

**GENERAL FACULTY REPORT – OFFICE OF THE PROVOST
Fall 2013**

Academic Advisement

In September 2013, the Office of the Provost welcomed Marjorie Dorimé-Williams to Baruch College as our first Director of Academic Assessment. She comes to us from the University of Illinois at Urbana-Champaign, where she earned her doctorate in Educational Policy, Organization, and Leadership. Marjorie will be working closely with the members of the faculty and administration on our academic assessment and learning assurance committees. Her responsibilities will include assisting with assessments of learning across the college, as well as managing Baruch's assessment materials and our on-line presence. Dr. Dorimé-Williams also will play a significant role in preparing for Baruch's mid-term self-report (due June 2015) for the Middle States Commission on Higher Education Accreditation process.

Baruch College Honors Program

Enrollment - In fall 2013, the Honors Program welcomed an incoming cohort of 148 students to the Macaulay Honors Program (108 students), the Baruch Scholars Program (17 students) and the Provost Scholars Program (23 students). The average SAT score and high school average is the same for both the Macaulay and Baruch Scholars. The Provost Scholars program enrolled 23 new students whose average Baruch GPA is 3.79. Their average SAT is 1196. Provost Scholars join the Honors program only after enrolling at Baruch. The Provost Scholars Program seeks passionate, curious, self-starters who want challenge and opportunities. Their high GPAs at Baruch demonstrate the limited usefulness of SAT scores alone in predicting student performance.

Baruch College Honors Admissions: Entering Class Fall 2012 and Fall 2013

	Fall 2012			Fall 2013		
	Number	Average CAA ¹	Average SAT	Number	Average CAA	Average SAT
Number applied	1190 ²	90.8	1270	3091 ³	91.1	1270
Number accepted MHC	202	93.4	1414	261	92.9	1410
MHC Number Enrolled	94	93.3	1374	108	92.4	1380
Number accepted BS	83	92.6	1362	44	93.2	1380
BS Number Enrolled	39	92.6	1347	17	92.4	1380
Provost Scholars applied	29	3.82 (GPA) ⁴		37	3.64 (GPA) ⁴	
Provost Scholars Enrolled	17	3.82 (GPA) ⁴		23	3.79 (GPA) ⁴	1196

¹ CAA = College Admissions Average (high school gpa)

² Ranked Baruch as first choice

³ Submitted completed applications

⁴ Baruch GPA

Exit Survey - The Honors Program conducted its first exit survey of graduating seniors. The program received strong marks on the level of support provided by our advisors and on

opportunities for academic and professional development. Students did not perceive a strong sense of community either in the Honors Program or at Baruch. This might be explained by the fact that in addition to taking a full course load, 43% reported working more than 16 hours a week.

Co-Curricular Programs - In spring 2013, the Honors Program hosted four faculty lunch discussions, three forays to cultural venues, three fellowship workshops, and seven academic workshops. Other events included a Valedictory celebration, group advisement sessions by cohort, and co-sponsored events with the Honors Student Council. In response to a student death by suicide, the Honors Program hosted a memorial service and collaborated with the CIT and Counseling Center to provide services for students in the aftermath. Student health remains an ongoing concern.

Baruch Computing and Technology Center (BCTC)

Renovation of the Main Computing Lab - The College is working with the CUNY Department of Design, Construction, and Management and Donald Blair Architects to develop a design for the renovation of the 6th floor lab in the Library Building. There will be three key features: 1) The North wall will be removed so that student seating can extend to the windows; 2) The help desk will be moved to the front of the lab so that users will have access to the desk when the lab is not open; and 3) The North section of the lab will emphasize individual work, while the South section will have pod seating and six new group rooms to support student collaboration.

Textbook Adoption - Booklist opens for faculty to report their textbook adoptions for spring 2014 on October 21, when the spring schedule is released by the Registrar. The college is legally required to have all textbook information posted with the spring 2014 registration information for students when registration opens on November 11.

