

**MINUTES OF THE 354th PLENARY SESSION  
OF THE UNIVERSITY FACULTY SENATE  
OF THE CITY UNIVERSITY OF NEW YORK**

November 16, 2010

The meeting was called to order by UFS Chair Cooper at 6:00 p.m. in Rooms 9204/05/06 at the Graduate Center. 74 of 116 voting members were present.

**Baruch:** Present – Bazzoni, Ellis, Martell, Remler, Weiser, Wine, and Alternate Aubry. Absent – Hill and Nematollahy. **BMCC:** Present – Conway, Friedman, Genis, Martinez-Lopez, Persaud, Soto, and Alternate Vozick. Absent: d’Erizans, Samuel. **Bronx CC:** Present – Skinner. Absent – Bandar, Ismail, and Prabhu. **Brooklyn:** Present – Bank-Munoz, Cirasella, Dexter, Florence, Jacobson, Massood, and Alternates Adams and Winslow. Absent – Magliozzo, Morrill, Viscusi, and Wills. **CCNY:** Present – Brass, Crain, Dalglish, Lascar, Raj, and Alternate Kalia. Absent – Jablonsky, Khanbilvardi, Kiely, Rinard, and Watkins. **CSI:** Present – Cooper, and Talarico. Absent: Batson, Klibaner, Yousef (for religious holiday), and Zimmerman. **CUNY Law School:** Present – Burton and Goldscheid. **Graduate School:** Present – Albrecht, Baumrin, Philipp, and Alternate Vora. Absent -- Aguirre-Molina, Burke, Weinstein. **Hostos CC:** Present – Ovtcharenko, Sharma, and Alternates August and Hubner. Absent – Pimentel. **Hunter:** Present – Baumann, Grossman, Kuhn-Osius, Strayer, and Young. Absent – Ancona, Guzzetta, and Spark. **John Jay:** Present – Crossman, Kaplowitz, and Katz. Absent: Browne-Marshall, Dunham, King-Toler, and Kubic. **Kingsborough CC:** Present – Arliss, Barnhart, Stubin, and Alternate Cowan. Absent: Hume, Ruoff, and Wood. **LaGuardia CC:** Present – Berke, Kurzyna, and Albrecht. Absent: McCormick, Settler, Richmond, and Shean. **Lehman:** Present – Carey, Jervis, and Maybee. Absent – Alexanderson, Larimer, and Marianetti. **Medgar Evers:** Present – Reid. Absent – Stewart and Withers. **NYCCT:** Present – Gelman, Horelick, Hounion, and Richardson. Absent: Bennani, Cermele, Panayotakis, and Woytowich. **Queens:** Present – Brody, Gonzalez, Moore, and Savage. Absent – Zevin. **Queensborough CC:** Present – Pecorino, Tai, Volchok, and Alternate Meltzer. Absent: Barbanel and Borrachero. **York:** Present – Lewis and Rosenthal. Absent – Corkery, Hughes, and Klein.

**Governance Leaders present:** Brody (Queens), Jacobson (Brooklyn), Kaplowitz (John Jay), Martell (Baruch), Parides (NYCCT), Philipp (Lehman), Raj (CCNY), Rosenthal (NCC), and Tai (QCC) attended.

Chancellor Goldstein attended. Executive Director Phipps, Administrative Assistant Pasela, and Secretary Blanchard were also present.

**Guests:** Kathleen Barker (Medgar Evers), Seth Naveen (BMCC, NCC), and Steven Cusares (LaGuardia) were guests of the plenary.

- I. Approval of the Agenda - The agenda was adopted as proposed.
- II. Approval of the Minutes of October 19, 2010 - The minutes were adopted as proposed.
- III. Reports
  - A. Chair (Recorded in Reports & Deliberations)
  - B. Representatives to Board Committees (written)
- IV. Invited Guests (Recorded in Reports & Deliberations)
  - State Senator Toby Stavisky
  - Executive Vice Chancellor Allan Dobrin
  - Interim Senior Vice Chancellor for Budget/Finance/Financial Policy Marc Shaw
  - Associate Vice Chancellor for Budget and Finance Matt Sapienza, on CUNY’s Budget

V. Old Business (Recorded in Reports and Deliberations)

A. Executive Committee-Revised Resolution on the CUNY Compact – After lengthy discussion, a vote was taken: 40 in favor, 15 opposed, with 6 abstentions.

**Preamble**

The Executive Committee of the University Faculty Senate, with the unanimous advice of our Budget Advisory Committee, invites the plenary at this meeting to endorse the following resolutions regarding CUNY’s funding and fiscal future.

We move these resolutions because of:

- the fiscal condition of the city, state and nation;
- the recent history of damaging budget reductions;
- the outlook for further drastic cut backs; and
- our obligation to provide academic programs and support services that our students require.

