAR)

So far in fiscal year 07-08, the number of proposals submitted is ahead of those for last year. Members of the Baruch faculty have submitted 27 proposals totaling \$7,125,547. The leader in external submissions was the Weissman School with 14, followed by Zicklin School of Business with 7, the School of Public Affairs with 4, with 2 applications coming from other units. The number of PSC/CUNY applications and the funding requested increased as well: 161 faculty members (a record for the college and most in CUNY) submitted proposals totaling \$892,225. This represents increases of 12% in the number of proposals and 14% in dollar value compared to last year.

In the first 6 months of FY 2007-2008, the college received seven federal awards totaling roughly \$650,000. SPAR anticipates five additional federal awards in FY 07-08. If achieved, this will mean new highs for Baruch in both number of awards and dollars awarded by federal sources. SPAR also expects to have NIH grant holders in all three schools by year end. Year-to-date in FY 07-08, the dollar value of all awards is \$3,561,390.

As outlined in the official CUNY Policy on Research Misconduct (http://www1.cuny.edu/academics/research-scholarship/research-conduct/CUNY_Research_Misconduct_Policy.pdf), the president of each college within the University has designated a Research Integrity Officer (RIO) to receive allegations of research misconduct involving faculty, staff, and/or post-doctoral associates at the college. President Waldron has appointed Alan J Evelyn, Director of Sponsored Programs and Research, as the College's RIO.

Faculty Development

As noted last fall, the Baruch College Fund has provided generous support of \$400,000 for 2007-2008: \$250,000 will support research and \$150,000 will support activities related to teaching. With respect to the latter, the 2007-2008 Master Teacher Series included three extraordinarily successful events in fall 2007 (success measured by faculty feedback and numbers of attendees) and is bringing four presenters to the campus in spring 2008.

International Faculty Development Program (IFDP) and Faculty Book Club This semester 14 members of the international faculty are receiving 15 hours of one-on-one tutoring in accent reduction. The IFDP workshop for spring 2008 will be on "Evaluating Individual and Group Presentations." The IFDP sponsors the annual book club for all members of the Baruch community. This year's selection is Louis Menand (ed.), *The Future of Academic Freedom* (University of Chicago Press, 1998). The 35 faculty members who had signed up have received

free copies of the book and will attend one of four discussion sessions in March or April. Prof. Elisabeth Gareis, coordinator of the IFDP, would welcome suggestions for a book for spring 2009.

Adjunct Development With more than 1,000 hits per month, the Baruch College online *Adjunct Handbook* remains the first item to appear in a Google search for “adjunct handbook”: <http://www.baruch.cuny.edu/facultyhandbook/adjunct/>. Technology support for adjuncts is available in all aspects of instructional technology, including basic computer use, Blackboard, and classroom technologies. Members of the adjunct faculty at Baruch regularly receive notification by email of events on campus, including faculty development seminars, and are strong participants in the Master Teacher Series.

Faculty Handbook The Handbook received more than 8,871 hits in December 2007, a sharp increase over the previous year. New items are added regularly, including links to many college and CUNY documents: <http://www.baruch.cuny.edu/facultyhandbook/topics.htm>

Academic Integrity Initiative

In fall 2007 the co-Chairs of the Academic Integrity Committee, Ron Aaron and Dennis Slavin, began a cycle of meetings with all departments to discuss these issues. The goals are to review with faculty members the college’s policies and procedures and to gain insight based on their experiences in the classroom. One of the college’s policies that will be stressed is that instances of academic dishonesty should be reported to the Office of the Dean of Students—a policy not universally followed. Baruch College continues to hold a subscription to the online database and plagiarism detection software provided by Turnitin.com. Those interested in gaining access to Turnitin.com should contact Prof. Gerard Dalgish (English).

The Joint Committee on Curriculum and Articulation

In fall 2007 the committee began to examine two issues brought to our attention by Prof. Ron Aaron, Student Life: the criteria for Dean's List eligibility and academic standards for probation. Subcommittees formed for each will report to the Joint Committee in spring 2008.

Continuing and Professional Studies (CAPS)

The past year has proven a wonderful period of change and growth for the Division of Continuing and Professional Studies. Our team has expanded and streamlined its programs extensively. CAPS is now an official Educational Testing Service (ETS) test center, which will further strengthen our Test Preparation program. We have also introduced two additional programs, including Credit Analyst Banking and a Business Principles Certificate. Two new divisions include a comprehensive Business Communication program and an Arts, Culture and Humanities program.

CAPS is also proud to announce the development of several new professional advisory boards for Banking, HR, IT, Marketing, and Customer Resource Management (CRM). We have successfully recruited senior members of corporations throughout the region to advise our team on industry trends, corporate training needs, and to assist in the recruitment of highly qualified faculty. We look forward to next year and continued growth.

The Steven L. Newman Real Estate Institute

The Institute is continuing to expand its partnership with government and private sector organizations. It will be reaching an agreement to establish a model course that will be offered to contract employees of a quasi-state agency. This course will also be made available to Baruch College students and the general public. It will represent the first in a series that the Institute will offer in Construction Management and Administration. The Institute's Certificate Program has selectively expanded its course offerings, enriching the concentrations offered in the areas of Sustainability and Construction Management by adding ten new courses to its roster with several more planned for the fall of 2008. A search committee is being assembled to identify a candidate to head the Institute's growing Certificate Program, filling a vacancy created by the absence of its Associate Director who is leaving late February to pursue new career endeavors.

The Institute is in the final stage of selecting a new Associate Director of Research and Forums who will be on board in the near future. The candidate will play an important role heading up research and sponsored programs for the Institute. This individual also will play an important role in the Institute's spring conference on Sustainability, three new planned urban symposia, the long awaited release of the Downtown Manhattan 2030 report planned for this coming spring, and the development of several new research studies waiting to be launched.

Mishkin Gallery

Is a picture worth a thousand words? The opening exhibition of the fall semester, *Between Language and Geography: Words, Signs, and Symbols in Photography*, explored relationships between words and images and illustrated ways in which photographs encode messages, recount history, express ideas, and transform meaning. A record number of classes (14) visited this exhibition for gallery talks. The November-December show, *Miniature Worlds: Art from India from the 15th to the 19th Century* brought important paintings and sculpture to the Baruch campus. This exhibition was visited by six classes for gallery talks, and a video about the exhibition was broadcast by the BBC Worldwide service.

Co-sponsored by the Black and Hispanic Studies Department and the Milt Hinton Jazz Perspectives Concert Series, the Mishkin Gallery's Black History Month exhibition, *Playing the Changes: The Jazz Photographs of Milt Hinton*, drew a large audience. The opening reception, attended by more than 300 people, featured a lecture, the award-winning film *Keeping Time*, and a jazz trio with Warren Vaché. *Playing the Changes* highlights history, sociology (with Jim Crow photos), music, and art. Spring semester exhibitions will also include *Seda Aguatinta: gráfica pictórica / Silk Aquatints: Painterly Graphics*, which documents an innovative printing technique used by contemporary artists in Puerto Rico and New York, and *Suitcase Paintings: Small Scale Abstract Expressionism*.

Baruch College
Office of College Advancement

*FY 2007 third-quarter report respectfully submitted for
the Baruch College GFC meeting of March 13, 2008*

The Office of College Advancement (OCA) is the fundraising, alumni, government & community relations, communications and marketing team for Baruch College. OCA works to market and communicate the College's vision to our external constituencies while supporting our strategic goals by securing the short and long-term financial resources necessary for success.

Fundraising

Our Campaign continues in its silent phase with a public announcement probable in the next fiscal year. To date, we have secured over \$60 million for the campaign. The Baruch Means Business Campaign is moving forward with a new wave of cultivation and gift solicitation. Overall, we have followed our underlying plan to capitalize fully and effectively on fundraising growth of Baruch College over the last decade

A subset of our campaign total is the cash collected this fiscal year that goes against budget targets set last year. As of this writing (early February 2008) we have collected \$12,393,714 with another \$5,839,183 in pledges due before the end of the fiscal year. We have four months of fundraising ahead of us, including the annual dinner at which we will honor the namesake of our 17 Lex Building, Larry Field.

Our cash collections comprise different kinds of funds for accounting and budgeting purposes. In the next few paragraphs follows a breakdown of the three kinds of funds raised and our progress in each area.

Unrestricted funds can be used for any purpose. They are the most difficult to raise and most important in terms of budget flexibility. The dollars we raise from our direct mail, the telefund, our annual appeal and our annual dinner are all unrestricted in nature. So far this year we have collected \$2,587,033 in unrestricted funds, which is almost a million dollars more than we collected last year this time. The financial outcome of the annual dinner on April 30, 2008 will largely determine if we reach our budget target for unrestricted funds this fiscal year.

Restricted funds are expendable monies that must be used for the specific purpose. They often have a timeline and cease providing funds after a certain period of time. The majority of larger gifts are restricted in some way and they bring limitations on budgeting, however, they can be readily spent and spending is not restricted to interest earnings. So far this year we have collected \$1,328,621 in restricted funds which is \$240,000 higher than this time last year.

Endowed funds are gifts where the principal is banked in perpetuity and a percentage of the earnings (generally about 5%) are budgeted and spent each year, most often toward a restricted purpose. By policy endowed gifts must be banked for a year and allowed to earn before interest can be spent. This creates a delay in budgeting endowed gifts against their ultimate purpose, however, the preservation of the principle ensures that funding continues in perpetuity. Endowed gifts are generally the most difficult to raise, however, many of the measures tracked by ratings organizations like *US News & World Report* are related to size of endowment. This year we have collected \$8,498,111 in endowed funds, which is \$6.5 million more than we collected at this point last year.