Faculty/Staff WiFi - The Baruch-FacStaff WiFi network was released at the start of the fall 2013 semester. This service offers faculty 3 advantages over the Baruch-WiFi network: 1) Traffic is encrypted; 2) Users do not have to re-authenticate at the start of each session. Once a user has authenticated on a device for the first time, that device will automatically reconnect as soon it is brought on campus. Users do have to re-authenticate a device every 90 days when their required network password change occurs; 3) Baruch-FacStaff provides access to Baruch servers that are not reachable through the Baruch-WiFi and Baruch-Guest networks. For more information: <http://www.baruch.cuny.edu/bctc/wireless/facstaff.htm>

iPhone App - Version 2.2 of the Baruch College iPhone App is available for free download from the Apple Store: <https://itunes.apple.com/us/app/baruch-college/id421086815?mt=8>

TimeWarner Cable Upgrade - TimeWarner is in the process of upgrading our cable service from analog to digital. All locations with pre-existing systems in the Library Building have been upgraded. Work is continuing in other areas where service may not be available.

Baruch “College Now” and Collaborative Programs

Spring 2013 - 269 high school students enrolled in credit-bearing courses at the college, including dedicated sections of Business (BUS 1001), Pre-Calculus (MTH 2003),

Psychology (PSY 1001), and Speech Communication (COM 1010). The overall retention rate was 92%. Of the students who completed credit-bearing courses, 86.3% earned a C or higher.

Fall 2013 - College Now will enroll 225 high school students in dedicated sections of Business (BUS 1000), Finance (FIN 1601), Psychology (PSY 1001), Public Administration (PAF 1250), and Speech Communication (COM 1010).

Bernard L. Schwartz Communication Institute

During spring 2013, the Institute continued its support of Communication Intensive Courses (CICs). This support reached nearly 5,000 students in approximately 200 sections spanning 17 CICs.

The Institute continues to offer professional development workshops and roundtables for Baruch faculty on a variety of topics around the teaching of oral, written, and computer mediated communication. The Institute is partnering with the Zicklin School of Business for a new writing initiative across the curriculum that will encourage student writing in several business courses and disciplines.

The Institute continued to administer a discipline/course-specific writing assessment for Great Works of Literature courses. Thirty of the nearly 60 sections of the course participated in the assessment. Results showed a statistically significant improvement in writing proficiency in all assessed categories.

Since its launch in 2007, the Institute's online web application VOCAT (Video Oral Communication Assessment Tool) has been used in more than 1,000 sections of 36 distinct courses. VOCAT is nearing the end of a major redevelopment phase. The new version of the tool will be easier to scale and to share with other institutions, and will allow for the assessment of a wider range of media types. VOCAT 3.0 will be launched at the CUNY IT Conference in December, and will be ready for deployment at Baruch in spring 2014. Blogs@Baruch, the online publishing platform for Baruch College, is now managed in partnership with the new Center for Teaching and Learning (see below).

In May 2013, the Institute successfully hosted its 13th Annual Symposium, during which 150 participants engaged in discussions on Communication and Communication-Intensive Instruction. This year's theme was "literacies and story-telling." Featured speakers included Suresh Canagarajah, Sparks Professor of Applied Linguistics and English, Pennsylvania State University; Catherine Mathis, Senior Vice President, Marketing and Communications at Standard & Poor's; and the novelist Gary Shteyngart.

Center for Teaching and Learning

The Center for Teaching and Learning was created on August 1, 2013, and Lucas (Luke) Waltzer was appointed its founding director. The first priority for the CTL is to support the development of new online and hybrid classes. The CTL Faculty Fellows program was announced in October, with at least eight fellows to be appointed in spring 2014 to develop hybrid and online courses

scheduled to run in fall 2014. The CTL is developing additional programming for spring 2014 to support teaching and learning across the curriculum.

The CTL is collaborating with the Bernard L. Schwartz Communication Institute on management of the college's online publishing platform, Blogs@Baruch. The platform continues to grow and evolve, and now boasts more than 15,000 users and more than 2,800 sites. This summer the Blogs@Baruch team developed and implemented a tool that simplifies the capture of metadata about sites launched on the system.

Continuing and Professional Studies

It has been an exciting year for the Continuing and Professional Studies division. In conjunction with the President's and Provost's offices, CAPS has provided dozens of internal training classes and programs to the College staff on Customer Service, Organizational Change Management, and Business Intelligence in an effort to support the implementation of the College's strategic plan. More than 400 staff members have received training with hundreds more expected. We have moved on to the next phase to discuss potential needs of the schools and departments.