We urge that the University Faculty adopt the following:

**Resolutions on the Compact**

Whereas, the CUNY Compact calls for a shared responsibility for funding among the State, the City, CUNY, private philanthropy, and students, and

Whereas, the CUNY Compact calls for complete State and City coverage of mandatory costs and calls for the implementation of a rational tuition policy, and

Whereas, a rational tuition policy mandates small, annual increases no more than the Higher Education Price Index (HEPI) to avoid the need for erratic spikes in tuition, and

Whereas, the Compact also calls for the safeguarding of full student financial aid and for expansion of TAP to be directly correlated with tuition increases,

Therefore, Be it Resolved, that the UFS calls upon the State Legislature and Executive to fully fund the CUNY Compact, and

Be It Further Resolved, that the UFS calls upon the Legislature and Executive to return to CUNY, for expenditure by CUNY in the areas of academic programs and student support services, any tuition monies henceforth generated by the raising of tuition.

Proponent: Executive Committee

**Explanation**

The State budget for CUNY in Fiscal Year 2011 – that is, the current year – includes a cut to CUNY’s senior colleges of \$84.4 million in its operating budget. Combined with the reductions of the past two fiscal years, CUNY has now sustained more than \$205 million in State cuts since Fiscal Year 2009.

The CUNY community colleges received a cut of \$285 per student FTE, which is approximately \$20 million. Last year, in FY2010, the community colleges sustained a \$14 million mid-year cut, half of which came directly from college base budgets. In 2009, State aid per FTE was \$2,675 but this year it is only \$2,260. As a result of these cuts, the FY2011 community college allocation model is funded at only 90% (whereas the FY 2010 allocation, for example, covered 99% of model expenditures). Furthermore, the \$42.8 million in Federal Stimulus funds that the CUNY community colleges now receive is set to expire in Fiscal Year 2012.

The State and City budget outlooks are grim: the estimated State shortfalls for the next three fiscal years are as follows:

- <> FY2012 – \$8.2 billion
- <> FY2013 – \$13.5 billion
- <> FY2014 – \$15.6 billion

A large portion of the shortfalls in the State’s fiscal outlook emanates from the sunseting of the Federal Stimulus Program.

Estimated City shortfalls for the next three fiscal years are as follows:

- <> FY2012 – \$3.7 billion
- <> FY2013 – \$4.6 billion
- <> FY 2014 – \$5.3 billion

All State Financial Aid awards, that is, Tuition Assistance Program (TAP) awards, were reduced by \$75, as a result of the Governor’s vetoes. TAP is no longer available to graduate students and new satisfactory academic progress standards have been established. The City adopted budget reduced funding for the Vallone Scholarships program from \$9.5 million to \$6 million. On the other hand, the maximum Federal Pell Grant award for FY 2011 is \$5,550, an increase of \$200 from the FY2010 award.

VI. New Business –There was none.

There being no further business, the meeting was adjourned at 8:20 p.m.

Respectfully submitted,

William Phipps  
Executive Director

REPORTS AND DELIBERATIONS  
OF THE 354<sup>th</sup> PLENARY SESSION  
OF THE UNIVERSITY FACULTY SENATE  
OF THE CITY UNIVERSITY OF NEW YORK  
(edited)

November 16, 2010

**Chair Cooper** – Welcome to the 354<sup>th</sup> Plenary of the University Faculty Senate. For our first item of business, I need approval of the agenda. Moved and seconded and passed. Same with the minutes? Thank you. We have a surprise visitor and instead of moving onto regular business, I want to introduce Senate Toby Stavisky, who is the Chair of the New York State Senate Committee on Higher Education. I didn't know that she'd make it because she just returned from Turkey. Senator Stavisky is willing to address us on matters dealing with the future and status of public higher education in the State of New York. Given the unsettled condition of the New York State Senate at the moment, we can cheer privately and hope that she remains in charge of this committee. Please welcome Senator Stavisky. I should say that she represents a huge swath of Queens.

**Senator Stavisky** – And two CUNY campuses, Queensborough and Queens College. In fact I was at Queens college today. Where's the Charleston Gardens? It was on the 9<sup>th</sup> floor of B. Altman's at one time! I remember it very well. While I was gone this is what was delivered to my office by what I guess you would call the CUNY lobbyists. I have not had a chance to read it, but we do have obviously some major, major problems affecting us. Thank you for the invitation, Sandi, and it's good to be back home, first of all, but I have 15 graduate credits from Hunter and 15 from Queens College, and my son is a Queens College product. I must say my husband was a graduate of City College and he often said that without City College he would have never, ever been able to go on and achieve everything that he did. Some of you may remember my husband, who was from the field of higher education, a college professor, but without his undergraduate degree from City College when tuition was free, he would not have been able to go on to earn a Master's or a Ph.D. from Columbia. CUNY plays a major role, not just in education but in peoples' lives. I was thinking the other day that City College was founded 150 or 160 years ago to educate the sons and daughters of immigrants. The mission really hasn't changed. If you walk around Queens College, as I did today, you see the sons and daughters, often first generation, and that is what universities like CUNY and SUNY are for. The mission is to welcome the sons and daughters into our society. I had occasion to visit several universities in Turkey, and they send their kids to the United States, they were telling me. Many students come to the United States. But Sandi referred to the unsettled results of the election. We have three seats still being counted. One is in Erie County in Buffalo, one is in Westchester, and the other is in Nassau County. I think it's going to take many months before the final results are tabulated because in Erie County, for example, when they opened the new machines to take out the memory stick and then plugged it in, it didn't work. They are trying to contact the company, and we are asking for a hand recount of all of the votes because there were many errors in transcribing the results.

