

**Minutes of the Meeting of the Faculty Delegate Assembly
Wednesday, November 16, 2005**

President Jason Young called the meeting to order at 1:25.

The agenda was approved; the minutes of the September meeting were approved.

Professor Young mentioned that our invited guest speaker would be Ernesto Malave, CUNY Vice Chancellor for Budget and Finance. He explained that the purpose of the vice chancellor's appearance is to go over the CUNY Compact. Mr. Malave is scheduled to talk at 2.

Professor Young then proceeded to introduce Anne Prisco, Acting Vice Provost, for the academic update.

Vice Provost Prisco stated that she had several items to cover.

1. The College of Arts and Sciences has hired a consultant to work on scheduling. The idea is that students and faculty would know their schedules for a full year, rather than only semester by semester. The schedule would start in the summer. There will also be a modest January schedule, distinct from the spring schedule. (The Education School already offers one.) That schedule will go up at the same time as the spring schedule. The January classes would run for 15 days, 3 (?) hours a day. The tuition for the January session would be distinct from spring and fall tuition. In other words full time students taking an extra class in January would have to pay extra tuition for the class.

Professor Manfred Kuechler: Could full time faculty lessen their spring load by teaching a January class?

Vice Provost Prisco: This would be at the deans' discretion. However, the deans might not want to pull full timers away from the spring term, since Hunter is already using a lot of adjuncts.

Professor Claus Mueller: I'll be teaching a course in January, and I'll be paid as an adjunct.

2. Retention. The focus has been on freshmen, for whom retention is now 82%. We now need to focus on our transfers, currently in the 60s percentile for retention. We admit 3000 transfers a year, 1500 each semester. We lose roughly 35 %, and we don't know why they're leaving.

Professor Young: Has there been any talk of creating a dean of transfer students?

Vice Provost Prisco: No. All of the relevant offices, for instance, Student Services, deal with the retention of transfers.

3. Coordinated Undergraduate Education (CUE). CUE is an attempt to pull together all the different programs. Each campus needs to have a CUNY liaison. Hunter gets nearly a million dollars from CUE. We were getting this money piecemeal before, for example, for immersion, freshmen block, and ORSEM. The other huge piece was for writing across the curriculum. This is another element of CUE, as is CPE, study abroad, and the Center for Teaching and Learning. CUE is another source of funding. It's good, for instance, for sharing info about best practices among colleges.

Professor Young: Could you provide the context of the CUE funding? How does Hunter compare to other CUNY campuses?

Vice Provost Prisco: The money is more or less the same across campuses. For instance, despite Lehman's having only half as many students as Hunter, that campus gets roughly as much money as Hunter. Also, although CUE doesn't support teaching or the hiring of adjuncts, we can use its funds for tutors. And the ORSEM photo project is supported by CUE. This is a huge project, since we have 1700 freshmen this fall.

Professor Jane Matthews: Could we pool our CUE resources with BMCC, since that school is one of Hunter's chief feeders?

Vice Provost Prisco: Yes, that is possible.

4. Graduate practices. Hunter's goal is to have 25% graduate students; we've long hovered at 24%; this semester we're at 25%. We're working on a new online graduate application. Students will also be able to pay online.

5. Restructuring of the graduate teaching fellows program. There use to be two groups of teaching fellows. Those from (?) the Graduate Center and those here, the latter being paid like adjuncts. There will be (has been?) an increase of grad teaching fellows to 250. They will all be paid by the Grad Center. Eventually CUNY will have 1000 grad fellows. But the Grad Center will pay them out of our adjunct budget. However, Hunter does benefit, since the Grad Center pays better than we do, and they will make up the difference.

Professor Kuechler: I'm concerned about a potential problem with teaching quality or lack of experience among grad fellows. If we're not pleased with the job that adjuncts are doing, we don't have to re-hire them. However, mightn't we be stuck with grad fellows who aren't up to the job?

Vice Provost Prisco: No first year students from the Grad Center will be among the grad fellows. Moreover there will be training for teaching during their first year at the Grad Center. And if there's a negative evaluation, Hunter can request a different fellow from the Grad Center.

Professor Mueller: I worry that departments might not have as much autonomy with this arrangement as with the present arrangement.

Professor Kuechler: Who is (will be?) doing the training at the Grad Center?

Vice Provost Prisco: I've only been to one meeting. I don't know.

Professor Matthews: Even though the application fee went up, we still increased our yield.

Vice Provost Prisco: Yes. This is a good sign, and the applicant pool is just as strong as previously, higher fee notwithstanding.