Our local programs continue to thrive, but we have seen our greatest expansion in our global outreach with new partnerships in Brazil, China, Greece, Paris, Rome, and Turkey. We are now providing joint programming for executives and for students seeking credits at their home institutions at the undergraduate, masters, and doctoral levels. Our courses range from English Language support to Management, Finance, and Banking among others. The next phase of our expansion has begun with our signing of international recruitment agents in Brazil, China, Germany, Kazakhstan, Libya, Russia, South Korea, and Turkey. Our work with our international alumni has proved beneficial in helping spread the word about our programs, but also as inspiration to existing students. We are happy to announce that our graduates abroad are thriving.

In addition to our general international outreach, we are participating in hosting undergraduate exchange students from Brazil through the Brazil Scientific Mobility Program funded by the Brazil government and coordinated by the Institute of International Education. Our participation in this program was made possible through a successful collaboration with the Division of Student Affairs, the Weisman School of Arts and Sciences, and specifically the support of Jeffrey Peck as the Vice Provost of Global Strategies. Our students also continue to move successfully from our English Language program into the undergraduate program via our new Conditional Admission procedure. All students are carefully supported by both CAPS and Student Affairs to ensure a smooth transition.

CAPS will be expanding its international programs to include an Information Technology certificate along with additional shorter programs in Advanced Finance, Forensic Accounting, Project Management, International Entrepreneurship, and Digital Design. For all of our courses we will offer the option of both online or onsite for students and faculty beginning spring 2014.

Our programs are receiving national attention. As an example, our HR program received an award from the Society of Human Resource Management (SHRM). We received a certificate of recognition as one of the Top 10 SHRM Essentials Programs in the United States (among the more than 250 colleges and universities that provide this program across the U.S).

In a continuing effort to support our students in the field, we have partnered with several agencies to expand the professional Continuing Education Units (CEUs) recognized by our division. Twenty-three of the courses and seminars offered by CAPS and by Baruch's Weissman Center for International Business (WCIB) have been approved by the National Customs Brokers & Forwarders Association of America, Inc. (NCBFAA) to offer CEUs that can be used to satisfy the continuing education requirements for those holding the Certified Customs Specialist (CCS) and Certified Export Specialist (CES) designations.

In the past year we have also expanded our content areas to include several cutting edge programs in the fields of Digital Marketing, Mobile App Development, Microsoft Excel in Financial and Statistical Applications, QuickBooks Point of Sale, Quicken- Personal Accounting and Finance, and Advanced PHP. Our team has expanded its corporate outreach to over 25 corporations in the past year and has already (October) reached our financial goals for this year.

We are constantly recruiting the best-possible instructors for our courses and we would welcome members of college's faculty to work with us in the future. Email us at caps@baruch.cuny.edu if you are interested in teaching in our program or in taking one of our courses for free.

Faculty Development

Academic Integrity Initiative - Baruch College's policies and suggestions for best practices are available at http://www.baruch.cuny.edu/facultyhandbook/documents/Ac_Integr_Summary.htm and CUNY's policy is available at <http://www.baruch.cuny.edu/facultyhandbook/documents/AcademicIntegrityCUNYFall2011.pdf> Baruch continues to subscribe to the online database and plagiarism detection software provided by Turnitin.com. Faculty members interested in gaining access to Turnitin.com should contact Prof. Gerard Dalgish (English). The academic integrity committee invites department chairs to invite committee members to appear at department meetings to discuss college policies, procedures, best practices, and to hear suggestions. One best practice is for exams to be administered in spaces conducive to careful proctoring. Members of the Zicklin faculty will have access to the gymnasium for their final examinations in December.

Adjunct Faculty Development - Baruch's online Adjunct Handbook appears as the first item in Google searches for "adjunct handbook" and receives more than 1,000 hits per month: <http://www.baruch.cuny.edu/facultyhandbook/adjunct/>. Members of the adjunct faculty regularly receive notification by email of events on campus and members often participate in faculty development seminars. Technology support for adjuncts is available in all aspects of instructional technology, including basic computer use, Blackboard, Blogs@Baruch, and classroom technologies.

Faculty Handbook - New items are added regularly, including links to many college and CUNY documents: <http://www.baruch.cuny.edu/facultyhandbook/topics.htm>. Suggestions for additions to the *Handbook* and ideas for indexing its content are always welcome.

Faculty Seminars - Sponsored by a wide array of offices at the college (such as the provost's office, the deans of the three schools, individual academic departments, BCTC, the Center for

Teaching and Learning, and the Schwartz Institute) and addressing a wide variety of topics, seminars for fall 2013 are listed at: <http://www.baruch.cuny.edu/facultyhandbook/FacultyDevelopmentSeminars13-14.htm>. Additional seminars will be added as they are brought to the attention of the provost's office.