Although the cash collection numbers are good, there have been early signs the impact of an economic downturn. Last summer we begin to see the leading indicators of a downturn through our telefund and direct mail programs, which both showed reduced numbers of gifts, donors and reported difficulty “upgrading” giving to higher levels. These are classic signs of wallets tightening and it is interesting that we saw tremors as early as the summer. Overall the direct mail program is holding its own relative to last year and the telefund shows record cash collected for that program, however, underlying indicators suggest a hardening in our ability to fundraise.

The money we raise goes to the Baruch College Fund, a separate supporting foundation. Each year the College makes a budget request to the Fund that they may accept in part or in whole. Last year about 9% of the all funds budget derived from BCF funding. In order to advertise our success and help make the pitch for more campaign dollars, the Office of Communications and Marketing produced a Baruch College Fund annual report that was mailed at the beginning of January.

Communication & Marketing

Communications and Marketing welcomed a new Deputy Chief Communications Officer, Ruth Patkin, on January 3, 2008. Ruth brings 17 years of communications expertise to Baruch, recently from Barnard. I hope that you found interesting my introductory email about Ruth, including details of her career history. We are delighted to have her on board.

In the fall we re-launched our website home page, www.baruch.cuny.edu. The College’s new home page is a top access point for information about the College for the public and for the Baruch community. Given how much the “look and the feel” of the site contribute to people’s impressions of the College, we recognized that it was time to redesign our site to make it more user-friendly and attractive. The scope of the redesign covered the home page, top-level landing pages, and a common design element for every page of the site.

Alumni Relations

Our Alumni Relations Office led by Lisa Poullard-Burton (’90) was distinguished with a CASE Gold award for the 75th anniversary celebration of the Ticker last June. The event exemplified the kind of creative thinking that utilizes affinity-based methods for reaching

out to Baruch alums. CASE is the most respected organization concerning alumni relations and we are very pleased to have been honored in this way.

At graduation this coming May we will recognize the class of 1958 inviting members of this Golden Anniversary class to march in regalia commemorating their 50th anniversary of graduation during the '08 ceremonies. Immediately following the commencement exercises the class will attend an exclusive luncheon to discuss the details of their formal reunion celebration to be held the weekend of October 25, 2008.

In order to transcend the limitations of traditional events-based outreach, we are supplementing our efforts with an improved website and on-line community, peer to peer activities locally and regionally, volunteer opportunities, enticing alumni campus discounts and partnership with both the Starr and Graduate Career Development Centers. In the just under three years that the alumni relations office has been in operation, we have attained emails for 34,730 of our total living alumni.

Strategic Partnerships

The institutional giving and government and community relations arm of Advancement has been moving forward on several fronts, including raising funds as well as building relationships and hiring throughputs for our graduates. We reconnected with alumni at Grant Thornton in the fall and are in the process of winter events at Colgate-Palmolive, JPMorgan Chase and CIT. A proposal we submitted this fall to TIAA-CREF in a national college and university competition for the Theodore Hesburgh Award won and the award ceremony will take place at the American Council on Education national conference in February. The award is highly prestigious and comes with a \$20,000 gift. The proposal described the work of the Schwartz Institute in faculty development. An aggressive effort to obtain permission to request major support from the Big 4 accounting firms is seeing progress.

On the foundation side, we received a commitment from donor and philanthropist Eugene Lang to endow (\$700,000) his junior faculty research fellowship program and are in the process of shaping an agreement for that gift. Mr. Lang's announcement of the endowment came at a stewardship event we held this past fall for Mr. Lang and faculty who have participated in the program. The Office of Government and Community Relations sent out its Fall Baruch College E-Newsletter in early December highlighting the College's accomplishments and accolades to our city, state, and federal legislators, their staff, and the community. We also coordinated the annual conference at Baruch of the National Hispanic Corporate Achievers, an organization for Hispanic executives in Fortune 500 companies. Currently, we are working with President Waldron to carry out CUNY's plan to garner support for the State's Commission on Higher Education report recommendations to increase faculty and to fully fund the CUNY Compact.

**GENERAL FACULTY REPORT
STUDENT AFFAIRS & ENROLLMENT MANAGEMENT
SPRING 2008**

Advisement

The Center for Advisement and Orientation continued and increased its efforts to reach out to Baruch students to make academic advising a more personal experience by addressing students in smaller communities (freshmen, international, transfers, majors, etc).

In late September the Center hosted its annual Freshman Open House. The event welcomed 180 new students to the College. The Center also sponsored a Faculty/Advisor Open House to allow faculty (20 attended) to meet the advisement staff and learn more about the services of the Center. In early October the Center sponsored a DegreeWorks Fair where laptops were set-up and staff reviewed DegreeWorks audits with students during Club Hours. The event also gave the advisors an opportunity to advertise DegreeWorks. Also to start the year, the Center collaborated with the International Student Services Office to sponsor an International Student Fair, to students to meet with academic advisors and find out information on various issues affecting international students. More than 100 students in attended the program.

In late October the first 12-hour “DegreeWorks-athon” was held from 8:30 a.m. until 8:30 p.m. All advisement was provided via the DegreeWorks audit. In the fall, the Center also sponsored a Graduate School Information Fair in collaboration with the ZSB, WSAS and SPA, to provide students with information about Baruch graduate programs. Over 130 students attended the program.

The Center also held a variety of programs including several two-hour workshops for students on academic probation during the Fall semester. Over 100 students attended the workshops. In the Spring 2008, we will continue with our Students Towards Success Program, an early intervention program for freshmen in academic jeopardy. In addition, the Center will pilot an intervention program for students reinstated this spring. In collaboration with Michael Wynne, Special Advisor for 5-Yr. BBA/MS and Internal Auditing programs, and the Zicklin School of Business, the Center sponsored an Informational Forum to discuss the impending changes in the Public Accounting Program/CPA Requirements. Further events are planned for the Spring 2008. The Peer Advisor Program enlisted the aid of outstanding undergraduates to further extend the reach of the advising staff in providing advising support to students.

Orientation and Freshman Programs

Approximately 900 freshmen attended a half-day orientation and advisement sessions, while approximately 700 transfer students attended one of eight mandatory orientation programs. Orientation for transfer students became mandatory for this incoming class, and the program was further streamlined from previous semesters, developing a more robust and focused program. In addition, students were encouraged to register on-line before leaving campus. A welcoming event was held in October and will be repeated in early March where staff from across the Division will be on hand to answer post-orientation follow-up questions.

Transfer students also had an opportunity to register for one of four pilot transfer learning communities (based on either a “Great Works” course—LTT 2800/2850 or a CIS 2200 class). Based on focus group feedback collected early in the fall, this collaborative effort with the Provost’s office, the Zicklin School and the Weissman School is being continued and is currently underway. The offerings include small class size, an assigned academic advisor and peer

mentor, a transfer seminar series focusing on career prep, writing and research skills, plus other community-building activities. Faculty will also be offering students co-curricular activities as part of this experience. Early student and faculty feedback has been very positive.

Fall 2007 Freshman Learning Communities participated in a “project-based” freshman seminar experience that culminated in a day-long showcase by 25 of the 35 learning communities in the BPAC on February 1st. Prizes were awarded for the best project in one of 5 areas: Microfinance, History of Student Life at Baruch, The Redesign of the 17 Lex Building, Diversity, and Community Service. The two existing freshman seminar experiences (learning community and non-learning community) will be merged together for fall 2008. The freshman text selection process is also in progress in collaboration with faculty with the current plan to produce a customized “reader” dealing with Diversity and Multicultural Communication in New York City, Past and Present.

During Spring 2008, the department will collaborate again with the Starr Career Development Center on the Career Discovery Project. Participation in the Project will be open all interested undergraduates. Participants will take a Strong Vocational Interest Inventory followed by a mandatory workshop to review the results and advise them on how to select an appropriate major and career path.

The Counseling Center

During the fall 2007 term the Counseling Center focused on continuing its efforts to obtain private and public grants to address staffing needs. The Center received grants from Councilwoman Rosie Mendez for \$5,000, State Senator Liz Krueger for \$5,000 and a renewal of a grant from the Herman Goldman Foundation for \$5,000 thanks to the assistance of College Advancement. We also submitted a grant to the van Amerigen Foundation and Bristol-Myers Squibb to address crisis intervention and outreach needs for an amount totaling \$200,000. The Center’s research grant from New York University in conjunction with the New York Community Trust for an amount totaling \$15,000 to study best practice methods for treating depression among college students was renewed. This two-year grant funded study is a collaborative effort with New York University, Princeton University, Cornell University, Hunter College and other universities nation-wide. The center has also initiated two additional research studies examining treatment outcome and efficacy among college students. These studies are in association with Fordham University and the University of Maryland.

The Center is currently staffed by a visiting licensed psychologist from Queens College, and six adjunct staff two of which are funded through grants awarded last year from the van Ameringen Foundation and the New York City Council office of Margarita Lopez. We also improved staffing by expanding our partnership with the Post-Graduate Center for Mental Health, a post-graduate training institution for licensed mental health practitioners. We have been able to continue working with a licensed social worker who is treating our students with individual therapy and we have expanded our collaboration to include a psychologist who provides group therapy. The additional staff helped the center address the increasing demand for services by students, who are presenting with more serious psychiatric conditions than in the past years, a continuing trend noted nationwide. The staffing increases resulted in a 10% increase in the number of students seen, reducing our wait-time for services, and filling a high student need.

The Counseling Center’s training programs include: (1) Beth Israel Medical Center psychiatric residency rotation, (2) a psychology pre-doctoral internship and (3) a psychology graduate-level externship. We increased our graduate level externship program with two doctoral level trainees in psychology. Our programs continue to attract excellent psychiatric residents from Beth Israel Medical Center and doctoral and masters level psychology candidates from both the tri-state area as well as nationwide. We received 50 applicants for our pre-doctoral internship program, more than double the number of applicants from last year and just completed our annual search for candidates for FY 2008-09.

