

MINUTES

Meeting of the Hunter College Senate

13 October 2004

The 444th meeting of the Hunter College Senate was convened at 4:10 PM in Room W714.

Presiding: Joan Tronto, Chair

Attendance: The elected members of the Senate with the exception of those listed in Appendix I.

Agenda: The agenda was adopted as distributed.

Minutes: The Minutes of September 8th were approved as distributed.

Report by the Administrative Committee: The Chair presented the report as follows:

Special Election to fill vacant seats on the Senate

In accordance with Article IV.2.H.i & ii of the *Charter for a Governance of Hunter College* the Administrative Committee is presenting the names of all nominees received to date:

Students:

Daniel Berger (Full-time - undeclared)
 John Whittey, Jr. (Part-time Education)
 Shannon Miller (Full-time – undeclared)
 Valeria Treves (Geography Major)
 Saulat Asmal (Full-time Sociology/Art)
 Nyasha Tindall (Full-time-undeclared)

Faculty:

Makram Talih (Mathematics & Statistics)
 Pamela Wonsek (Library)
 Maria Rodriguez (SEEK)
 Stuart Ewen (Film & Media)
 Bill Williams (Mathematics & Statistics)
 Barbara Sproul (Religion)
 Ines Miyares (Geography)
 Alicia Ramos (Romance Languages)

It was moved that the student nominees be declared elected. The motion carried by voice vote.

It was moved that the faculty nominees be declared elected. The motion carried by voice vote.

Election of Committee Chairs:

The floor was open for Chair of the Budget Committee.

Professor Manfred Kuechler (Sociology) was nominated.

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It was moved that nominations be closed. The motion carried by voice vote. Professor Kuechler was elected Chair of the Budget Committee.

The floor was open for Chair of the Master Plan Committee.

Professor Elaine Walsh (Urban Affairs & Planning) was nominated.

It was moved that nominations be closed. The motion carried by voice vote. Professor Walsh was elected Chair of the Master Plan Committee.

The floor was open for Chair of the Charter Review Committee.

Professor Richard Stapleford (Art) was nominated.

It was moved that nominations be closed. The motion carried by voice vote. Professor Stapleford was elected Chair of the Charter Committee.

Senate News Bulletin

She next presented the *Senate News Bulletin* dated 13 October 2004, which was distributed for the Senate's information:

SENATE NEWS BULLETIN NO.2TO: THE COLLEGE COMMUNITY

Respecting Governance at Hunter College

The *Charter for a Governance of Hunter College* (<http://www.hunter.cuny.edu/senate/charter.htm>) establishes the Hunter College Senate as the governance body for the College. The Administrative Committee, which is charged to "Assure continuity of the Senate's business," is concerned with a number of developments at the College. The faculty and student representatives on the Administrative Committee believe that it is vitally important that a solid relationship be maintained between the administration of the College and its duly constituted governance body. In this regard we feel it is essential that the Senate and the administration maintain open communication, allow the free flow of information, and cooperate. In light of these concerns, the Senate Administrative Committee informs the Hunter College Senate and the College community of the following areas of concern:

1. Meetings with the President.

Traditionally, the President has met with the Administrative Committee. A meeting was scheduled for September 23. We were informed by the President's Office on Tuesday September 21 that she would not be able to meet with us and that she did not wish to reschedule the meeting. Our office has called the President's office a second and third time to ask that the meeting be rescheduled. We are concerned that the President has not yet met with the Administrative Committee this semester, hampering the process of governance and the free flow of information.

The next scheduled meeting of the President and the Administrative Committee is set for October 28.

2. Provision of Data to the Senate.

The *Charter For A Governance Of Hunter College* gives broad and important powers to the Senate, including:

"Curriculum and related education matters," "Academic requirements and standards of academic standing." "College development, review and forward planning of facilities, staff, and fiscal requirements," "Instruction and the evaluation of teaching," "Safeguarding the academic freedom of ALL members of the Hunter community," and "Other matters which may be subsequently assigned to the legislative prerogatives of Hunter College." (Article II, Section 1)

In order to effectively carry out these duties, Senate committees need information about the current status of many aspects of the College's functioning, including budget information, information about student performance, course offerings, and so forth. The Administration has been slow in providing the Senate with necessary information and in some cases has not complied with long-standing requests for information.