Let me talk about a couple of the issues we are facing in public higher education. Obviously funding is the most difficult, whether it be the Empowerment Act, tuition, PHEEIA. We also

have to think about higher education as a K-16 seamless transition from pre-kindergarten to graduate school. Maybe we should call it preK-17 or 18, although some students obviously take a lot longer than that. Technology is another issue we are going to be dealing with, whether it be distance learning, or how to maximize the seats and the potential and the learning experiences. If you saw the article in the *New York Times* this morning, they talked about teachers giving students the clickers. I don't know if you're using that at CUNY. You are? Interesting. I had never heard of that before, but this is one of the issues we are going to be facing. Another issue is campus security. We need our students and faculty to feel safe and not to be afraid.

There are several issues that are not so apparent. One is the relationship between the business community and higher education. It is not as significant for CUNY as I think it is for the private colleges and SUNY, but to me this is where we are headed. In December of last year, there was a report chaired by Dr. Skorton who is the president of Cornell. It's called the Task Force on Diversifying the New York State Economy Through Industry and Higher Education Partnerships. It's available online, and I think it's on the Governor's website. It talks about how we can maximize the University in terms of helping the relationship with the community, particularly in terms of the economy. For example, if any of you have ever visited the nanotechnology center at SUNY Albany, that's a perfect example of how millions of dollars come into SUNY from the business community working together with the faculty at Albany, and it is really a remarkable relationship, and that's where I think we're going to find a lot of the funding for future programs.

We also have to do something more for the students to help them pay for college. We started last year with a program called New York Helps. It's the student loan program for New York State students, instead of having the students pay the 12-17% interest that banks are charging. New York State is starting to develop finally its own student loan program. Many states have this. New York was slow, because there were some funding issues. But we are able to reduce the cost of student loans down to 7.5% or 8.5%, and I think that's a remarkable program and something we will be taking a look. It's administered by the Higher Education Services Corporation, which administers the TAP program. They also help students with financial literacy and staying out of massive debt. It doesn't happen to CUNY student so much, but even CUNY students will graduate owing money, and that's a bad way to start a career.

The last issue we should discuss is the budget and the Empowerment Act. Where is it going, and what is going to happen? This was a five year pilot project proposed by the Governor. A version of it passed the Senate. It applied only to the State University of Buffalo. It was called UB 2020 because it was designed to project the University of Buffalo into the 21st Century. It has been almost a matrix for other programs throughout the State. We knew it wasn't going to pass the Assembly. The reason Buffalo was selected was that it was facing massive economic problems. You walk down the main streets and the stores are boarded up. Businesses have left, and they are trying to revitalize the city. Their idea was to use the University of Buffalo campus as an economic engine to revitalize the city. That was the purpose of the program. But various iterations of it have appeared in the City University proposals as well. They involve a public/private partnership. Interestingly, this does not apply to CUNY because you have in a sense an existing public/private partnership. There is no space for the universities to expand in the way there is for state universities.

So there are parts of it that don't apply to CUNY and parts that do. One is tuition. There are several tuition proposals. One is called the rational tuition policy. That, as you know, prevents the massive increase in tuition all at once. In other words, when times are good economically tuition is frozen, and in bad economic times tuition goes up. To many people that doesn't make much sense. For example, at various times tuition has gone up 37% in the early 90s and then 35% the following year. And then it's level. To many of us, that does not make sense. There should be a steady increase, so when a student starts college they know what it's going to cost over the four or five year period. We did not have the votes to pass that, and the Assembly was certainly not going to pass that, but I certainly think it makes sense. They peg the increase to a consumer price index, and the Higher Education Price Index (HEPI) seems to be the fairest way to peg tuition increases. What is going to happen with that? I don't know, but that seems to me to be the least controversial aspect, that we ought to take a look at rather than raise tuition astronomically all at once.

The differential tuition is a program where tuition charges can be different either at different institutions or by program. The CUNY institutions that requested something, although it didn't get into bill form, were CCNY, Baruch, Hunter, Brooklyn, and Queens. The Governor had proposed differential tuition, letting each institution charge a certain amount based upon the institution. We were going to cap it at 4% in 2011, and 2% in 2010. We wanted to cap it at a low level so it would not price everybody out of existence. But if you cap it at a certain amount, that allows for fairness. Also, it would have applied to graduate and professional programs.

There are the issues, and I'll be glad to answer questions. Is it going to come up in the Special Session in November? Probably not. I think in November we are going to allocate the funding that the federal government has given us for education and some other issues. I don't think we will have the votes to do very much. As you know, there is a 32-29 split in the State Senate. What's going to happen in January? Who knows? But when we go back in November as the Governor has asked, we will just have to see what is on the agenda because he determines that when he calls the special session. If we go into session ourselves, then we determine the agenda. That's why the Legislature never adjourns, or adjourns *sine die*.