Orientation for New Faculty – A two-part orientation for Baruch College's 59 new full-time faculty members was held in August. Assisted by Professors William Millhiser and Cheryl Smith and by Keri Bertino and Heather Samples of the Writing Center, the provost's office led an all-day session that focused mostly on teaching. Members of the BCTC and Schwartz Institute staff, along with Luke Waltzer of the Center for Teaching and Learning, emphasized classroom and other educational technology. Throughout the fall semester, bi-weekly events have been organized to provide a more in-depth look at those topics and to introduce new ones. The most popular to-date has been Ken Bain speaking on "What the Best College Teachers Do."

Research Without Borders - This website lists formal and informal presentations by members of our faculty and invited guests and provides a glimpse to outsiders, as well as to colleagues, of the myriad scholarly activities taking place at Baruch, sometimes literally next door: <http://www.baruch.cuny.edu/facultyhandbook/DepartmentalResearchPresentations.htm>.

Human Research Protection Program (HRPP)

The CUNY HRPP is responsible for the protection of the rights and welfare of human subjects in research projects conducted at CUNY or by CUNY faculty, staff, and students. The program provides oversight, administrative support, and educational training to ensure that CUNY research complies with federal and State regulations, University policies, and the highest ethical standards. The CUNY HRPP comprises four University Integrated Institutional Review Boards (IRBs) and 19 on-site HRPP offices.

To ensure compliance with and adherence to federal regulations and CUNY policies and procedures, Baruch's HRPP Office, in collaboration with CUNY's Office of Research Compliance, will be initiating an educational outreach program for faculty and students. HRPP will host the following events during AY 2013-2014:

- *Annual Townhall Meeting* - On November 8, from 12:30-1:30pm, members of the Baruch Research Community will have the opportunity to meet with Director of Research Compliance, Farida Lada, and the Assistant Director of Research Compliance, Sonya Hadrigan, to discuss compliance issues and to ask questions about the IRB. RSVP for this meeting to Vanessa.Cano@baruch.cuny.edu.
- *CUNY Compliance Training* - Junior faculty members, new researchers, student researchers, and post-doctoral students involved in human subject activities will attend a one-day training workshop in CUNY policies and procedures. The dates of these workshops are Friday, March 28, and Thursday, April 3. RSVP to Johanna.deleon@baruch.cuny.edu.
- *Faculty Advisor Compliance Training* - All members of the Baruch community who serve as faculty advisors to students who conduct human subjects' research must attend a two-hour training session. Dates for these sessions will be published soon.

An HRPP Liaison is available to assist faculty and students with the development and submission of protocols. Elliott Larson, a Ph.D. student in the Psychology Department, is the current HRPP Liaison. He is available for classroom presentations regarding the IRB process. To make an appointment, please email him at Elliott.c.larson@gmail.com.

The Baruch HRPP Website (<http://www.baruch.cuny.edu/hrpp/index.htm>) is an important resource for those investigators wishing to conduct human subjects' research. It is frequently updated to reflect organizational/policy changes.

Joint Committee on Curriculum and Articulation

The members of the committee discussed several issues at our meeting in September 2013, including some that are linked to the impending adoption of CUNY First, such as changes to the PEN grade and review of students' academic standing each semester (versus our current yearly review). We also discussed potential adoption of the "XF" grade employed at some colleges for academic integrity infractions. With some suggestions for small changes, the committee endorsed the following resolution, which now goes to the respective curriculum and CAS committees:

"If a student is accused of a breach of academic integrity (such as cheating or plagiarism) while being enrolled in a course, that matter must be adjudicated through Baruch's Academic Integrity procedures. If the student is found guilty of said accusation and has already withdrawn from the course with a grade of W, the W can be rescinded and replaced by the final grade that the instructor deems appropriate, including F. PEN is the appropriate place-holding grade until the adjudication process has been completed. The college reserves the right not to allow a student to use the F-replacement policy to replace a final course grade of F that has been given for reasons of academic dishonesty."

Joint Committee on Student Evaluation of Courses and Teaching

In fall 2013, the committee expects to interview vendors who will have responded to the college's RFP for online evaluations systems. We hope to pilot the online evaluation process (using the college's current evaluation instrument) for January 2014 courses and to move the entire process online for the spring. The only change in fall 2013 is administrative: posting evaluation scores will now be the default option; members of the faculty who prefer not to post their scores may choose that option via the form that accompanies the evaluations.