Professor Matthews: How are we ensuring that students get into the rights blocks?

Vice Provost Prisco: Student Services attends to this. Student Services attempts to screen students, tries to match them with a congenial block. But as blocks get closed out, students' choices will be limited.

Professor Kuechler: Where is Hunter with the search for the dean of Arts and Sciences?

Vice Provost Prisco: I don't know.

Professor Mueller: Is there any limit on how many years someone can act as dean without formal appointment?

Vice Provost Prisco: There's no limit.

After Vice Provost Prisco had finished with her presentation Professor Young announced that he will offer an update of the faculty survey in December. Although only 12% replied, the FDA Exec Committee will examine how representative the respondents were and see if they provide an adequate picture of Hunter faculty sentiments.

He also mentioned that Dean Escott was looking for four volunteers for the Student Disciplinary Committee.

Professor Young then introduced Vice President Len Zinnanti, who in turn introduced CUNY Vice Chancellor for Budget and Finance Ernesto Malave.

Mr. Malave proceeded to hand out a copy of "Investing in Futures: Financing The City University of New York Master Plan" (hereafter the Compact).

Since 1991 the CUNY budget has grown by over \$500 million. In that time the state has only kicked in an additional \$50 million. This isn't likely to change. SUNY faces the same challenge. The collective bargaining agreement will cost an additional \$120 million. This all explains why tuition has been steadily going up over the last 20 years. Without tuition increases we'd be firing large numbers of faculty.

Here's the paradox: Tuition only gets raised when the economy slumps, since that's precisely when tax revenue dips. When the economy is robust we don't raise tuition, because tax revenue then rises.

Chancellor Goldstein is proposing a new way of financing CUNY; the current way isn't working. The new approach: Given the legislature, we need to push hard to fund the Master Plan. Of the \$100 billion that the state spends each year half goes to healthcare. Unfortunately CUNY isn't a high priority in Albany when there's an extra \$100 million lying around, even when it comes to education. K-12 get preference over higher education. But it's important to remember that at CUNY tuition is free for tens of thousands and nearly free for many others.

Vice Chancellor Malave then directed our attention to the Compact.

Page 3 of the Compact: It will cost an extra \$530 million extra dollars to carry out this mission, \$327 million just for day to day business. The goal of the compact is to hire 800 new full time faculty, which will mean that 70% of CUNY faculty will be full time.

Page 4 of the Compact: CUNY is asking the colleges to be heavily involved in coming up with the priorities for programmatic initiatives.

For 2007 we need \$134 million more.

Most of CUNY has no tradition of alumni donation, save Hunter, City, and Baruch. CUNY never developed a culture of fundraising. For years we didn't have to. The chancellor is trying to change this; he's made it clear to presidents. Our goal is \$22 million a year. But people won't give for just any old reason. They won't give for example if energy prices rise sharply and the university hasn't budgeted for

the extra expense. However, they will give for new programs or scholarships. People will only give if they think that the school is of high quality, if they think the school is going somewhere. The honors college has helped. We have to maintain quality to ensure donations.

Restructuring: we're a \$2 billion operation with 35,000 employees and our enrollment has been growing 3.5 % yearly. However, we plan to grow at only half of today's rate.

Last piece: Future tuition increases will be no higher than inflation. In effect tuition won't go up but will only keep pace with inflation. Furthermore the chancellor has affirmed that under no circumstances will a tuition increase lead to a student's having to leave CUNY. The Compact also permits the students to weigh in heavily on priorities.

A bit of history: The additional revenue raised by tuition increases of the early 90s went not to CUNY but directly to the state treasury. Students got nothing in return for these hikes. In 1996 Governor Pataki backed the tuition increase with the approval of the legislature. In 2004 the community colleges didn't get as much of an increase. They hired 300 full-time faculty, 60 librarians, and 450 full-time employees all told.

The chancellor sees a moral obligation to maintain the Compact.

Page 8 of the Compact discusses a \$200 million investment in the university. The Compact indicates there that in 2010 tuition will be financing less of the university than in 2004. This new approach keeps tuition low and helps the university rebuild.

The vice chancellor then announced that he would entertain questions.

Vice President Zinnanti: How has the governor's office has received the Compact?

Vice Chancellor Malave: Well. Both the budget director and deputy budget director wanted to visit, a good sign. They've made no call for "management actions," a euphemism for hiring freezes. They both liked the plan, were even excited about it. By contrast SUNY was laughed at for its extravagant demands.