That what's happening in Albany. What do I see in the future? A lot of hard times. We are facing a \$9 billion deficit. There is a question about whether the 2010-2011 budget is going to be in jeopardy. The Controller says yes, and the Budget Director says no. They are hoping that the receipts pick up, and that Wall Street does a little better because 20% of our State revenue used to come from Wall Street. When it went down, that's the cause really of many of our problems today.

**Professor Vozick** – We have had in this University 125 years of no tuition and no adjuncts. And now we've had 35 years of tuition and adjuncts. I don't want to debate you on tuition, but I do want to ask you whether adjuncts are on your radar screen and what you think about them. I'm trying to get us into the picture because we get invisibilized so easily.

**Senator Stavisky** – Each year when I was the ranking Democrat and as chair, the first question I would ask is what is your percentage of full-time faculty? City University is always lower. It's abysmal. My position is that you need full-time faculty, but you've got to have the money to pay for it. I support increasing taxes, absolutely, but you've got to convince some other people to do it!

For example, increasing the income tax on people earning over \$1 million – we didn't have the votes to pass it. I'm talking on the Democratic side. The Republicans give us no votes at all. How do I feel about adjuncts? My husband was an adjunct for years. I know what the problem is. You need a full-time faculty because students should have someone to go to, not an itinerant preacher going from one campus to another. You get no benefits. What about unions? They are unionized? The answer to your question is that the adjuncts are very much on our radar screen.

**Professor Remler** – You didn't mention on the agenda before January the issue of tuition increases and sending that money back to CUNY. I know budget cuts are really getting close to the bone at Baruch, and we are worried that they will start eating into the bone, and many people are expecting a spring tuition increase. Is that not likely to happen?

**Senator Stavisky** – I don't know because the Governor will be the one setting the agenda. Obviously the Trustees can vote an increase, but the Legislature has to do the allocation. One thing I neglected to mention was that the Governor's budget cuts were devastating. But CUNY is fortunate in one respect: the Governor initiated a 10% across the Board cut several times, and SUNY had to absorb that 10% because they were considered a State agency. CUNY is different and is fortunate to be part of the local assistance budget. Therefore you were immune from those 10% across the boards. In fact we are trying to get SUNY into the same situation of being part of the local assistance budget. That will do one other thing: enable the money to stay on the campus. That is the objective quite frankly. We are working on that. The Governor vetoed everything we added. We restored the \$75 cut on TAP, and the cuts to the base aid to the community colleges. We restored most of the cuts and he vetoed the cuts and the language part of the budget, Article VII. That tells you how the money is being spent. The other is the appropriation that tells you the amount. But the language part tells you how to spend the money, and the Governor vetoed the entire language budget, and that's one of the things we're going to have to go back and try to resolve. It's all up in the air.

**Professor Crain** – Say I'm a poor kid. Tuition under the rational policy goes up a couple of hundred dollars a year. I may be able to stay in, but my younger sister won't be able to go to college. Say it goes up in the School of Engineering under differential tuition. I may not be able to become an engineer because I'm from a low income family whereas the richer kids get to become engineers. I don't see the big advantage of these small, little by little, tuition increases. I'd rather we started getting back to what your husband's situation was.

**Senator Stavisky** – One of the things I've been looking closely at is what I call the TAP gap, the gap between tuition and what TAP is. That is part of our program. There's no question that will be a part of any proposal whether it be SUNY or CUNY. Let's not forget that the federal Pell grants have been increased.

**Professor August** – What is the status of the current proposal to raise the requirement for TAP to 15 hours? **Senator Stavisky** - I'm aware of it. I think it's still 12. I have to check. I know the issue, but I think the Senate left it alone. **Associate Vice Chancellor Sapienza** – It is due to go up next year. The Governor had proposed changes in the academic standards of progress as part of his executive budget. The Senate and Assembly agreement on the budget restored all of those cuts, but when the Governor went in and vetoed their additions these proposed cuts were in there including this increase to 15 credit hours. **Senator Stavisky** – Our budget

recommendations did include cuts. Please don't think we didn't cut, but it was done in conjunction with CUNY. **Professor August** - I teach developmental students at our college, and in the current TAP situation they are in contact hours 15-18 hours per week now on TAP. If it went up to 15 credits, they would require 24 to 29 contact hours a week, which is virtually impossible, certainly impossible for night students. That's what we are looking at if that goes through. **Executive Vice Chancellor Dobrin** – While the Senator is still here, I'd like to reinforce two things. One, the way the game is traditionally played in Albany is the Governor does some things that nobody can live with like cutting TAP, and we go to our friends – and we don't have a better friend in Albany than Senator Stavisky. But the Governor vetoed everything in the budget, sparing nothing. So we ended up with cuts to TAP that I don't think anybody really wanted. We did some things at least for this year to get it mitigated, and now we will all work together to try to help it. But every time this University has needed help, Senator Stavisky has been there for us and I'd like to publicly thank her while she is still here.