Newman Library

New Media Artspaces - By renovating its old pay telephone booths, the Newman Library has created an innovative exhibition space. *Underexposed*, an exhibition by the first cohort to complete the New Media Arts minor, was shown over the summer and presented works of single channel video, animation, and photography. Currently, international artist Ira Eduardovna's video exhibition, *Terminus*, curated by Professor Katherine Behar, is on display through early December. Born and raised in the former USSR before immigrating to Israel in 1990, Ira Eduardovna reconstructs narratives of an autobiographical nature, dealing with issues of migration and identity through non-linear storytelling.

GIS Practicums Fall 2013 - Prof. Frank Donnelly, Geospatial Data Librarian is teaching two practicums this semester: Introduction to GIS using Open Source Software (October 4 and November 8) and Introduction to Spatial Databases using Open Source Software (October 11, November 1, and December 6). Graduate students, faculty and staff from throughout CUNY are eligible to register. Baruch undergrads must obtain instructor's permission prior to registering. For details: <http://guides.newman.baruch.cuny.edu/content.php?pid=171621&sid=1465049>.

Noted in Library Journal - The Library's support for the CUNY School of Professional Studies is cited as an example of "leadership for transformation" in the current issue of *Library Journal* (circulation = 19,510) in the article, "Collaboration for Hard Times." <http://lj.libraryjournal.com/2013/10/managing-libraries/collaboration-for-hard-times/>

Research Compliance

Baruch College has two export control licenses pending. Alan J. Evelyn is the college's Export Control Administrator.

Research Integrity Officer (RIO)

Alan J. Evelyn, Baruch's Research Integrity Officer (RIO), has been designated to oversee compliance with the college's implementation of CUNY's Responsible Conduct of Research (RCR) training plan. Since July, some 20 undergraduates have attended an RCR workshop.

Sponsored Programs and Research (SPAR)

External Proposals - In FY 2012-2013, Baruch College faculty members submitted 70 proposals. Total funds requested through these proposals was \$16,793,818. The amount of funds requested increased by about 92% from the previous year. The Weissman School of Arts and Sciences submitted the most proposals followed by the School of Public Affairs, the Zicklin School of Business, and other administrative units.

External Awards - Grants and contracts awards from all units totaled \$6,685,971.31 for the fiscal year ending June 30, 2013. This exceeded the College's goal of \$6.4 million for the fiscal year by \$285,971.31. The total awards at the end of the FY 2011-2012 had been \$6,434,091.76. The number of awards received was 67, down from 74 in FY 2011-2012, with an average award amount of \$99,790.62. The Zicklin School of Business led with 16 awards totaling \$2,001,402.34, followed by the School of Public Affairs with 19 awards totaling \$1,156,571.55, the Weissman School of Arts and Sciences with 21 awards totaling \$1,076,615.41; the other divisions in the college combined earned 11 awards for \$2,451,382.01.

LS-AMP - The Louis Stokes Alliance for Minority Participation in Science, Technology, Engineering, and Mathematics (LS-AMP), provides funded research opportunities for undergraduate students. To date, student research awards total \$30,000 for FY 2013-2014 with several applications under review.

Provost's Office of Undergraduate Research (POUR) - POUR has established an Advisory Council to facilitate the expansion of opportunities for undergraduate research. Current Council members are: Esther Allen, Nancy Aries, Cristina Balboa, Keri Bertino, Lauren Block, Stephen Francoeur, Naomi Gardberg, Ken Guest, Randy Hensley, Jenifer Mangels, Robin Root, Zoe

Sheedan Saldaña, Heather Samples, Cheryl Smith, Jody Clark Vaisman, Luke Waltzer, and Chester Zarnoch.

PSC CUNY 44 Research Award Program - In the final year of the PSC CUNY pilot program, 106 applications were submitted by Baruch faculty members in January 2013 for a total of \$452,476 in requested funds. 71 faculty members were awarded grants, with a total award amount of \$285,068.

Student Academic Consulting Center (SACC)

In spring 2013, SACC served 2,568 students for a combined total of 10,254 hours, and helped an additional 426 students over the summer (2,491 hours)—an increase of 15% and 20% over the numbers from the previous year. SACC was awarded funding to increase the quality of our summer immersion program and used the funds to add one additional Intermediate Algebra course and three College Algebra courses that ran through July and August. Results were positive as pass rates improved: 83% in 2013 compared to 79% in 2012. SACC implemented a new popular summer initiative: weekly ACC 3200 review sessions. We served 98 students for a total of 967.5 hours. Due to the success of this pilot, SACC will offer weekly review sessions during the fall 2013 semester.