For example, the administrative committee asked all of the Deans to provide us with a breakdown, by department, program, and/or division, of their adjunct budgets in April 2004. We have not received these data yet. We received an oral reply from Acting Dean Cohen. We repeated this request to Acting Dean Friedlander in September, since our concern is most acute in the School of Arts and Sciences. The Acting Dean of Arts and Sciences told us to get the data from the Provost. We have asked the Provost, who forwarded our request to the Vice President for Administration, who sent us a data set showing the gross adjunct budgets by School. We have not yet received the specific departmental and programmatic data that we requested. Faculty may remember that under the last duly selected Dean of the School of Arts and Sciences, these data were regularly provided to department chairs and to the Senate.

For another example, we have requested, since their existence were first announced, that the "closed course analysis" data be made available to Senate committees, especially the Undergraduate Course of Study Committee. This request has been made repeatedly. No data have been forthcoming.

3. Search Procedures.

To lead to successful searches, the Charter requires cooperation between the President and the Hunter College Senate. In this regard, effective administrative searches in the academy are an extension of the principle that academic leadership is of the form of "primum/prima inter pares" (first among equals) rather than of other forms such as the assemblage of a unified management team.

The President must initiate a request to create a Search Committee. We are concerned that the timely replacement of acting administrators has not been observed. CUNY By-Laws require that special permission be granted for anyone to remain in an acting position for longer than *one year*. The current Acting Dean of the School of Arts and Sciences is now in her third year in this position. We have asked that this search begin repeatedly; it was also a part of the Senate Resolution of the Restructuring of Arts and Sciences adopted last Spring.

4. Appointment of an Acting Vice Provost.

Effective executive leadership, the collaborative nature of Hunter's governance, and our search procedures, all imply that, as in the past, the Senate be consulted in changing administrative titles, lines, and responsibilities.

As the *Charter* makes clear, "Administrative Search Committees shall be constituted for all administrators (full deans and above) who, because of the nature of their policy making, have a significant impact on academic affairs and on the rights and welfare of the students and the faculty..." and "As new administrative positions or titles are created, they will be examined to see whether or not they satisfy the criteria" for searching.

The President created and appointed an acting "vice provost" (a title that is not officially among the titles at CUNY), without consulting with the Senate leadership and without the courtesy of informing us before the person she appointed began work at the College. Because a Vice-Provost is a key academic officer, it would have been especially appropriate to consult us before making this change. Not only would such consultation encourage the development of stronger relationships between the Senate and the administration, but it would also enhance decision-making and administrative capacity among the various academic programs directed by the Provost's office and the overall curriculum and academic policies of the College.

We hope that by informing the Hunter College community of these concerns that we can all agree again about the importance of respecting the existing College governance structure.

**Report by the
Ombudsman:**

Professor Kathryn Rolland presented the following report as distributed:

“(In accordance with the University and College Ombuds Association (UCOA) guidelines, individuals that seek out the Ombuds Office will be referred to as “visitors.”)

Last year (October through May) there were 44 “official” visitors to the Ombuds Office; in addition, there were between two and four individuals seen or talked with on the telephone each week who were requesting consultation and information prior to officially utilizing the office. Each of the visits and requests require careful consideration and often result in several appointments in order to best provide the visitor with a possible solutions or appropriate referrals. Although there have been instances where nothing else could be done because the formal regulations did not permit it, visitors did express their relief at having the opportunity to be listened to by someone from the Hunter College community. The values of both the independent and the confidential nature of this office were evident.

Most formal cases were brought by students (38) with 3 faculty-initiated visits and 3 visits. Of the 44 visitors during the 2003-2004 academic year, fully one quarter of the cases concerned grades/grade appeals and transfer credits. One tenth concerned teaching issues including quality of instruction, faculty lateness and absences and classroom manner. The remaining student concerns involved: academic dishonesty, graduation audit, and financial aid. Faculty concerns included: adjunct payroll issues and questions regarding adjunct non-reappointment procedures. Staff concerns included: perceived unfair evaluations and promotion practices.