Athletics

Baruch Athletics has moved affirmatively toward achieving its stated 2007-08 goals of ensuring academic integrity and high scholastic achievement among our student-athletes while providing them with the most comprehensive and competitive athletic schedule within CUNY. This year Athletics initiated a new student-athlete (freshmen and transfer) orientation session to further familiarize the students with school and academic policies, NCAA regulations, and Athletic department eligibility requirements. Additionally, the department worked with the Center for Academic Advisement to assign two academic advisors for specific teams and established a mandatory coaches' seminar in preparation for the NCAA Rules Test. Athletics also increased and added variety to the competitive schedule of our varsity athletic teams that include Nationally ranked universities.

Baruch Athletics has successfully attracted regional and national attention to the college by: winning the CUNYAC Commissioner's Cup for two consecutive years, (currently in 2nd place for 2007-08), having a Baruch athlete named top scholar-athlete in CUNY (2nd consecutive year), and having more teams (10 out of 13) contributing to Commissioner's Cup points than ever before. Other notable achievements include improving the overall GPA of student-athletes and attracting and recruiting more quality student-athletes with higher GPAs and SAT scores than ever before. Finally, 56 Baruch student-athletes were named Fall 2007 CUNYAC Scholar-Athletes.

Student Life

Events and Programs: "Leaderquest," the 25th annual Student Leadership Training Weekend was held from Nov. 9 – 11, 2007, at the Edith Macy Conference Center in Briarcliff Manor, New York. Eighty-five student leaders from student government, clubs and media attended the retreat together with staff from several college offices. Major campus events to be held this Spring include a Step Show, the Black Students Union Cultural Show, the Asian Students Union Fashion & Culture Show, the Caribbean Students Association annual Fashion & Culture Show and the 30th annual Spring Fling Street Fair to be held on May 8. Also upcoming are Black History Month in February, Women's History Month in March, and Asian Culture Month in April. An extensive schedule of programs for Latino Heritage Month was held in September 2007. The annual fall Blood Drive was held in October 2007 and the spring drive will be held in March 2008. Over 200 students and staff rolled up their sleeves and donated blood in the fall drive, and a similar number are expected in the spring.

Commencement and Yearbook: The 43rd Commencement Exercises of Baruch College will be held on Wednesday, May 28, 2008, at Madison Square Garden. Student Life will again coordinate academic regalia, commencement tickets and ceremony logistics. For the seventh consecutive year, Baruch's yearbook, Lexicon, is on schedule for completion and distribution of the book prior to Commencement.

Elections: Undergraduate and graduate student elections will take place between April 15—17, 2008, and April 14—17, respectively.

Freshman Seminar (FRO 1000): Twenty-six sections of a newly revised FRO 1000 ran during the Fall 2007 semester with 466 students. The program was supported with 26 staff instructors and 24 student leaders. Highlights of the new structure were the addition of a textbook and a pilot service learning program that engaged more than 300 students in projects all over New York City. There are 6 sections of Freshman Seminar running this Spring.

Community Service/Fundraisers. Student Life organized a team of walkers and volunteers who worked the annual Making Strides Against Breast Cancer fundraiser for the American Cancer

Society on October 21, 2007. For the 4th year, the office is organizing the Relay For Life overnight event for the American Cancer Society for Friday, April 4 through Saturday morning, April 5, 2008. The previous three Relays raised in excess of \$190,000 for the American Cancer Society. Again this year, Baruch will partner with students from Hunter College for this event. Last year over 800 students participated in the Baruch College Relay, which was the third most successful collegiate Relay in the metropolitan area for 2007.

SEEK

During the month of January 2008, the SEEK Program ran two intersession initiatives. The first was a mandatory math support program for SEEK freshmen who did poorly or dropped their math class in the fall semester. Incoming SEEK transfer students also had the opportunity to attend. They were required to attend a three-week program focused on strengthening math skills. The other initiative provided support in communications skills, building the vocabulary of ESL students.

The spring semester of SEEK's year-long freshman seminar (FRO 2000S) will focus on career exploration, counseling and technology. In addition, special tutorials will assist students with math, Economics 1001, and Psychology 1001. Students will also be given classes in basic EXCEL to support their passing the SimNet exam.

A program to lend graphic calculators to SEEK and non-SEEK students enrolled in Math 2003, 2205, and 2007 remains in place this semester as does the department's laptop lending program.

Upcoming SEEK events include: a Study Abroad Workshop, CPE workshops, both in February, a transfer student gathering in March, an open house for prospective SEEK students for Fall 2008, two workshops on managing credit cards and financial planning, weekly communications workshops to empower students to have effective speaking and presentation skills, and the continuation of the "Academic Survival Program" for probationary students. Finally, this year's SEEK Awards Ceremony is scheduled for May 9, 2008.

Disability Student Services

Thirty one new students have identified themselves as having a disability to Disability Services. Thirty-four students with disabilities are enrolled in graduate school at Baruch. This high number reflects improved access for students with disabilities since the passage of the ADA and improved assistive technology provided through Baruch's technology fee. Assistive Technology software which provides print enlargement and speech output is now on the campus network, allowing students to have more timely and efficient access to materials. The goal of increased access and advising for students with disabilities has also been furthered by CUNY Central's establishment of a ground breaking collaboration with the NYS Office of Vocational & Educational Services for Students with Disabilities (VESID). This initiative provides additional staff members to CUNY campuses and is designed to improve vocational readiness, academic success, career development, and employment opportunities for students with disabilities.

Events: The Difference Makers (the student club for students with disabilities) co-sponsored a Halloween Dance with the Undergraduate Student Government. Representatives from Disability Services participated in two "transitions workshops" for students and parents from The School for the Physical City (55 East 25th Street). Disability Services and Baruch's Computer Center for Visually Impaired People are co-sponsoring a one day conference in April entitled, "Employment & Visual Impairment: Policy & Practice."

Starr Career Development Center

STARR Search, the Starr Career Development Center's online career management system, currently has 3,198 registered employers, 1,031 job and internship postings, and over 23,000 students and alumni in the system. There were over 1,600 on campus interviews during Fall 2007 for full time positions (to start in Summer 2008). Also during Fall 2007, 1,469 students made 2,649 visits to the SCDC and over 600 students signed up for workshops. Interviews in the spring are primarily, although not exclusively, for internships which will take place in the summer of 2008.

Programs: The Starr Career Development Center successfully launched Baruch's Pre-Law program at the end of the fall semester, made possible by a gift from Baruch alumnus Max Berger. The newly hired Pre-Law Advisor will provide advising to Baruch students considering law school and initiate a full slate of workshops, panels, and other events to prepare students for their intended entrance into the legal profession. The second group of Wall Street Careers juniors has been trained in Excel and financial modeling and are currently applying for interviews for front office positions on Wall Street. During January, seven staff members were trained to be Dale Carnegie trainers. We are pleased to announce that four groups of Baruch students (80 in total) will participate in a Dale Carnegie course in the Spring. The new **Starr Sub** program provides a substitute teacher for a classroom professor who needs to be absent for a class during the semester. A career counselor from the Starr Career Development Center will present a workshop on a topic related to career preparation. Substitutes were provided for 11 classes during Fall 2007. Finally, collaboration with the Executives-On-Campus (EOC) program continues to provide mentors for undergraduate students.

Fifty-five companies signed up for the Internship Fair on February 8, 2008 in the main NVC gymnasium. Fifty-one job preparation workshops and 20 corporate presentations are scheduled in Spring 2008. Four Career Expos targeting Liberal Arts, Marketing/Advertising, Management and CIS majors will be launched in the Spring. In collaboration with the Center for Advisement and Orientation, the Career Discovery Program which allows undergraduates to take the Strong Interest Inventory and attend an interpretation session will take place in March. This Spring, the SCDC will host two Dining Etiquette workshops and one email writing workshop generously sponsored by Salient Communications.

Early Learning Center

Thirty seven families are being served by the Early Learning Center this year. Five new families enrolled for the Spring 2008 term. The Center has experienced some staff turnover and welcomed three new part time teachers this year. This year the Center has also busily prepared for its NAEYC (National Association for the Education of Young Children) accreditation review. The NAEYC accreditation site visit is scheduled to take place this March.

Health Services

In the fall of 2007 Health Services hosted events intended to bring health issues to the forefront of student consciousness and form collaborations with student groups at Baruch. Some of these events included the "Drink Pink" campaign that was aimed at raising money for breast cancer awareness, a mini health fair with a special focus on health insurance, a collaboration with SEEK to host a nutrition workshop for first year students, a World AIDS day speaker forum co-hosted with the Golden Key Honor Society, and a stress relief workshop hosted by Sigma Alpha Delta. Health Services also provided flu shots to students and worked with Human Resources to make the shots available to faculty and staff.

The Health Center had impressive traffic for the year 2007. Yearly appointments moved to 3,376 (a 46% increase over 2006), walk-ins 3,832 (a 4% increase over 2006), referrals to other health facilities at 117, and tests administered at 3,829 (a 14% increase over 2006). As use of the Center has grown, it has become clear that the more students learn about the health center

and its purpose the more they utilize it and tell friends about it. We have maintained a steady program of events outside of the actual Center to ensure that student awareness of the availability of health services on campus grows. Upcoming programs for Spring 2008 include: participation in National Condom Awareness Week, National Nutrition Month (March), International Women's Day (March), Relay for Life, Sexual Violence Awareness Month (April); Mental Health Month (April), and the CUNY Wellness Festival (May) among others.