**Chair Cooper** – I apologize to our CUNY guests for having cut into their time, but we really appreciate your coming. They have come to lay out for us the issues dealing with financing.

**Executive Vice Chancellor Dobrin** – I'd like to note that Senior Vice Chancellor Shaw no longer has the Interim title. Basically, Marc and I have worked out a really good way to do the finances of the University: we take turns coming up to the mike and introducing Matt Sapienza who does all the work! So Matt is going to take you through the details of the last couple of years, and what the future looks like as best as anyone can tell. Then Marc and I will come back up and answer any questions as honestly as we can.

**Associate Vice Chancellor for Budget and Finance Matt Sapienza** – I'm here to talk about our operating budget request for fiscal year 2012. It was presented to the Board's Fiscal Committee on November 1. It was passed and will go to the full Board on November 22. Last night we had an interesting public hearing. We are facing some austere times in both the State and City governments. The State is projecting a deficit of at least \$8 billion for next year, and that grows to \$14 billion in fiscal 13, and \$17 billion in fiscal 14. The City has a \$3 billion deficit projected for next fiscal year as well. As a result of these tough times, we have already sustained reductions. Over the past three years, our senior colleges from the State budget have sustained cuts of \$205 million, and in the current year the piece of that \$205 million was \$84.4 million in cuts. It's always difficult to have cuts, but in the years 09 and 10 between the University and the campuses we were able to manage those in such a way as not to affect our core missions. But this year the cumulative effect of all the cuts is making folks on the campuses start to feel it this year.

On the City side, there is a balanced budget in the current year, but they do have a projected deficit of \$3 billion for next year, so the Mayor has begun putting plans in place to try to bring down next year's deficit and he has asked all agencies for reductions in the current year of 5.4% and next year 8%. For us, that means \$13 million in the current year, and \$16 million next year which will have an impact on the community colleges. The Mayor will issue his November Financial Plan on Thursday, when we will find out what the final reduction number is. The City also has to worry about what the State might do to address its problems that might have a negative effect on the City and grow its deficit for next year.

The University has taken several actions. The senior college budgets were reduced by 2.5% in the current year, and we asked for an additional 1.25% to be set aside. We have also requested from the Fiscal Affairs Committee of the Board a 5% tuition increase beginning in the spring semester, which will go to the full Board on Monday night. When we proposed our current year financial plan to the Board last year, it included a 2% tuition increase for the entire year. That was not put into effect, but in order to try to capture those revenues and plus make up for the projected mid-year cuts that we have, we are requesting 5%. The State is projecting a current year, FY 2011, deficit of \$315 million. The Comptroller put out a report late yesterday saying it's more like \$900 million. So we are definitely looking at mid-year cuts from the State as well. The revenue from the spring tuition increase will help to offset those so we won't have to cut college budgets further than they have already been cut in the current year.

For Fiscal Year 2012 we are using the CUNY Compact as our financing vehicle. It's the sixth year we're using the Compact. The Compact asks for all the constituencies of the University to have some skin in the game when it comes to financing the University's needs. It leverages private dollars for public dollars. It basically asks the State and City to fund 100% of our mandatory needs – basically those things that keep the University going at the same rate it was in the previous years: contractual cost increases, increases for energy to keep the lights on, fringe benefits, rental building escalations, inflationary costs for our purchasing, and so on.

We are also asking the State and City to pick up a portion of our programmatic initiatives. Those are investments we want to make in the University to enhance the experience that our students have at the college. Historically that has been about 20%. This year's request is about 22%. Basically we are saying if they pick up 20% of the programmatic initiatives, we will take some self-financing initiatives to fund the other 80%. For every dollar they put, we say we will put up \$4. This year the request calls for \$95 million in mandatory needs, and \$63 million in programmatic initiatives. The self-financing components remain the same as in previous years. We will do more private fund raising, and we will continue to find internal savings in our budget, and as the University continues to grow we have allotted a 1% enrollment growth through our enrollment management process.

Finally, we are asking for annual incremental tuition increases tied to some index or basket of goods. We are requesting a 2% increase as part of the FY 12 budget, on top of the 5% increase we are requesting in the spring. It is \$45 dollars a semester at the senior colleges, and \$30 a semester at the community colleges. Pell Grants have gone up \$200 in the current year to \$5,550. The 5% and 2% increases combined would bring us right up to the cap on TAP. We wouldn't pierce the maximum TAP award under this proposal.

What are the programmatic increases we are asking for? They are tied into categories in the University's Master Plan, which is approved by the State Education Department. The top priority for us since we've started the Compact is a flag-ship environment of \$28.2 million, and the biggest component of that is the addition of full-time faculty. Our request calls for the net addition of 275 full-time faculty. We're asking for \$10 million for the Decade of Science and our research initiative. We asking for \$17 million for student services and collaborative programs, \$3 million for workforce development, and \$7 million each for educational technology and facilities improvements. \$9 million of these costs we will generate by savings internally.

[Further details were presented on slides.]