The number of visits, the concerns and their relative frequency are in line with recent past reports of the Ombuds Office. I feel it is too early in my tenure as Ombuds Officer to make recommendations regarding any systemic issues. However, a common misconception regarding the neutrality of the office was evident. According to the University and College Ombuds Association (UCOA) Standards of Practice, the ombuds officer is “...an advocate for good and fair process, not an advocate on behalf of the individual or the institution.” My present goal is to raise awareness of the Ombuds Office and its functions throughout the College. I plan to meet with Department Chairs, Student Organizations and appropriate staff members to address the need for a pro-active Ombuds Office that assists in early intervention and is not seen merely as a place of last resort.

I would like to end with a most sincere thanks to so many of you in the Hunter College community who has assisted me during my first year. There are so many individuals, many of whom are here this afternoon, who have spent time helping me to understand the various ways that the College and its inhabitants move through our system and the possible pitfalls and obstacles that require our vigilance. I look forward to continued collaboration, in both individual and group efforts, to make our community a just and trusted place to learn and to work.”

Professor Rolland concluded her report by answering questions from the floor.

**Report by the
President:**

A summary statement of President Raab’s report to the Senate is attached as Appendix II.

**Committee
Reports:**

Nominating Committee

Dr. Marilyn Rothschild, Chair of the Committee, presented the report dated 13 October 2004, as distributed. The following were nominated:

Undergraduate Course of Study Committee

Faculty from Education: Laurance Splitter (C&T)
Faculty Alternate: Jan Heller Levi (English)

Graduate Course of Study & Academic Requirements Committee

Faculty from Social Sciences: Beatrice Krauss (Urban Public Health)

Undergraduate Academic Requirements Committee

Faculty from Education: Deborah Jensen (C&T)
Faculty from Health Professions: Sue Neville (School of Nursing)
Student: Jessica Ross (undeclared)

Budget Committee

Faculty from Sciences & Math: Bill Sweeney (Chemistry)
Student: Latoya Lamb (undeclared)

Departmental Governance Committee

Student: Jessica Ross (undeclared)

Committee on the Library

Faculty from Social Sciences: Michael Steiner (Anthropology)
Faculty Alternate: Michael Perna (Romance Languages)

Grade Appeals Committee

Faculty Alternate: Sylvia Roshkow (English)
Students: Michael Fleger (undeclared)
Shannon Miller (undeclared)

Master Plan Committee

Faculty Alternate: Elizabeth Garcia (AFPRL)
Student: Saulat Asmal (Sociology/Art)

Teacher Evaluations Committee

Faculty: Nancy Feldman (Social Work)
Suzanne Babyar (Health Sciences)
Student: Shannon Miller (undeclared)

Committee on Computing & Technology

Faculty from Health Professions: Jack Caravanos (Health Sciences)

Select Committee on Performance Measures & Outcomes Assessment

Faculty At-large: Laura Cobus (Brookdale Library)
Student: Saulat Asmal (Sociology/Art)

Select Committee on the First Year Experience

Students: Latoya Lamb (undeclared)
Michael Fleger (undeclared)

Select Committer on Academic Integrity

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|-------------------------|--|
| Faculty: | Andrew Polsky (Political Science) Evelyn Melamed (English) Claudia Orenstein (Theatre) Tony Doyle (Library) |
| Faculty Alternate: | Sue Neville (School of Nursing) |
| Undergraduate Student: | Jorge Vasquez (Religion/Anthropology) |
| Student Services Staff: | Mike Escott Linda Carlson |

It was moved that the nominations be approved as a packet. The motion carried by voice vote.

It was moved that the meeting be adjourned. The motion carried by voice vote, and the meeting adjourned at 5:10 PM.

Respectfully submitted,

Anthony Picciano,
Secretary

APPENDIX II Report by the President

The following is a summary statement of President Raab's Report. She said:

"I want to start off with some very good news and thank everyone involved in the Periodic Review Report. The response that we got back from Middle States to the work that has been done since the Middle States Report more than five years ago was overwhelmingly positive. I want to point out a few things because there is so much in the report that reflects approval and support and recognition of many of the priorities that we have been working on together. Something that I personally feel gratified about is in the area of improving student services. In the last Middle States Report the committee was very clear that, and I quote, "Hunter was challenged to critically examine its services to students to provide additional outreach to increase retention and otherwise focus on how we work and how we provide student services." I want to personally thank Pam Mills, who as Chair of the Senate, then was the first person to reinforce the importance of this. I also want to thank Joan Tronto who chaired the President's Advisory Committee on Student Services that made some very strong recommendations, and almost all of them have been implemented, including putting the continuum of offices that work with students -- recruitment, enrollment, financial management, financial services, undergraduate advising -- under one vice president.