Enrollment Services

At the point in which this report was written, Baruch's enrollment for the spring 2008 semester is 15,871. This is 269 more students than spring 2007, with all of the increase in graduate enrollment. We registered 3,261 graduate students and 12,610 undergraduates, compared to 2,990 graduate students and 12,612 undergraduates enrolled last year.

Baruch College accepted 193 new freshmen and 986 new transfer students for the spring 2008 semester, with 85 new freshmen and 655 new transfer students registering for classes. The number of freshmen was a slight decrease (7) from the 92 freshmen who registered in spring 2007. The number of transfers decreased from 670 in spring 2007 to 655 in spring 2008.

Undergraduate Admissions has welcomed a new Associate Director of Recruitment, Robert Piurowski, who joined us on February 1, who brings energy and expertise from Binghamton University and Potsdam State. He is responsible for executing comprehensive efforts to recruit freshmen and transfers. We have expanded the number of campus tours and open houses for students and parents and will be instituting additional information sessions on campus. Our recruiters will be visiting more high schools and attending college fairs throughout the metropolitan region. If you are interested in assisting with recruitment events or would like further information, please contact Robert at 646-312-1382.

We are also preparing to open a Transfer Student Center during the spring semester. The center will provide one-stop shopping for prospective and newly enrolled transfer students. The center will provide admissions counseling, credit evaluation information, as well as workshops and outreach programs to help transfers make a smooth transition.

Registrar

The Registrar's Office was a key player in the successful implementation of an expanded eRoster with BCTC. This new version of eRoster allows faculty to certify enrollment via the web after the third week of classes. Faculty members are also be able to submit "WU" grades for undergraduates with excessive absences through the eRoster. This automated process complies with federal guidelines for students receiving Title IV funds. The roster certification process for spring 2008 begins on Wednesday February 20, 2008. We are launching a publicity campaign and training sessions for faculty and staff to ensure that we are in compliance.

The Registrar's Office has re-organized the transcript unit, where approximately 12,709 transcripts were processed by two full-time and one part-time staff members.

Financial Aid

The Financial Aid Office disbursed over \$52 million in aid to 10,710 students during the 2006/07 year. The Office continues to work closely with the Registrar and Academic Advisement to increase student awareness of the academic requirements that must be met to qualify for financial aid. The office continues to work in cooperation with the Bursar and Registrar to review and process Return to Title IV records – a federal requirement. Fall 2007, the initial semester for implementing the eRoster certification process was a success and we are grateful to the faculty for their participation and cooperation. This information was invaluable in insuring

accurate refund calculations and will assist the College in preventing audit disallowances. Our continued participation in the federal aid programs which provides close to \$30 million to our students depends upon our compliance.

In addition to the day to day counseling and processing activities in the office, staff has participated in planning sessions for the CUNY First ERP project.

International Student Office

Baruch College has enrolled 1,372 international students (413 graduate students, 836 undergraduates and 123 ESL & Certificate students). In addition, 362 students currently have received approval or are awaiting approval for Optional Practical Training after completion of their degree and 71 students have received approval to participate in internships.

During the fall 2007 semester, ISSC conducted four informational workshops: Curricular Practical Training, Optional Practical Training (2 sessions), and Travel and Reentry. We are scheduled to conduct six workshops in the spring: Tax Workshop (2/14/08 and 3/6/08), Curricular Practical Training (2/21/08), Optional Practical Training (3/3/08, 5/1/08), and Travel and Reentry (4/3/08). During the months of August 2007 and January 2008 we conducted several new student orientations for both graduate and undergraduate students. A total of 160 graduate students and 85 undergraduate students attended orientations. On October 11, 2007, the department in conjunction with the Undergraduate Academic Advisement Office hosted an international student fair. The fair was a fun event, where the students were able to meet their peers; enjoy refreshments and have an opportunity to get answers to some of their questions.

Testing and Evaluation

The Office handles the CUNY/ACT Compass/ESL Reading, Writing, Compass Mathematics, and Compass Mathematics Placement, CUNY Testing Borough Center, Course Placement, CUNY Proficiency Examination, Conflict Examination, Simnet Enterprise Program and Student Course and Faculty Evaluation Program.

A total of 83 skills assessment tests sessions were administered to approximately 1,946 students during the period July 1, 2007 – January 31, 2008. In addition to institutionalized test sessions, small group and individual emergency sessions are also held on an as needed basis. These tests generated 1,946 course placements.

All students who have completed 45 credits are required to take the CPE exam. A total of 2,160 students were invited to test during the period July 1, 2007 – January 31, 2008; 1,510 took the exam and the pass rate was 89.5%. It was 89.4% last year. A total of 2,314 students took the Simnet exam. The pass rate for the first attempt was 61.8%, for the second attempt it was 77.4% and for the third attempt was 99.76%. The pass rates for first and second attempts increased from 2005, when they were 61.2% and 71.1%, respectively. The third attempt pass rate, already at a very high rate of 99.79 in 2005, was 99.76 in 2006.

The Student Course and Faculty Evaluations are currently administered five times per year (Fall, Winter, Spring, Summer Session I and Summer Session II). During the period July 1, 2007 – January 31, 2008, 2,829 evaluation packets were prepared. 75,000 scan forms were processed and 50,587 forms were scanned. 408 evaluation reports were generated and distributed. Electronic data files were also created and distributed to departments and offices. Fall 2007 and January 2008 evaluations are currently in process. The reports are expected to be distributed within the next three weeks. Detailed information can be obtained in the Office of Testing and Evaluation 2007-08 Monthly Report.

Report to the Baruch College Faculty
Johanna D'Aleo, Vice President for Administration and Finance
February 2008

Facilities Operations, Planning and Construction

Campus Master Plan

Facilities Planning and Construction has been focused on completion of the Campus Master Plan. This Master Plan will provide Baruch with information which will assist with the planning of changes and additions to campus spaces for the next ten years.

The Campus Master Plan contract was awarded to FX Fowle, and the Campus Master Plan kick-off meeting was held October 12th with the Baruch/CUNY Executive Committee (Committee membership includes representatives from the CUNY Office of Facilities Planning, Construction and Management as well as the Baruch Campus President, Provost, VP for Administration and Finance, VP for Student Development and the AVP for Campus Operations).

Our Master Plan Consultants have been gathering information on enrollments, space utilization, program growth, etc. Thanks to everyone who participated in the December interviews. We realize that the interview schedule was compressed, but we have a very aggressive timeframe, with completion due in Summer 2008.

Construction and other Projects

Created 10 net new private offices for Faculty or Administration by converting conference rooms, eliminating cubicles or re-utilizing other designated spaces (designed/furnished)

- Reconfigured three suites of offices for better efficiencies
- Reconfigured three psychology labs to optimize the occupants' research
- Oversaw the scoping/design/signage of 5 room dedications
- Conducted broken office chair survey in the Newman Vertical Campus for repair/replacement
- Hired a graphic artist to re-establish overseeing various signage design/installation around campus (safety signs/wayfinding/informational/identification/etc)
- Initiated incorporation of color into the Newman Vertical Campus corridors

Looking Good Program

The focus has been on enhancing the entrances and lobbies of our buildings. Accomplishments include: installation of new banners on the outside of the NVC (24th street side), new signs installed replacing paper signs, new trash receptacles on the Barbara Kent Plaza, gum removal from surrounding plazas and exterior wall/door cleaning and polishing. In addition, the custodial program has had a change in leadership, which has resulted in a program change that includes new performance goals for the supervisors and custodians, stepped up inspections, and training. While the program changes will take several more months to complete, improvement in the overall cleanliness levels on campus have been noticed.

Policies

Smoking Policy – identifies where and where/not smoking is allowed. Since implementation in October 2007, smoking complaints have been reduced. Look for Administrative Policies at: <http://www.baruch.cuny.edu/adminfin/policies.htm>

Buildings and Grounds

A new work order software program has been installed and the system went live just before the winter break. While the old system was simply an email notification system, the new work order software will track work order progress and keep B&G management aware of aged work orders. The software is still in the implementation stage, and work orders can be generated via the Baruch website (<http://www.baruch.cuny.edu/facstaff/>).

Purchasing

Purchasing is sponsoring a Workshop for Minority and Women-Owned Business Enterprises (MWBE) on 2/27/08 in the Newman Conference Center. (8:00 AM to 1:00 PM). Baruch's purchasing has been instrumental in increased usage of MBWE's within Baruch.

Newman Vertical Campus Canopy

The NVC canopy is still under design and construction is planned for the summer of '08. The new canopy will protect our faculty/staff/students entering the 24th street entrance from falling ice during the rare events when ice forms on the outside of the NVC.

Exterior Campus Lighting Project

Design consultants for the exterior north campus lighting project were chosen, and we await Albany's final approval of the contract. The new design will utilize sustainable concepts to power the lighting.

Human Resources

Training and Development

One of the major objectives of the College's Strategic Plan is strengthening the professional development of all who work at Baruch. Our Training and Development Specialist continues to assist in achieving this objective by offering relevant training programs for faculty and staff that have been well received. Three new programs were offered to faculty and staff. The first new training program, "HEO Series Reappointment" was offered in January 2008, and 21 managers of HEO series staff from across the College attended. At the Department Chairs' Workshop, held by the Office of the Provost on January 24th, our Training Specialist conducted a session entitled, "Giving and Receiving Feedback: Essential Skills for Department Chairs." Our Training Specialist also conducted a workshop, "Meetings that Matter", at the 2008 Divisional Retreat for Student Affairs and Enrollment Management staff. "Preventing Workplace Violence", the ongoing mandatory training program, was attended by 365 faculty and staff during the Fall 2007 semester. For an upcoming program, the Office of Human Resources is collaborating with Continuing and Professional Studies to offer ESL classes to Baruch College's Custodial Division. After completing the ESL program, participants will have the option to pursue United States Citizenship.