The legislature has insisted that tuition increases be only for investment; there will be no tuition increases if the money doesn't go back to schools.

Faculty member: Can you talk about the capital budget?

Vice Chancellor Malave: The state had approved a 5 year capital plan, but I don't yet have the details. This is not part of the master plan.

Professor Jane Matthews: Will Hunter be part of the program for training teachers for math and the sciences?

Vice Chancellor Malave: Hunter will likely be a big player. The chancellor will presently be announcing an initiative on the sciences.

Vice Provost Prisco: Are many states funding higher education less than we are but asking for tuition to go up?

Vice Chancellor Malave: Yes. But we can convince the governor and the legislature that CUNY is a good investment; for every 7 dollars that we spend we get back 10.

Faculty member: How do CUNY and SUNY compare on state funding with other state systems?

Vice Chancellor Malave: CUNY has the data, and there are good websites on this topic. I could get you that information.

The undergraduate student president: Hunter seems to be taking benefits away from Honors students, for instance, book vouchers. If we can't fully fund the Honors College, how are we going to be able to provide adequate money for Hunter at large?

Vice Chancellor Malave: Honors programs are expensive. Also, CUNY has just within the past year established a university-wide development office. It's going to take time before the money comes in. However, if the philanthropic community realized that a contribution to CUNY is actually a good investment, we could attract investment.

Another student from student government: What are we doing to prevent students from dropping out in the face of tuition increases?

Vice Chancellor Malave: We know who the full time students are who have financial needs. Unfortunately we don't know who all the working poor students are. Also, although it's counterintuitive, whenever tuition goes up enrollment increases.

Professor Charles Guzzetta: Students have paid more and more to run Hunter over the last 30 yrs; the increased expenses have also imposed a burden on the faculty. On the other hand central administration has done handsomely with its executive salaries and regular, robust raises. What does central administration plan to do about this situation?

Vice Chancellor Malave: I've been explaining what we plan to do about it for the last hour.

Professor Kuechler: I'd like to stress the importance of endowment building, which is surely more reliable than one shot donations. What are we doing to build an endowment?

Vice Chancellor Malave: Endowment building is no doubt important.

Professor Kuechler: But how can we do it?

Vice Chancellor Malave: As I mentioned, CUNY now has a central development office. Money begets money. I acknowledge the need for more than annual fund drives. Hunter is in rather a strong position to build its endowment, at least compared to John Jay for example. I should add that I'm encouraged that the state budget director has given his approval.

Professor Joan Tronto: Under what circumstances could the Compact be broken?

Vice Chancellor Malave: The state can back off on its deal if it has an 11 billion deficit. If this happens, then the state might not be able to deliver. CUNY only does tuition one year at a time. The university can't even consider raising tuition until it knows its budget.

Student: What kind of guarantee is there that there won't be additional tuition increases beyond those specified in the Compact?

Vice Chancellor Malave: We don't know what the governor will do. The legislature this year might postpone a tuition increase, since it's an election year. Our increases are modest compared to other public systems. There is nothing automatic about tuition increases. Another option would be to let staff go; this would be one way to avoid a tuition increase. This would be a tough decision. If you already have a Compact to begin with, the burden is on the governor and the legislature to break it. There's a greater onus on them than if there's no Compact. Of course they can scrap it, but there's a price, more so than if there were no compact.

Professor Young: Who are CUNY's advocates in Albany? Who would lose face if the Compact fell apart?

Vice Chancellor Malave: Private colleges are big players in Albany; they compete with us. All they care about is TAP. CUNY is not a major force in Albany; CUNY looms small for Governor Pataki. There's no major voice in Albany speaking strongly for CUNY.

Professor Ezra Shahn: Education should be free and public. This is still the case with respect to K-12, but we've given up for 13-16. Won't there still be people a few years down the road who'll be priced out given the planned tuition increases?

Vice Chancellor Malave: For CUNY to be free we'd need \$500 million, without even thinking about improvements. This is not about to happen.

Faculty member: Are other state university systems with strong competition from private schools—for instance, Massachusetts—doing better than CUNY?

Vice Chancellor Malave: Other systems are generally not doing as well.

Professor Young: What are CUNY and SUNY doing to distinguish themselves from private schools?

Vice Chancellor Malave: There is about to be a major fund raising campaign from the chancellor. Again, there won't be a tuition increase if the extra money isn't for investment.

The meeting was adjourned at 3:45 PM.

Respectfully submitted,

Tony Doyle,
Acting Secretary