Many of you are involved in the work to improve outcomes assessment, which is another thing that the Middle States Report noted as needing some attention at Hunter. I want to thank Michael Griffel for the work that he has done, and Vita Rabinowitz for the work she started in the Provost's Office in moving us towards a real focus on outcomes assessment. The faculty here deserve a lot of credit for something that is noted in the report, which is the really extraordinary hiring that we have done in the last few years. I am really pleased that we had the resources for bringing in some extraordinary new faculty.

These are some of the highlights. Another one is technology, which is something that we have worked on together as a community. Many of you are on the Tech Fee Committee, and those of you who are not on the committee have been feeding in ideas through your representatives from various groups. The report is very complimentary on the work that has been done to bring technology to Hunter, and to use it to support student work. We will make some of the summaries public on the web. I want to thank all of you for the work that everyone has done to move so many of these items forward.

We had a visit yesterday on campus from Vice Chancellor for Academic Affairs Selma Botman. I tried to bring in as many representatives of the varied academic areas here as possible. I think that she was extraordinarily impressed with the work that goes on here, and very much aware of the needs that we have in a variety of areas. This is her second visit to Hunter. She attended the Salman Rushdie reading and the dinner we had for Mr. Rushdie afterwards. She is getting a really good sense of some of the important things that are going on here.

I want to remind everybody again that you will formally be hearing about the CUNY Capital Campaign. The date has been set for November 9th as a launch at the Graduate Center. There will be some resulting publicity. We are looking forward to your participation and work on this really substantial and challenging project. We have hired a consulting firm to begin to work for the campus on the case statement, which will reflect the basic needs of Hunter College. Our Executive Director of Development & Alumni Affairs Betsy Bowman and I felt that it was important because of the richness of the academic agenda at Hunter College that each one of the schools have their own mini case statements, so that when we are approaching donors who are particularly interested in education, social work, or any of the other schools, that they would have particular information on that school. The overall statement will mention all of the schools and try to highlight as much as possible the programs, but the School of Social Work,

Education, Campus Schools, and Health Professions will each have a separate case statement so that we can go to particular donors that would be interested in those missions. We are also adding to the Hunter College Board a representative from each one of the schools so that the conversation is fuller. To date most of the Trustees have been alums of Hunter College and tend to be alums of the arts & science undergraduate programs. While they think about Hunter College, their identification has been mostly with the 68th Street campus and with the undergraduate arts & sciences. So, in order to make

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sure as we go forward that we are thinking about how to raise money for education and social work as well as the undergraduate mission, we are going to have one representative from each of the schools at the table to keep us focused and

to help us build the volunteer leadership that is necessary to do this campaign. We are going to come back over and over again for ideas and for thoughts. We have been visiting many departments and areas. I spoke to the scientists at a meeting that Vita had convened. We were out at the health sciences building a few weeks ago, and social work and education before that. We are trying to get to many of the arts and science departments to talk about what a capital campaign is and how it will work. Again, the more we can work together on this the more effective it will be.

One of the things that I have done, that I think is very important, is to make sure that this is a campaign to raise money for the academic priorities and to have representative from the Provost's office highly integrated into the strategy as we go forward. Many of you have met Anne Prisco, who just joined us as the Acting Vice Provost, and part of her very varied portfolio will be the focus on fund-raising and ensuring that fund-raising represents the academic priorities. For example, Laurie Sherwen and I worked very effectively with Diane Rendon a year and a half ago. We had a major gift for nursing for a lecture series. This was a lot of money for a lecture series and we desperately needed a new nursing lab so that we could increase enrollment in the nursing program. It took a while, but we convinced the donor to pay for the new nursing lab, and there was actually money left over to do a lecture series. In order to make sure that academic needs and priorities for faculty support and student scholarships are represented in the conversations that Betsy and I are having with potential donors, we will again be talking to people.