Appointments

The Office of Human Resources (OHR) is committed to supporting the College in attracting, developing and retaining a highly qualified workforce to support our mission of excellence in education and research. Since September 2007 there have been 91 new full time appointments. Here are some notable filled positions: Controller, Director of Instructional Technology, Directors of Finance and Administration in both the School of

Public Affairs and the Weissman School of Arts and Sciences, Director of Executives on Campus Programs, and Director of College Now and Collaborative Programs.

Service Awards and Baruch Excellence Awards

The 21st annual Baruch College Employee Service awards event will be held on April 10, 2008. President Waldron will host the ceremony which celebrates the honorees for their dedication and commitment to Baruch College. We will honor 155 employees with 10, 15, 20, 25, and 35 years of service. In addition, we will recognize 65 employees who have attained more than 35 years of service, giving their entire careers to Baruch and CUNY. A message from President Waldron, announcing the Baruch College Excellence Awards and a request for nominations for has been communicated to faculty and staff.

Benefits

Our first Benefits Fair was held in October 2007. A total of 19 vendors participated and 66 employees attended the event. Feedback received from both vendors and employees confirm the event was a great success.

During the Open Enrollment Period last October and November, 42 employees made changes to their plans, which will become effective January 2008. This is the one time during the year when employees can change medical plans and elect to put pre-tax funds into an account to pay for non-reimbursable medical and dental expenses and dependent care.

We are happy to announce a great new benefit, the 457 Deferred Compensation Plan. This plan is open to all CUNY employees and allows you to contribute for your retirement up to the maximum allowable in both your tax deferred annuity and your New York State Deferred Compensation Plan account.

Finance

Carmine Tedesco was recently appointed as Controller, reporting to Mary Finnen, AVP for Finance.

FY 2008 Mid-Year Financial Report

CUTRA

As you may recall, Baruch College began the fiscal year with a \$3.3 CUTRA (tax levy) reserve. CUNY has asked all colleges to complete this fiscal year with no more than a 2% reserve. For Baruch College this ending reserve should be no more than \$2M. Based on our mid-year projected revenue and expenses, the end of year balance for our reserve will be approximately \$1.3M.

To bring the CUTRA reserve to this acceptable limit the college is making a series of strategic investments. In consultation with Cabinet, one time expenditures benefiting the college as a whole, as well as faculty and students, were identified and authorized. Examples include, accelerating the replacement of full time faculty computers, upgrading the existing e-mail system, \$300,000 for new Library acquisitions, \$350,000 to replace obsolete photocopiers, additional student seating in the Newman Vertical Campus and five additional Bloomberg terminals for the Subotnick Center.

All Funds

Mid-year financial activities are on target with the revised tax levy budget. The tax levy budget was revised to reflect expenditures necessary to reduce CUTRA reserves to acceptable limits. Our estimated tuition revenue for FY08 is approximately \$84M, which is approximately \$3M above target.

Our budgets for philanthropic funds and affiliated organizations remain on target.

FY2008 COMPACT

This year's COMPACT is on target. All 11 planned full time faculty lines were filled in the Fall bringing the total 2 year COMPACT full time faculty hires to 21. The second year COMPACT spending for full time faculty development and support is almost \$400,000. Expenditures for other new hires and additional support for educational programs, student service and college wide needs are all on track.

FY2009 COMPACT Request

Fiscal year 2008-2009 represents year three of the CUNY COMPACT. Since part of the funding for this initiative results from tuition increases and since no increase is planned at this time, the status of next year's COMPACT financing is unclear. The campus intends to continue searches for the faculty lines planned to be funded by next year's COMPACT.

CUNY FIRST (Fully Integrated Resources and Service Tool)

Members of the various campus core teams continue to actively participate in the implementation of this project which will provide an integrated student, financial aid, financial, human resources, continuing education, and development software system across the University.

This system will be a massive change in how we do things in the future, from registering for classes to paying bills. CUNY FIRST will replace legacy systems like SIMS and CUPS and help us to streamline and standardize many of the things that we do. The interaction between students, faculty and staff that will interact with the new system is being implemented in phases. The project is planned to last until early 2012.

We are planning an information session on the CUNY FIRST project on March 3 that will be open to all interested.

Report of the School of Public Affairs to the Baruch College Faculty-March 13, 2008

ACADEMIC PROGRAMS

Faculty News

The School of Public Affairs is pleased to announce a successful national search for the Associate Dean of Academic Programs. Jonathan Engel received his BA from Harvard, his MBA from the Yale School of Management, and his PhD in the history of medicine from Yale. He has served on White House medical advisory committees and various other health advisory boards. He served Seton Hall University as Associate Provost and was Chair of the Department of Public Administration. He will be joining SPA in summer '08.

In addition to the Associate Dean, SPA welcomes two new faculty members this spring semester. Associate Professor John Casey joins us from the Australian Graduate School of Policing at Charles Sturt University. Professor Casey will be teaching classes in our non-profit concentration and engaging in collaborative work with our new Center for Nonprofit Strategy and Management. Kenneth Marcus joins us as the Lillie and Nathan Ackerman Visiting Professor of Equality and Justice in America. Mr. Marcus comes to SPA from the US Commission on Civil Rights where he worked as Staff Director and Administrative Agency Head.

Professor Robert C. Smith is the winner of the American Sociological Association's (ASA) 2007 Distinguished Scholarly Book Award for his widely acclaimed work, *Mexican New York: Transnational Worlds of New Immigrants* (University of California Press, 2005). Professor Smith is this year a Russell Sage Foundation Visiting Fellow.

The School of Public Affairs currently has four faculty searches in progress for next academic year. They include searches for Demography, Higher Education Administration, Survey Research, and Public Finance and Budgeting.

As part of our five year strategic plan, various SPA faculty have formed a working group to discuss a PhD program in Public Affairs. This group is led by Professor Shoshanna Sofaer. Anyone with an interest in policy and administrative studies at the doctoral level should contact Professor Sofaer at Shoshanna_Sofaer@baruch.cuny.edu.

EXECUTIVE PROGRAMS

Community Partner of the Year Award with United Way of New York City

UWNYC honored SPA with the Community Partner of the Year Award 2007. The ceremony was held at the United Nations in New York City. SPA continues to nurture an ongoing partnership with the UWNYC with its Junior and Senior Fellows Programs.

New Leaders for New Schools (NLNS)

NLNS and SPA have partnered to deliver a principal preparation program for New Leaders Residents and assistant principals in the New York area for the 2007 – 2008 and 2008 – 2009 academic school years. This program will recruit, train, and certify a pool of high-potential candidates to become school leaders in district schools and charter schools in the New York area.

ENROLLMENT

The School of Public Affairs welcomed 156 new graduate students this spring semester, representing a 56% increase in new graduate students over last spring's entering class, an increase reflecting significant new enrollments in our off-campus Scaffolded Apprenticeship Model (SAM) of principal education. Sixty-two of the new students are enrolled in the full- or part-time MPA program (representing a +17% increase in new MPA students from last spring), 21 are in a new cohort of United Way Senior Fellows, 20 are enrolled in the Higher Education Administration program (a +11% increase from spring 2006), Three students are registered in the combined MS/MPA program with Hunter College School of Nursing and two are registered as non-degree students.

Total SPA graduate enrollment for spring 2008 is 739 students, a 9.2% increase over spring 2007 enrollment. Ethnicity data for the 688 SPA graduate students reporting ethnicity is as follows: 41.7% White (non-Hispanic); 21.5% Black; 14% Hispanic/Latino (+1.8%); 6.4% Asian/Pacific Islander (+1%); 0.15% American Indian or Native Alaskan, 6% Other, and 10.3% (-2.5%) choose not to respond. SPA's graduate student population is comprised of 72.4% women and 27.6% men. Percentages in () represent changes from Spring 2007 enrollment.

The School of Public Affairs enrolled 61 undergraduate majors this spring. The BS Real Estate and Metropolitan Development Program enrolled 26 students, and the BS Public Affairs program enrolled 35 students. To date, SPA has identified 25 undergraduates pursuing the BSPA curriculum who are in the process of declaring an official major. These students are not reflected in the data reported here. Ethnicity data for the 60/ SPA undergraduate students reporting ethnicity is as follows: 26.7% White (non-Hispanic); 21.7% Black; 11.7% Hispanic/Latino; 18.3% Asian/Pacific Islander; 6.7% Other, and 15% choose not to respond. SPA's undergraduate student population is comprised of 49% women and 51% men.

Total SPA spring 2008 enrollment equals 792 students, a 1.1% increase from spring 2007.

EVENTS AND OTHER NEWS

The Center for Innovation and Leadership in Government is continuing its Peter F. Vallone Sr., Lecture Series in Government this semester. The first program of 2008, held in February, centered on traffic mitigation policies for New York City. That panel included Marc Shaw, chairman of the New York City Traffic Congestion Mitigation Commission and CUNY Trustee. The second program, to be held later in the spring semester, is yet to be determined.

The Office of External Affairs continues its joint work with SPA Tech and an outside consultant to develop to SPA's new website. A tentative launch date for the site will be set in late spring 2008. SPA's spring newsletter is will be coming out in March.