I would like to point out on the programmatic initiatives something that is critical that I want you all to realize. While we are asking the State and City to fund these costs, we are trying to be responsible knowing that the State and City are facing fiscal difficulties themselves. We are asking the State to pick up \$11 million in programmatic initiatives for the senior colleges. We are asking them to continue the commitment they made to us two years ago. In the FY 2010 budget, the State gave CUNY and SUNY a budget cut and required CUNY and SUNY to increase tuition by 10% at the senior colleges.

What Governor Paterson did at the time had never been done before in the State when there has been a tuition increase, and that was to let SUNY and CUNY keep a percentage of the increase for investments. In FY 10 it was 20%, and the language in the State appropriation bill calls for that to increase by 10% every year until FY 13, when we will get to keep 50% of that. That's what this \$11 million represents. So we're not asking the State for any additional money other than what they have already committed to us as part of their budget agreement in FY 10. On the community college State aid base increase, almost \$24 million, this is requesting the State to restore the cut that was included this year for community colleges. All State community colleges receive base aid for every FTE student that they have. This year it is \$2,260. That has been cut by \$415 over the last year and a half.

The Governor proposed a cut of \$285 in this year's budget. The Legislature restored that cut, but when the Governor did his line item vetoes we lost that funding. That created a \$20 million funding loss for the community college base budget. We are asking the State to restore those funds, and to recognize our additional enrollment through the base aid formula where we estimate an increase of about 800 FTEs. The 2% tuition increase will generate about \$16 million at the senior colleges and \$5 million at the community colleges. A 1% enrollment increase will generate about \$10.6 million. Then we have about \$9 million in internal restructuring and fund raising to finance this request.

[Further details were presented on slides.]

**Professor Conway** – One of the slides showed \$2 million in funding for the new community college, and you had another number for philanthropy and you showed the community college at \$1 million. We've been hearing a lot about the new community college being funded by outside philanthropic institutions, not taking away money from existing schools. Can you explain a little bit more about that? **AVC Sapienza** – The \$1 million in philanthropy would all be for the six existing community colleges. In the current year budget the City did fund about \$9 million for start-up costs including the building lease we will be using. The City put up these funds and no funds were diverted from any of the existing community colleges for the new community college. We do need to staff up more and do some work to get ready for the opening, and so we are requesting an additional \$2 million on top of that \$9 million that has already been funded.

**Professor Baumrin** – Could you explain what “funded internally” means? **AVC Sapienza** – The Compact calls for these four internal funding sources of enrollment growth, tuition increases, philanthropy, and productivity and efficiency gains. That's part of the beauty of the Compact, that we say we are going to raise these private dollars and by doing that we are

leveraging the addition of public dollars. Through the Compact our colleges have done a terrific job at being more efficient, and doing better private fund raising. Since we started the Compact in 2008 our college base budgets have been increased – all for investment, all for new things – by \$131 million in total. It has been successful. We need to have a modified version this year because the State and City are having difficulties, but it has been well received. **Professor Baumrin** – I can't believe there is anything left to squeeze out. It's all right to say those words, but I don't see the internal money that can be squeezed out of an already cleaned out coffer. **Executive Vice Chancellor Dobrin** – It will be a number of things, as Matt said. One is a 1% enrollment growth, which is a very conservative number, given what we've seen the past few years. On the productivity side, we saved over \$100 million already. The amount of money in this year's is much less than what we were saving a few years ago, but there is always room to save a little more. I've taken what would otherwise be an annoying personal habit of being cheap and turned it into a career advantage! Going back to the Compact, I believe it was Einstein who said the classic sign of insanity is to do the same thing over and over again and expect a different result. I have a magic ability: wherever I work, I think it's the most important service in the world. I really believe higher ed is the most important service, but there are actually people who think that health care and the environment are important. So it's good for us to go and beg and say how important what we do is, but some people think early childhood is important, and so on, so it's important to be different, to go to the State and be different and have a different deal. So we're not just like everyone else coming begging, but we are going to have self help. We are going to say take care of our mandatory costs and then give us 20 cents and we'll take care of the 80 cents. They were sympathetic to that idea, and it made us just a little different from everybody else. That is at the heart of the Compact, for us to go to the table and have opportunities that maybe no one else has had. **Professor Philipp** – What happens if the State does not approved the tuition increases, and the State does not come through with the kind of budget we would like to see? **Executive Vice Chancellor Dobrin** – For the senior colleges, every point you raise tuition is \$8 million. So on a 5% increase, it's \$40 million, and for a half year, \$20 million. Within our existing budget of about \$145 million that we can do for a category of things, technology fee and other things, we believe that we can spend within our existing authority this year. Next year we will have to go to the Legislature. The Chancellor is committed to do everything humanly possible, and he will, to avoid anything that looks like the R-word. If the cuts are around the range we think, I don't see any reason that commitment can't be fulfilled. It is really important that the Legislature recognize the revenue next year. **Professor Savage** – The reason for raising tuition in conjunction with increases to the cap on TAP is that we receive public funds to support that share of students which get TAP. So if we didn't raise tuition, what amount of funds would we forego by not having increased tuition? **AVC Sapienza** – Right now we are \$325 below the TAP cap. We have about 25,000 students who are eligible for the maximum TAP award, so we could figure it out. **Professor Friedman** – According to some statistics I've seen, in 2009 New York State invested more than 900 million tax payer dollars in TAP. More than 40% of that amount went to privates and for-profit colleges. That year, CUNY and SUNY students were 65% of TAP recipients, but they received only 55% of TAP dollars, while students at privates and for-profits were 35% of recipients and received 40% of the available aid. This is not a problem of our making, but we're looking for money, and the fact that public tax payer dollars for TAP are going to students attending these types of colleges is a big issue. Is anything being done to address that? That money should be for our students. **Executive Vice Chancellor Dobrin** – I agree. I would like it all to be for CUNY. But TAP was originally set up for the privates. In a way we're doing better now. I imagine 15 years