These are the types of broad categories that we are looking for. People from the Creative Writing Program have already been very active with donors as we seek to build that program. We had a wonderful lecture by one of the political science faculty on a boat ride we did for major donors a few weeks ago. So, we will be asking you to help us think of ways to really show your talents and your areas of expertise in ways that help excite people who want to support the schools and help us identify students who are doing interesting things and who are great representatives of the school. As we do more and more of these events, we are really moving forward with the fund-raising agenda.

I also want to announce that we are putting the finishing touches on the architectural plans for Roosevelt House. We have asked Joan Tronto, the FDA, and the HEO Forum to hopefully give us a good forum for the architects to present the plans for anyone who is interested. I don't know if it is a Senate meeting that works best, or some type of open forum. We are really very excited about these plans, and would like to get your input and your thoughts before we move to the final plan. So we are hoping to get back to you on that very soon.

I also want to introduce our new pre-law advisor, Barbara Landress. As all of you know, Howard Krukofsky has done the advising for all the pre-professional programs, from medical school to law school to business school and public policy, and I don't know how he was able to do it. We are really investing in supporting his efforts and Eija's efforts within the Office of Student Affairs to give the students specific areas of support. We are proud to have been able to find the resources to bring Barbara in to work in a concerted way to support students who want to go to law school, to help with the advising process, to improve our connections with the law schools and our way of recommending students. We are going to be building a pre-law advisory committee of alums to help raise money to support our students so that everybody is able to take prep courses for the LSATs. This is a model we are hoping to build, and then move on to other professional schools. Barbara comes to us with a long distinguished legal and academic career. She received her JD from Harvard Law School and her undergraduate degree from Yale. She then decided that she wanted to get her PhD in Modern Hebrew and Comparative Literature. She practiced as a lawyer for over six years, and most recently in the Civil Rights Division of the US Department of Justice.

President Raab yielded the floor to Barbara Landress who said:

"In the short time that I have been here I found that there is great interest among Hunter students in law school. Since September I have seen about fifty students and I have been working to open lines of communication with students so that I can give them information about preparing for and applying to law school. I am hoping to go beyond that and help students explore legal careers through internship and mentorship programs. I hope you will refer students to me. I am in Room 1134 East and I am very happy to be here."

She yielded the floor to President Raab. The President yielded the floor to Provost Pizer who said:

"I want to talk about web attendance and the consequences of a lack of participation in this. Thirteen per cent of students were not accounted for, and when the students are not reported to be present or absent it has profound financial implications

for the students and for the college. It is critical that web attendance be done by 100% of the faculty here at Hunter College. When this came up for discussion a while ago, some chairs had great concerns about how to take attendance in jumbo sessions. If that is the problem, please let us know so that we can take steps to help you comply with this. It is essential that we do it.”

Provost Pizer yielded the floor to President Raab who answered questions from the floor as follows:

Q: *I understand that Anand has been promoted to Acting Assistant Vice President...*

A: I am very happy to announce that. We announced that in the *Open Line*.

Q: *I am just wondering how many assistant vice presidents do we have now?*

A: I think only one.

Q: *Only one?*

A: I mean we will check that, but Eija do you have any assistants? Eija: No I don't have any. No.

Q: *And how many are acting?*

A: Well one, there is only one.

Q: *I was just wondering if there were any new...*

A: I don't know. I could go back and look. I know there were acting people when I came to Hunter. I couldn't tell you how many or where but I'd be happy to report back on that.

Q: *Can you tell us when the college will begin its search for the Dean of the School of Arts and Sciences?*

A: Well, I am waiting to hear back from Frank [Kirkland]. We have been talking a little bit about his committee. As everyone knows we announced that. And it is very important. I will say what I said before, and I truly believe that this is not a delay in a search. It's to get the most qualified dean for this position, and in order to do that we need to understand this office and what the resources are. We need to understand how the dean fits into the overall picture of this college. This is something that I believe in strongly, and this is something that I have been told by search consultants on how to do the best search. We are starting to talk to firms to see whom we can get as a search consultant. Nobody is trying to delay anything. We are trying to do this in the most intelligent and effective way possible. In the meantime we are restarting the search for the Dean of Education. The first meeting is on Monday. We have asked for nominees for the search committee for the Vice President for Student Affairs, and I believe that comes before the Senate soon. So, we are moving ahead.