SPA is happy to announce its the fifth annual Public Affairs Week which will take place on March 10-13, 2008. A snapshot of the invited speakers include: Cory A. Booker, Mayor of Newark, NJ, Linda Gibbs, Deputy Mayor of New York City for Health and Human Services, and Darren Walker, Vice President of the Rockefeller Foundation and Gilbert Metcalf, Professor, Tufts University

The National Urban Fellows held their Midyear Conference January 14-19 in Minneapolis. Under the theme of "Leadership for a Changing America, the conference explored issues of diversity and opportunity in public policy and administration. Featured presenters included more than a dozen current and former elected officials, including Minnesota State Senator Mee Moua, the first elected Hmong-American in US history. SPA Professors Hilary Botein, Sonia Jarvis, Jack Krauskopf, and E.S. Savas all facilitated sessions with students or made presentations. Dean David Birdsell addressed a plenary session on the bankruptcy of the "pipeline" metaphor in graduate education. Professor Ryan Smith was a keynote speaker, presenting excerpts from his recent research on diversity and professional advancement in American organizations.

SPA continues to build its relationship with Shanghai's Tongji University . Three scholars from Tongji visited in January. Professor Tao, who chairs Tongji's public administration program, lectured on China's land use policy. We expect to sponsor a joint conference in Shanghai in the near future.

The Center for Nonprofit Strategy and Management (CNSM) held its inaugural conference on December 6, 2007. "Executive Transitions: Learning from Leaders," was a half-day event with co-sponsorship from National Urban Fellows, Inc., and the United Way of New York City. There were 150+ attendees and a roster of panelists including some of the most prominent nonprofit leaders in New York. We applaud Jack Krauskopf, founding director of CNSM, for a very successful and groundbreaking event for the school and college.

The CUNY Institute for Demographic Research (CIDR) was formally established in December 2007. CIDR is the most visible component of a significant commitment to launch CUNY's first demographic research and training program. It will have affiliates from seven CUNY campuses. Building on more than 25 current affiliates, CUNY is committed to hiring ten new faculty members over a five-year period beginning in 2006 to be allocated to the various campuses.

CIDR commenced its lecture series this fall and will hold six seminars through May 2008, all held at the Graduate Center. Directing CIDR is SPA's Prof Neil Bennett; the Associate Director is Prof Deborah Balk. We thank and congratulate them for their hard work and dedication in this successful first year.

SPA is also proud to have former Senator Larry Pressler, (R-SD) on board this spring semester as an Adjunct Professor. He is teaching a course (PAF 9137) on Telecommunications Policy focusing specific on the Telecommunications Act of 1996, which he authored.

Lastly, SPA will be coming up for NASPAA reaccreditation this year. We completed our self-study last year and the site visit is planned for March 3-6, 2008. We thank Prof Nancy Aries, Executive Director of Academic Programs, for her leadership during this two-year process.

WEISSMAN SCHOOL OF ARTS AND SCIENCES, GENERAL FACULTY REPORT (Spring 2008)

The Weissman School remains committed to the most ambitious goals of an education in the arts and sciences: to encourage the growth of our students as citizens, as professionals in the making, and as human beings. With these ends in mind, we strive to foster high levels of skill in the areas of oral and written communication and quantitative reasoning, to develop outstanding critical and analytical abilities, and to cultivate aesthetic, ethical, civic, and cross-cultural awareness. Whether our students come to us with the intention of majoring in one of our own subjects or go on to major in business or public affairs, these goals constitute the core of our mission as a school and help to form the experience of a Weissman education. They also guide our efforts to promote beneficial changes in our programs and curricula and to continue the process of innovation in places where we have already made significant progress, such as the assessment and revision of the core curriculum, the growth of the freshman learning communities, the recruitment of new faculty and students into Weissman, the support of scholarship, and the encouragement of culturally enriching activities.

The Core Curriculum and the Project of Assessment

In recent semesters, the Weissman School has given special attention to improving pass rates in our core curriculum mathematics courses, and this past fall we have seen a remarkable rise in the percentage of students who succeeded in passing one of the most widely-enrolled and consequential courses in the sequence: pre-calculus (MTH 2003). Whether the percentage is calculated simply as passes vs. failures or as passes vs. all other grades (including Ws and INCs), these numbers represent an enormous jump between the fall '06 and fall '07 semesters: from 50% in to 78.5% (passes vs. failures) and from 41% to 60.5% (passes vs. all other grades). We would like to congratulate the Mathematics Department and everyone involved in this project on their striking success.

As the College prepares for a review of our General Education curriculum mandated by the Provost, we have made substantial progress in establishing learning goals for the core curriculum and in conducting initial assessments of our core offerings. In fall '07, the Weissman Curriculum Committee established a subcommittee charged with focusing on the project of assessment. Already we have conducted assessments of two of the areas in which we have established learning goals (oral and written communication, critical thinking, quantitative skills and scientific inquiry, technological skills, civic awareness, ethical awareness, global/cross-cultural awareness, aesthetics, and information literacy) and have formed plans to assess two more in coming semesters.

Freshman Learning Communities in Fall, 2007

This past fall, the Weissman School successfully offered the largest cohort of freshman learning communities that it has ever attempted, accommodating well over 700 students (half of the freshman class) in thirty-six communities, each of which included two faculty

members (as well as a peer mentor) and enjoyed the support of numerous staff members. Altogether, seventy-two faculty from all three schools participated in the program this year, no less than sixty-nine of them from Weissman alone, representing every one of our departments. Our program is based on the premise—supported by a considerable body of research conducted in this country and abroad—that students learn most successfully in a setting that emphasizes exchanges both with faculty and with their peers. Our learning communities aim to create such a supportive milieu and in the process to help students make the transition from high school to the environment of higher learning. Students in learning communities have responded to the program not only by expressing great enthusiasm for the experience but also by posting measurably higher GPAs over the course of their first year at Baruch than students in non-learning community blocks.

Recruitment of New Faculty and Students

Weissman continues to experience levels of enrollment in our classes well above anything that we have seen in earlier years. The Tier III minor requirement, which has done much to increase enrollment in upper-level electives, has been enriched by the creation of several interdisciplinary minors, which combine courses from various Weissman departments and, in the case of the newly created minors in “Law and Policy” and “Information Technology and Social Responsibility,” include courses offered by the Zicklin School as well. On the graduate level, our enrollments continue to increase, especially in our MS program in Financial Engineering, which has already received an extraordinary 300 applications with three months still to go before the deadline.

After having completed the most productive hiring season in thirty-five years last year, the Weissman School continues to recruit new faculty and is currently conducting nineteen searches in nine different departments. When they are completed, these hiring efforts will add to the impressive influx of new teachers and scholars that was begun with last year’s recruitment of some forty-one full-time members of the instructional staff.

Faculty Achievement and Support for Scholarship

Faculty in the Weissman School have received a remarkable variety of grants and fellowships from such prestigious sources as the Ford Foundation, the Fulbright Foundation, the National Science Foundation, the New York State Council on the Arts, the National Cancer Institute, the National Institute of Diabetes and Kidney Disease, the National Institute of Health, Prudential Financial, Inc., the Stonybrook Foundation, the Society for Human Resource Management, and the Kennan Institute of the Woodrow Wilson International Center for Scholars. In support of scholarly activity among our faculty, the Weissman Committee on Reassigned Time and the Dean of the Weissman School approved twenty-nine requests for Research Reassigned Time in the spring ’08 semester. In addition, eighty-one faculty members were approved to receive support for travel, and fifteen more were awarded Graduate Assistants. As this record suggests, our faculty have compiled an admirable record of accomplishment in their fields, and the Weissman School remains committed to supporting their activities.

Promotion of Cultural Activities

Under the leadership of its new Director, the Antonowsky Performing Arts Center, in collaboration with the Weissman School, continues to present a superb range of musical, theatrical, and other performing arts events, which contribute substantially to the life of the College and the Gramercy Park neighborhood. The Aaron Silberman Concert Series presented several programs of chamber music this past fall, including another installment of the Alexander String Quartet's complete cycle of the sixteen Beethoven quartets; and the Milt Hinton Jazz Perspectives Concert Series offered two fall concerts, the first by Grammy-nominated vocalist Carla Cook and the second by noted clarinetist and bandleader Andy Statman. The Sydney Harmon Writer-in-Residence for the fall '07 semester was the novelist Sigrid Nuñez, and in the spring it will be the distinguished poet Charles Simic, who has just been named Poet Laureate of the United States. Finally, this past fall students from Weissman's Department of Fine and Performing Arts presented a production of Neil Labute's *The Shape of Things* in the Bernie West Theater. Along with its record of superior scholarship and pedagogy, the Weissman School continues to establish its reputation as a center of cultural activity generally and of the performing arts in particular.

Report of the Zicklin School of Business to Baruch College General Faculty-March 13, 2008

The Zicklin School of Business is comprised of seven departments, six of which offer programs of study that lead to BBA, MS and MBA degrees. In addition, the Zicklin School trains students enrolled in PhD programs through the CUNY Graduate Center.

New Administrative Appointments

Graduate Admissions welcomes Helen Ramirez as Assistant Director and Michael Large, Recruitment Specialist. Janet Lyden is a Career Advisor in the Graduate Career Management Center. Helen Rihan-Bonner joined International Programs as Associate Director.

Academic Programs:

The Zicklin Undergraduate Program accepted more than 700 new students into business majors from September 16, 2007 through February 15, 2008. To familiarize students with the services and expectations of the Zicklin School of Business these students are invited to attend a ZSB New Student Orientation. Two very successful orientation programs were held on January 22, 2008 and another one is planned for February 26, 2008. These programs provide an opportunity for students to meet with Dean John Elliott, Associate Dean Phyllis Zadra, a representative from the Career Development Center and Dr. Ronald Aaron to learn what is needed to successfully complete the BBA program. Students meet with advisors from their respective majors and with their student colleagues.

Data collected in the pilot assessment of civic awareness/ethical decision-making were analyzed and presented to the BBA Learning Assurance Committee. Based on the analysis, modifications were made to the original assignment. In spring 2008 all capstone classes for all Zicklin majors are incorporating the civic awareness/ethical decision-making assignment into their curricula. This take-home assignment will be scored by teams of evaluators and will establish the baseline score for this learning goal. In addition, an assessment of technological skills will be conducted in all Management 3121 classes this spring. A specially designed assignment is being integrated into the curriculum of Management 3121, Production and Operations Management. Based on the results of this pilot, the committee will determine whether the assignment needs to be modified before the data can be used as a baseline measure.