Building on the success of our CSTM 0120/MTH 1030 intensive course sequence, the spring 2013 sections saw 33 of 35 students pass CSTM 0120 and 26 of 32 pass MTH 1030. This fall SACC will offer four sections, the largest number so far. SACC will offer twice as many MTH 2000-level workshops as last year and has expanded tutorial coverage for MTH 3000-level courses by 30%.

Tools for Clear Speech Program (TfCS) - SACC continues to offer a variety of oral communication services to the nonnative and ESL student populations at Baruch, with goals of clearer speech and higher intelligibility in the classroom and beyond. In fall 2013, with continued support from the Financial Women's Association and the Tietzsort Fund, we are able to offer: 50 hours of one-to-one speech tutorials per week in the ESL Speech Lab; 12 hours of clear speech workshops; 3 sessions of Conversation Hour weekly; additional software licenses and usage; an increased presence on campus. We are also excited to report significant progress on an oral communication assessment and rubric designed specifically for Baruch students that will also utilize the Schwartz Communication Institute's VOCAT program. TfCS collaborated with the STARR Career Development Center on two workshops tailored to their students ("Intelligibility in the Interview" and "American Pragmatics") and with the Schwartz Institute on the workshop "Supporting Students' Oral Communication in the Classroom: A Cross-Curriculum Challenge."

The Writing Center

The Writing Center supports undergraduates and graduate students in becoming more independent, confident, and versatile writers and readers of English. We fulfill this mission in intimate pedagogical contexts, partnering student writers with professional consultants who serve as engaged, interested readers.

The last academic year saw the largest growth the Writing Center has yet experienced: we conducted 3,632 sessions with students in AY 2011-12; in AY2012 –13, we doubled the number

of available appointments to 7,295. Despite expansion, our utilization rate remains nearly unaffected, with 97.62% of spring 2013's offerings used by students.

In the coming academic year, more than 7,300 hours of programming will include face-to-face sessions, synchronous online chat, asynchronous email feedback (eTutoring), small-group workshops, and biweekly Honors Thesis workshops.

The Center employs 24 part-time adjunct consultants, who are teachers of college writing; many are also professional writers and editors. The Center's full-time staff includes a Director (Keri Bertino), Assistant Director (Heather Samples), and a new Administrative Coordinator (Rachael Benavidez). All are additionally supported by student workers who greet visitors and direct students to appropriate services.

Highlights of our fall 2013 programming include:

- *Library Partnership* - We've launched a new location at the Reference Desk in the Newman Library, in addition to our main location in NVC 8-185. Beyond providing much-needed additional space to accommodate overwhelming student demand for services, Writing Center appointments at the Library offer students the unique opportunity to collaborate with a reference librarian during their sessions to provide integrated writing and research support.
- *Multi-pronged Staff Development* - This fall, our staff development programming includes five practitioner inquiry groups, in which consultants interested in a common research question collaborate to examine, assess, and modify their own practices as a result of an ongoing inquiry process. We hope to open these inquiry groups to a wider college community in future semesters. Staff development programming further includes writing for a new public staff blog (to be launched in the spring semester), consultant cross-consultations, a pedagogically experimental writing workshop, and new leadership opportunities for consultants in the programs named above as well as in workshop curriculum development and revitalizing our online journal of student writing.
- *Strategic Plan* - The Writing Center is completing its first strategic planning cycle and will post its three-year plan to the new website once the finishing touches are in place. Foci of the plan include Service Expansion and Student Outreach, Curricular Development, Faculty Outreach and Development, Staff Support and Development, and Administration and Operations.
- *New website* - Our major undertaking of the summer, the Writing Center's new website offers a clean, friendly navigational interface with many rich new resources for students, faculty, and consultants. Of particular interest to this audience will be a significantly expanded section for faculty, with links to referral forms, classroom visit invitations, blurbs for syllabi, and a FAQs section: <http://writingcenter.baruch.cuny.edu/>

As we stabilize following a year of tremendous growth, we eagerly anticipate new opportunities to further collaborate with and support faculty in the teaching of writing, and to develop creative and sustainable programs of student writing and language support.