Q: *There has been a long-standing tradition at Hunter of people in acting positions not being forwarded to the current position. I am wondering if the search committee...*

A: I don't think that is a long-standing tradition at all, because the tradition was certainly broken by Vice President Zinnanti who was acting for two years and was just made the permanent vice president by unanimous support of the committee. So, it may have been a tradition, it was never one brought forward to me and certainly it did not apply to Len, and it is certainly not going to apply in this situation.

Q: *You are talking about a Capital Campaign and I just wonder, how does that indicate the sums of money from the department [Film & Media Studies] that we initiated in the graduate program... We were promised \$1.5M of which we have seen nothing but maybe \$ 105.00, but we have a very active graduate program there so I just want to see how that is going to work in the future.*

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A: Well I would like to reserve the right to come back and say whether you have gotten \$ 105.00, because Jay Roman and the students have come to us with many requests for Film and Media. I have personally met with your students and they have told us about equipment that they need. They have made certain requests, and we are talking about certain rooms. We have been very active. I have seen Jay about this about four times so there is money coming for this program. What is not

happening is a major \$6M renovation of space in this building for a digital media lab, because during a very long meeting I had with your department a year ago, I got very strong support to see if we could build a new film building downtown, and we have \$8M in the CUNY Capital Campaign to explore that option, it would be a film and an art building. I have talked to the film and the art department about that and I have talked about it here. I have talked about the fact that after nine months through the CUNY process, we have hired the top real estate consultant in the city and the top land use lawyer and we are out looking for sites to be part of the downtown resurgence. It is a very serious plan, and it did not make sense to try and raise \$6M to reconfigure rooms here with HVAC and technology issues that don't lend themselves to the types of renovations and equipment that your department needs. But in the short term we have put aside money and we are working towards spending that money with your chair. And if that is not getting back to you, I personally apologize. Vice President Zinnanti added the following: "We are currently preparing an RFP to go out to update the TV studios and digitize it. We have a proposal from the department, a tech fee proposal for a digital lab. We will also purchase new film equipment for them as well." President Raab continued and said that: "The requests have come from Jay. It is my understanding that these are good deals for the graduate program. If that is wrong, I would certainly be happy to talk to you about it, but we have been trying to respond to the requests that we are getting. If we are not getting the right request please come talk to me or Len and we will take it to the next step. The three extraordinary MFA programs that we have, the MFA in Creative Writing, MFA and MA in Art, and the new MFA in Integrated Media Arts will be a major part of this campaign because they are very important programs and they are very attractive to people thinking about what Hunter is contributing to New York City in terms of one of the major businesses which is the arts.

Q: I have two questions about the CUNY Capital Campaign. One is informational and one is interpretive. Were you given direction by 80th Street about exactly how money is to be raised at Hunter or how much they can take from it? The interpretive question is that the scope of concern that seems to be related to the Capital Campaign seems to cover the entire character of the college and my concern is that there is a new level of advocacy that is now being established for what the college intends to do. And that is going to be vetted at some indeterminate level. I am not so anxious about that, but I am just concerned about whether or not some higher decisions are being made, or have already been made about what the priorities are. It sounds like they were but does the extent of the issue that seems to be relevant to those specific capital campaigns include every aspect of the college?

A: I hope so. Let me just start with your second question because I think it is really important, and it goes back to what I said about asking Richard [Pizer] to assign Anne [Prisco] to work with me on this, and why Betsy [Botman] and I have gone out to talk to so many people, and we haven't reached everyone yet. But you really can do this in two ways. I see that there are times when you can ask people for money because they want to give their money to x, and then you just sit there knowing you need something else and you don't want to blow a gift. There are great stories about gifts that actually wind up costing more money than they generate. Suppose somebody wants to build a dept of x, we don't do x but they want to give you \$3M to do x. So, you take it and now you have to build a department and it will cost more than \$3M. And it is complicated because you don't get that many unrestricted gifts. When Evelyn Lauder wrote a nice check, it was to help our students. Now that was a really nice gift, because you can help students by scholarships, you can help students by underwriting a program, you can help students by endowing a faculty member who is fabulous who might leave. You don't get most gifts like that. So you are constantly trying to match priorities with donor needs and one of the things that I did not inherit here is any kind of clearance process for fundraising. I mean there is no clearance process. When Bob Buckley does things through foundations, he is not really saying somebody asked Ford, John asked Ford, Michael has money from Ford, so we better not let, maybe they won't give it to Michael. We haven't been doing that here. And so there are not a lot of priorities, vetting of priorities. And the idea of trying to put someone on the board that is representing education. I mean this is an alum of the education school who is prominent in the education field. I asked her to be on the board, which means giving us some money. I want to make sure that when we are talking about raising money we are not just thinking about arts and sciences we are thinking about education, too. So the answer is that we try. I am trying to build those priorities in a way as we go but also, you know a lot of things are reflecting them. I mean what Tami [Gold] said is right, when we started this IMA program three years ago we committed to resources, and I am very aware of that commitment, and I really want to fulfill it. So, in a way that priority was established that the new MFA was created and that that was going to get resources. It is a priority I inherited but I think it is a great priority. So in the sense that there are new programs that is a way of saying this is important. I think in some ways some of the priorities are obvious, like we have got to get more scholarship money into this school so that students don't have to work as many hours as they work so they can focus on their studies. It makes