The ZUPS system continues to funnel student registration requests for special permissions to the Zicklin School. More than 1000 students requested special permissions for Spring 2008.

The nine faculty who participated in the 2007 Summer Seminar convened twice during the fall and winter. At the winter session, they shared the successes and challenges that they encountered with their new interactive lessons. These faculty are writing up their experiences and we will make their reports available to all Zicklin faculty at <http://www.baruch.cuny.edu/assessment/Zicklin.htm>. In addition, they have been working with full-time and part-time faculty and PhD students in their departments to integrate the successful assignments and lessons into all of the course sections.

Other faculty development efforts have focused on our PhD students who are teaching recitation sections in accounting courses and Business 1000. With the assistance of the professionals at the Bernard L. Schwartz Communication Institute, these part-time faculty are developing a better sense of how to teach, as well as how to critique oral and written communication. These efforts are enabling the Zicklin School to expand written and oral communication assignments more broadly across the School's course offerings.

In Graduate Programs, 314 new MBA and MS students enrolled this spring. This is a 30% increase over spring 2007. In total, there are 2181 students currently enrolled in graduate

programs at Zicklin. This is a 9% increase over last year and a 20% increase over five years. Of the 2181 students, 72% are pursuing an MBA and 28% an MS degree.

New MBA and MS students participated in an enhanced orientation in January, where the traditional one-day session was expanded to a day and a half. The extra half day allowed for more value-added opportunities like an expanded career development seminar, a business etiquette luncheon lead by experts at HSBC, and faculty-run workshops focusing on leadership and ethics. The general orientation sessions were preceded by an international student orientation. Faculty, staff, students, and alumni all teamed up to make these sessions a wonderful introduction to the Baruch experience.

The various subcommittees on MBA Learning Assurance have been working diligently. Rubrics have been developed, are being developed, or are being finalized for each of the learning goals. Rubrics for **Teamwork and Leadership**, **Ethical Awareness**, and the **Communication: Oral** were piloted and the data are being analyzed. The **Information Technologies** learning goal has been renamed and the definition has been modified. These changes, in addition to the revisions made to the rubric will be presented to the faculty for approval early March. In addition, a full-meeting of the Zicklin Graduate Learning Assurance Committee, including faculty from the Zicklin Academic Departments and members of the Office of Institutional Research, Library, and the Dean's Office, occurred for the first time in over two years. This meeting involved briefing new and previous members on past and future activities of Learning Assurance. Committee members were asked to discuss in their departments the eighth learning goal: **Competency in the Field**. The faculty were asked to discuss defining competency in their majors and to develop rubrics to assess learning and to be prepared to report back at to the next full committee meeting on March 4, 2008.

The Graduate Career Management Center launched the Spring '08 semester with a new employer/student internship networking event, attended by over 100 students. This followed a Fall term when over 410 new students and alumni registered with the Center and the number of individual career advising appointments increased by 9%. The Center continues to be pleased with on- and off-campus recruiting and students' employment outcomes:

- 83.3% of Honors '07 graduates accepted offers within 3 months of graduation, and their average starting base salary was \$71,299;
- Fall '07 job postings and the number of new employers were up 13% and 16%, respectively, over Fall '06;
- 5 new employers joined Fall '07 On-Campus Recruiting, increasing the number of job opportunities by 11% and the number of students selected for interviews by 16%;
- Of the 93 students selected for 188 1st round on-campus interviews, 24% accepted offers through the program;
- New employer relationships include Arcadian Networks, Brown Brothers Harriman, David Landau & Associates, Daymon Worldwide, DoubleClick, Fisher-Price, FLY Communications, ING Clarion, International Securities Exchange, the Finance division of JPMorgan Chase, Jones Lang LaSalle, Legg Mason, Microsoft, NBC Universal, NY1 News, Oracle, Sun Microsystems, Toys R Us, and Unilever.

The Center is gearing up for our February 29th MBA/MS Student Career Fair. More information about Spring '08 events is available at <http://zicklin.baruch.cuny.edu/services/students/events>

In October, Zicklin was ranked for the first time ever in the Aspen Institute's Beyond Grey Pinstripe Rankings of global MBA programs. The biennial ranking spotlights innovative full-time MBA programs that are integrating issues of social and environmental stewardship into their curricula and research. The Zicklin School is ranked 82nd out of 100 schools worldwide.

The Department of Economics/Finance is now known as the Bert W. Wasserman Department of Economics and Finance. A formal dedication will take place in May 2008. The department hosted a Triple University Conference in Finance (with Rutgers and Fordham) on November 2, 2007 coordinated by Professors Kishore Tandon and Turan Bali. The department continued the Executive Training project with the China Construction Bank, with four training programs led by the Department Chair, Kishore Tandon. A group of undergraduate Economics majors participated in the Federal Reserve Bank Monetary Policy Inter-College Competition held at the NY Federal Reserve Bank.

The Department of Law has successfully offered two capstone courses, *Law, Public Policy and Legal Theory (Law 4900)* and *U.S. Immigration Law and Policy (Law 4905)*, developed for the new Law and Policy Tier III Concentration. Assoc. Professor Sandra Mullings convened the newly formed Prelaw Advisory Committee. Faculty publications include Assoc. Professor Donna Gitter's article- *Innovators and Imitators: An Analysis of Proposed Legislation Implementing an Abbreviated Approval Pathway for Follow-on Biologics in the United States*, accepted for publication in The Florida State University Law Review and Professor Seth Lipner's article- *Solving the Med-Mal "Crisis" Without Government Help*- was published in the New York Law Journal. The Department is presenting a Seminar (2/28/08) on Employment Discrimination by the distinguished Professor Richard Ugelow of American University's Washington College of Law and former chief attorney (29 years) of the Civil Rights Division, United States Department of Justice.

The Operations Management Division of the Department of Management welcomed a site visit team of senior faculty from Ohio State, Michigan State, and Arizona State. They spent a day and a half, meeting with faculty, administration and students. Their report was complimentary of some innovative teaching, and of the OM Division's emphasis on the Service sector. The team also made valuable suggestions to take better advantage of existing strengths. The Department's Zicklin Leadership Initiative received approval from the Graduate Curriculum Committee to offer an MBA Leadership Certificate. Students will take advantage of on-going activities such as the experience in shared leadership offered by the 'conductorless' Orpheus Chamber Orchestra and the experience in diversity offered by the Anti-Defamation League. Students will be expected to provide leadership for some activity here at Baruch, record a Leadership Portfolio of their experiences, and develop a Leadership Action Plan for future improvement.

In the Department of Marketing and International Business, the Direct and Interactive Marketing Lab and its Director, Adjunct Lecturer Kelly O'Brien, organized a Lunch and Learn presentation on November 1, 2007 on the *Newest Trends in Digital Marketing, Search Engine, Mobile Media, and Social Marketing*. The panel of speakers included: Chris McCarthy, Director of Strategy, Technology, and Business Operations of Markinekt, and Adam Lavelle, Chief Strategy Officer of iCrossing. On November 8, 2007 Professor David Lichtenthal, in collaboration with the Business Marketing Association, organized and moderated a *Business-to-Business Marketing Panel* that was enthusiastically received by students.

The International Business area organized the *Weissman Center International Business Seminar* series in the Fall. The presenters included Susan Fienberg, Rutgers Business School; William Kerr, Harvard Business School; Eric Abrahamson, Columbia University and Micki Eisenman, Baruch College, Management Department; Michael Enright, School of Business, University of Hong Kong; Ravi Ramamurti, Northeastern University; and Mehmet Genc, Baruch College Management Department. Professor Ravi Ramamurti, Northeastern University, visited campus on November 5-8, 2007 as part of the *Distinguished International Business Scholar on Campus* series. On November 15, 2007, the department co-sponsored (along with the Weissman Center and the International Business Alumni) a presentation on creativity in advertising by the One

Club titled *The Business of Creativity*. Over one hundred students and alumni attended the presentation.

The Robert Zicklin Center for Corporate Integrity (ZCCI) sponsored three events in the fall semester of 2007. On October 16, the center co-sponsored ***The Impact of Corporate Integrity Risk on Investment Returns*** with the New York Chapter of Financial Executives International and the Institute of Internal Auditors New York Chapter. Jack Zwingli, CEO, Audit Integrity, spoke on critical challenges of monitoring and enforcing good corporate behavior, integrity risk and its direct effect on stock returns, and litigation claims and financial restatements. ZCCI co-sponsored ***Quest for the Sustainable Corporation*** on November 9. This half-day program focused on two intertwined issues: short and long-term corporate costs and benefits and how to help management think within the 'sustainability' paradigm. It was a thought-provoking event with speakers from the United Nations Global Compact, socially responsible investors, NGOs, and practice. The keynote address was given by Erik Engquist of Crain's NY Business who spoke on the tension of short-term vs. long-term in the sustainable corporation. On December 06, ZCCI co-sponsored ***The Second Annual Auditing Conference*** with NASBA Center for the Public Trust. The conference served as a forum for interaction between business and accounting executives and policy setters from the American Institute of Certified Public Accountants (AICPA) and the Public Companies Accounting Oversight Board (PCAOB). The conference featured PCAOB Chief Auditor Thomas Ray. Topics included the impact of accounting standards complexity on auditing and implementing best practices in the post-Andersen era. ZCCI's spring 2008 agenda is highlighted by ***Money Politics and Corporate Risk***, a two day conference addressing corporate governance and corporate political activity. Day one, on February 28th, will explore company participation in the political process and place it in the broader context of the societal role and responsibilities of corporations and features a keynote by Leon Panetta, former White House chief of staff. Day two, on February 29th, is exclusively for directors and will focus on creating accountability. A full listing of programs can be found online at <http://zicklin.baruch.cuny.edu/centers/ccci>.