ago, it was even worse because the cap has always been about where it is now. So when our tuition was \$2000, the privates were getting \$5000. Now it will be fairer because we will be at the cap, going back to Dean Savage's comment, which I think was very good. Every year the State cuts TAP because it is the sweet spot in the State political system, because CUNY, SUNY, and the privates all get together and yell when TAP gets cut, and then the Legislature puts it back and they can say Look, we saved TAP! We fight all the time for TAP increases to be basically for the publics. I believe it's right, and of course it's our job. This is a State with large powerful privates, and it's not that easy to get them off the table. **Professor Vozick** – I wonder where the 10,000 adjuncts at CUNY fit into the budgetary picture, and I wonder what your thoughts are about the possibility of adjunct services being utilized as a way of meeting some of CUNY's problems like advisement and other areas. I realize I'm walking into a swamp and a hornet's nest. **Executive Vice Chancellor Dobrin** – The Chancellor is absolutely committed to having a higher and higher percentage of our classes taught by full-time faculty members. He believes a university is only as great as its faculty members. We have hired more faculty net than probably the next 10 colleges combined. That being said, the percentage of classes being taught by full-time faculty is actually going down. In the 9 years I've been here, we've added two NYU's and probably the entire undergraduate population of the Ivy League. So we've been using a lot of adjuncts. Nothing would make me happier than if we get no budget cut next and the State accepts our program, as Matt lined it out. If it doesn't, I think enrollment will continue to grow and that in truth adjuncts will be used a fair amount going into the immediate future. We have a lot of long-serving adjuncts who are spectacular, and we will have more full-time lines and adjuncts will have a real chance to compete for those. But the Chancellor's goal is to have more full-time faculty. **AVC Sapienza** – Adjuncts are part of personnel services in the budget. The University doesn't prescribe to each of the colleges what their adjunct budget is. The University gives each college a budget, and it's local decision at each college about how much is funded for full-time salaries and how much for adjuncts. **Professor Vozick** – We are invisible in this budget? **Executive Vice Chancellor Dobrin** – So are full-time faculty, for that matter. We think adjuncts are important, but increasing them is not a goal. **Professor Young** – It's clear that political leverage is the name of the game with the Compact. It's set up to try to leverage clout and get the politicians in Albany to pay a fixed amount of the costs, and CUNY agrees to pay other parts, but essentially it's a way of leveraging a sense of credibility. The question is while it's clear that CUNY has limited political clout when it comes to TAP, so what are the things that CUNY and SUNY might do to enhance the leveraging that public institutions in this State have towards demonstrating their value, and their financial contributions to the State? **Executive Vice Chancellor Dobrin** – One of the realities is that we are tied to SUNY, in truth. It's an upstate/downstate issue. Whatever they do for CUNY, they basically do for SUNY, and vice versa. We have a couple of advantages that the Senator talked about by being in the local assistance budget, but they are not huge advantages. Whatever we do, we have to do with SUNY. We can make a strong case for public universities as economic development engines because our graduates tend to stay in-state unlike students from private colleges. There is also a good case that TAP should be for the neediest students, and we will make that case hard.

**Professor August** – How does raising the TAP requirement to 15 credits fit with the Compact? The Compact says as tuition goes up, TAP would go up. But that is specious because if the TAP requirement goes up, then they go right out of TAP so they are not really protected. We are looking at tuition going up and a lot of people losing TAP because of the requirement raise. Second, a 1% enrollment increase ignores the fact that most colleges are pretty full. If we add