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me really unhappy to think that there are students who don't get LSAT prep, even if it only helps with one question because they can't afford it and the kid next to them did. So there are things that you just know students need. I know that faculty get recruited away. I get it at the end of the story, so I know we need to create chairs, and faculty support, and ways to retain and support faculty. And then there are so many other needs and interests. We are trying to respect priorities that are clear, that have already been established as part of what we have been doing. A while ago we decided we were going to build a Policy

Institute in Roosevelt House, so that is something that we are doing. That is something that you can discuss and raise money for it. But that is why again I am asking faculty to talk within departments, chairs to talk with each other, the deans, the provost office. I really want that input so I am not out there just seeing who wants to give what to what. I don't think that I will totally succeed in the sense that I am sure there will be gifts that weren't the top priority. But I am trying to be fair. And that is why we went over to social work to say look at this incredible school. And I don't think that necessarily anyone in my office has ever gone over to the social work school and say let's help you raise money. We should. This is part of Hunter College. So it is evolving and we are trying to really represent all the things that we do here. You have a campaign and it is a lot. And we are trying to find a real concerted way to do that.

Regarding your second question I will report the very good news that the money we raise is for Hunter College. The money goes into the Hunter College Foundation and it's for Hunter College and there is no split or give back or anything to 80th Street. That is very clear and the Chancellor is going to hire some people to help support this campaign. I don't know that it is going to help a place like Hunter College. They will get a planned gift person at 80th Street, and we have to have our own planned gift person. We are just too big to use a lot of the resources there. But they are trying to help the smaller schools, the community colleges that way. They are also out fundraising. There are a lot of alums in this school who went to two CUNY colleges or more; the wife went to Hunter, the man went to Baruch or City and the Chancellor may know them from his other jobs. There have been gifts to CUNY itself. And that is another thing that is going on but that doesn't affect our ability to go back to that same person and ask them for a gift. We are talking to someone right now who has given a major gift to the CUNY Honors College, we are asking for something for Hunter College.

Regarding the other part of your question, all the colleges are going out and doing this. Are we where we would love to be to say we are doing a Capital Campaign? No. I mean people usually raise half the money for a capital campaign before they even mention they are doing it. So, in a month Betsy and I are going to be lined up with people just like at Baruch and City College have been doing this for years. And Brooklyn is going to announce their campaign either right before or right after November 9th. They are going to announce that they have raised half the money, and congratulations to them. It's great. We are not there. If we were doing this alone, we would not be having a press conference on November 9th. But in a way it is a really good thing, because now we are also saying to our alums, hey, look: people give to CUNY colleges. And we are making those announcements. So, when Baruch puts an ad in the New York Times, I mean you can cry when you see large amounts of money Baruch alum are giving to their school but then I like to see that they have full part that says our, I'm reading that, you're reading but so our alums are going to say wait a minute you can give millions of dollars, maybe I should give millions of dollars. I really do believe the Chancellor is right that there is a momentum that comes with all of us out there doing this together in a sort of competitive spirit and that's okay. So, I think we all push ourselves forward and my hope is that there are a couple of wives of men who have given a whole lot of money to their community college, and I am going to have some really interesting conversations with the wives. Now we don't have relationships with a lot of those wives but we are going find them and try to see what they are going to give of the family wealth to their school. And I am hoping that the husband's gift will give them an incentive to make one to us. Thank you very much."