The Lawrence N. Field Center will become a partner with Babson College as the US team for the Global Entrepreneurship Monitor (GEM). GEM is the largest and longest-standing globally focused entrepreneurship research project. Researchers from Babson College, the London Business School, and a university team for each participating country, explore the role of entrepreneurship in national economic growth. More than 200 scholars and researchers representing 42 countries participated in the 2007 GEM project. New approved teams for 2008 include Egypt, Korea, Bosnia and Herzegovina. GEM data analysis results are used as a key benchmarking indicator by a number of distinguished regional, national and supranational authorities around the world. Any Zicklin faculty interested in participating in the GEM research should contact Professor Ed Rogoff or Monica Dean, Administrative Director.

The Bert W. and Sandra Wasserman Trading Floor / Subotnick Financial Services Center hosted 355 events in the Fall 2007 semester. Events included 200 class sessions for for-credit courses in a range of disciplines, 36 non-credit workshops on Reuters and Bloomberg, 15 corporate and executive education events, 93 orientation events, tours and alumni association Telefund events, and 11 special events including trading simulations and coverage of Federal Open Market Committee testimony. The Trading Floor hosted the fifth annual Equity markets Microstructure Seminar from November 14 through November 16, 2007. Faculty, administrators and Deans from Colleges, Universities and corporations participated in lecture sessions, hands on trading simulations and presentations on teaching market microstructure and using academic trading floors in business and computer science curricula. The web page with conference agenda is: <http://www.baruch.cuny.edu/microstructureseminar/>

GENERAL FACULTY COMMITTEE ON COLLEGIATE ACTIVITIES - 2007/08

ATHLETICS

FALL TEAMS:

The Fall Varsity teams got off to a successful start with Women's Volleyball (18 wins-22 losses) finishing in 3rd Place in CUNY; Women's Tennis (10-6) and finishing in 2nd Place in the CUNY Championships; Men's Cross-Country improved another notch and finished up from 4th place to 3rd place this season; Andrew O'Rourke took the gold medal for finishing 1st in the individuals, the 2nd year in a row a men's team member took first place; and Soccer had a rebuilding year with the loss of 7 seniors and finished the season at 5-12. The rise of the Women's Cross-Country team continued with them capturing the CUNYAC Championship for the 1st time in Baruch history. Jessica Penaherrera came in 2nd place for the 2nd consecutive year and will look to win the individual championship next season. 56 Baruch Student-athletes were designated CUNY Scholar-Athletes this Fall, and overall team GPA's improved from 2.896 to 2.947. Mandatory study halls for student-athletes with GPA's below 2.5, were instituted this year.

Winter Teams:

The Men's and Women's Swim teams finished in the same place as last season - Women-2nd and Men-3rd. But the quality of swimmers improved tremendously and numerous Baruch individual and relay records were broken this season. The Men's Basketball team finished the regular season with 13 wins and 13 losses and captured the North Division Championship for the 2nd consecutive year. The Women's Basketball team also captured 1st place in the North Division and was seeded #1 in the CUNY Championships. They defeated Messiah College, the #4 ranked team in the nation, and received a vote in the national polls this year. As of this writing, they defeated Hunter College 74-47 to advance to the CUNY Championships, Feb. 22nd. The winner of that game will advance to the NCAA Regional Championships.

The "Battle of Lexington" (Baruch vs. Hunter) doubleheader basketball game was a complete 'sell-out' with over 1,500 faculty, staff, and students attending. The collaborative efforts by units in the Division of Student Affairs culminated in a campus-wide event that enhanced school spirit and community.

The 2007-08 is mirroring last year in many ways. We are again currently in 2nd place in the Commissioner's Cup standings at a similar point in time in 2006/07. We have won 1 CUNY Championship, so far and finished 2nd with two teams, and improved by placing 3rd with 3 teams. Baruch continues to be one of the top athletic programs in CUNY and in the metropolitan region.

February 11, 2008

Report of the Committee on Ceremonial Occasions
Prepared by Angela Anselmo, Chair

Baruch College's Forty-second Commencement Exercises will occur on
The 43rd Commencement of Baruch College will be held on Wednesday,
May 28, 2008 at Madison Square Garden.

As of now, we do not know if it will be one Arena ceremony or two Theater ceremonies.

Also, as of now, there is no confirmation of a commencement speaker or honorary degree recipients.

Information about commencement will be sent out on Feb. 28 to eligible students and faculty and staff.

RECOMMENDATION BY THE COLLEGE FINANCIAL AID COMMITTEE THAT WAS APPROVED FOR BUDGET YEAR 08-09

Last year the committee recommended a steady state student enrollment in IOP PhD program of six students per year. The request was approved for budget 2007-08. As per our discussion last year the increase to 6 students with 4 years of funding will lead to an increase in successive allotments of \$15,000 per year over four years, making the steady state allotment to IOP to 173,000. The approved 2007-08 allotment was \$128,000. This year, 08-09, we recommend the allotment be 143,000, in 09-10 be 158,000 and there after be 173,000. In addition IOP acting director, Karen Lyness requested an increase in the size of the stipend by \$3,000 per year.

The committee recommended that the IOP program receive an increase of \$18,000, to increase the stipend to the student brought in 07-08 and for the offer to the student in 08-09. We feel the money cannot be diverted from other entities in the school and need to be funded with new money.

Therefore the budget for 08-09 is increased over 07-08 by \$18,000.

Baruch College Financial Aid Committee

	2007 -2008 Budget		Suggested 2008-2009 Budget	
	\$	%	\$	%
Zicklin School of Business	380000	27.7	380000	27.4
Weissman School of Arts and Sciences	128000	9.3	146000	10.5
School of Public Affairs	35000	2.6	35000	2.5
subtotal	543000	39.6	561000	40.4
Undergraduate				
Financial Aid	443000	32.3	443000	31.9
Student				
Employment	385,000	28.1	385000	27.7
subtotal	828000	61.5	828000	59.6
Total	1371000	00	1,389,000	

LIST OF CANDIDATES FOR GENERAL FACULTY COMMITTEES 2008-2010

Committee on Committees (3)

Morris Schwartz (CIS)
Greg Chen (Public Affairs)
Christopher Hessel (Eco &Fin)

Elected for 2006-2010

Yochi Cohen-Charash (Psychology)
Meir Lubetski (Mod Lang)
S. Prakash Sethi (Management)

Committee on Collegiate Athletic Activities (3)

Arie Harel (CIS)
Brian Householder (Communication Studies)
David Opderbeck (Law)

Committee on Ceremonial Occasions (5)

Elaine Anderson (Law)
Kyra D. Gaunt (Sociology & Anthropology)
Sarah Harney (Mathematics)
Lin Peng (Economics & Finance)
Susan Wong (SEEK)

Committee on Educational Technology (6)

Kyra D. Gaunt (Sociology & Anthropology)
Brian Householder (Communication Studies)
Susan Ji (Economics & Finance)
Kannan Mohan (Comp Tech)
Lin Peng (Economics & Finance)
Barry Rosen (Marketing)
Young K. Son (Management)
Susan Tenneriello (Fine & Performing Arts)
Michael Waldman (Library)
Jay Weiser (Law)
Betty Wong (Management)
Ingrid-Mona Zamfirescu (Mathematics)

Joint Committee on Research (2)

Yochi Cohen-Charash (Psychology)
Eva S. Chou (English)
Ajay Das (Management)
Brian Householder (Communication Studies)
Jin Ma (Library)
Rados Radoicic (Mathematics)
Tansen Sen (History)

Shoshanna Sofaer (School of Public Affairs)
Susan Tenneriello (Fine & Performing Arts)
Michael Waldman (Library)
Elizabeth Wollman (Fine & Performing Arts)

Student-Faculty Disciplinary Committee (6)

Phyllis Bagley (Registrar's Office) (Ex-officio)

Matthew A. Edwards (Law)
Wayne Finke (Modern Languages)
Jin Ma (Library)
Young K. Son (Management)
Michael Waldman (Library)
Elizabeth Wollman (Fine & Performing Arts)

Committee on Financial Aid (7)

Carla Bellamy (Anthropology & Sociology)
Matthew A. Edwards (Law)
Peter Gutmann (Economics & Finance)
Christopher Hessel (Economics & Finance)
April Allen Materowski (Mathematics)
Rita Ormsby (Library)
John Yu (Modern Languages)

Committee on Undergraduate Honors

WSAS (4)

Esther Allen (Modern Languages)
Carla Bellamy (Anthropology & Sociology)
Jessica Lang (English)
Susan Locke (Psychology)
Jin Ma (Library)
Susan Tenneriello (Fine & Performing Arts)

ZBUS (4)

Ann Cohen Brandwein (Statistics & CIS)

SPA (2)

Committee on the Library (6)

Ruth Adler (Modern Languages)
Carla Bellamy (Anthropology & Sociology)
Yochi Cohen-Charash (Psychology)
Wayne Finke (Modern Languages)
Jessica Lang (English)
Lin Peng (Economics & Finance)
Young K. Son (Management)

Committee on Prizes, Scholarships & Awards (4)

Kyra D. Gaunt (Sociology & Anthropology)

Carmel Jordan (English)

Jessica Lang (English)

Gloria Paulus (SEEK)

Beryl Shaw (Mathematics)

University Faculty Senate (3)

Terrence F. Martell (Economics & Finance)

Ashok Vora (Economics & Finance)