25% more to every student's program, assuming they could do it, we don't have anyplace to put those students! **Executive Vice Chancellor Dobrin** – I can't defend what they did with the progress rates. I don't know if they even meant to do it, or if it just got caught up in this game with the Governor and the Legislature. I believe in terms of space we have two universities: basically, a BMCC and everywhere else. BMCC is really crowded. That's one reason we need the new community college. Other campuses I visit at various times of day. Sometimes on Fridays I'm afraid of getting mugged on some campuses, I feel so alone! I believe if we scheduled better, there is room out there to have more students. **AVC Sapienza** – We started last year, the budget office and OAA, to meet with every single college president and their enrollment and finance teams to try to plan for the enrollment growth, or non-growth, for spring and next fall. Not only do we want to make sure they have the physical capacity, but we're concerned with the academic quality obviously. We want to make sure there are not presidents out there who say I can grow by 6%, but some of their academic indicators would suffer as a result. On TAP, I think Allan is 100 % right that nobody in the Governor's office or at the State Division of Budget intended for students to get hurt in the current year by this change. No one realized the impact. Unsolicited, several people at State Budget told me the reason this was brought up to the level of the Governor was due to CUNY's lobbying efforts. I give EVC Logue full credit for doing that. CUNY is always the loudest voice out there when it comes to TAP. On the academic progress standards issue, they are due to increase to 15 credits for next year. However, the Senate and Assembly have always been very helpful to us in terms of restoring any cuts to TAP. We have another legislative session coming up, another round of budget negotiations, and a new administration to deal with, so I think we have a good chance to get folks to make some revisions to that before it goes into effect.

**Professor Pecorino** – Do we get to keep the tuition increase or not? Since we've been asked to endorse the concept, that is a key issue in my mind. **AVC Sapienza** – As Allan said, we feel there is sufficient appropriation authority within our current year budget that we can capture and expend the 5% increase we are proposing for the spring. For next year, the annualization of the 5% plus the additional 2%, we will need the Legislature to approve an appropriation increase for us. But in the current year, absolutely. **Executive Vice Chancellor Dobrin** – We wouldn't have done this if we believed it was going to be swept by DOB. As a matter of personal privilege, I came to this University for two reasons. I had some things in my background that could help the University, but the other reason is that I thought it would be great fun to work with smart and courageous professors. A lot of people in his room have become great friends, and I have a lot of respect for them. And I thought a lot of them showed a lot of courage last night, and I just wanted to thank them. **Chair Cooper** – We thank the three of you very much for coming and staying. In the back, you will see an announcement for the Sohmer Award. This has been years in the making. Bernie Sohmer was chair of this body, chair of the CCNY Senate, a math professor from the beginning of time at City College, and there has been an effort to create a scholarship for CCNY math students, which the Chancellor wished us to participate in. The scholarship has just been created, and there is a request for you to contribute if you can or to do find people who can. I urge you to do this. Bernie is not well at the moment, and he is in the hospital. Next month, we will have EVC Alexandra Logue and her Associate University Provost Julia Wrigley, the authors and proponents of the Transfer Report, which will be of interest to everyone. This is yet again an effort on the part of CUNY find a way to make a seamless move for students from the two-year to the four-year colleges without the students' having to take huge number of extra credits. The problem turns out to be fiscal, among other things. The problems

are numerous. Many of you will remember that every 10 or 12 years something like a plague this issue comes up. We knock our heads over it. We are faced with dealing with it again, and prior to the possibility that the Chancellor or the State Legislature might impose ideas on us, as has happened in other states, we in the Senate will try to take some steps to deal with it. This is just a heads up. We will point you to an electronic copy in due course. Next Monday is a Board meeting where they will likely pass the items you have noted in the Board committees.

**Professor Martell** – [The Resolutions on the Compact were read.] This is proposed by the Executive Committee, and I move it. Can I have a second? Thank you.

**Professor Crain** – We all know the mission of this great University is to give every student regardless of financial means the chance for a quality higher education. By this resolution we are supporting the institutionalization of increasing tuition over time. There is no qualification. Tuition will just go up and up. It's a betrayal of our mission, and don't count on TAP keeping pace. That's a pipe dream, and as it stands right now the poorer students often go part time, and there is no part-time TAP and I don't see that in the cards. I urge this body not to go along with the Board of Trustees and the Chancellery on this and to stay true to this mission of the University.

**Professor Remler** – I am also the Vice Chair for Budget Committee of the Baruch Faculty Senate, and I'm speaking for the Faculty Senate Budget Committee. I wasn't able to be here last month, but we want to support this resolution. It is a modest resolution, particularly by emphasizing that the money come back to CUNY. The Budget Committee would also like to support modest tuition increases. It is very important that we provide a quality education, not something where students don't have a chance to write papers that are read by faculty and simply do multiple choice exams. Maintaining that quality is important. Maintaining access of students to prestigious education is extremely important. CUNY is very cheap relative to everything now. We all know that the budget cuts are bad and getting worse. Many people here would like more government support. I would agree with them, but we can't make that happen, and so this is what we need to do to really try to maintain the quality of education for our students.

**Professor Dalglish** – I want support this resolution. I heard some students from SUNY on NPR the other morning talking about the programs that were closed up there. You could hear in their voices how badly they wanted their education to continue. Not to strike fear in our own hearts here at CUNY, we've heard we are safely protected because we are the City University and not SUNY, but there is that danger down the road. I support this resolution for two main reasons. One is that if we look at the tuition spikes, there were three in the past 15 years. We don't live in a world where education is free in this country. The United Nations includes as two of their rights, that we don't have, the right of a free education and the right to free health care. What is the good of freedom of speech if you don't have an education? What good is having basic civil rights if you don't have health care? We don't have those two basic human rights in our country, so just being practical we have to ask will we allow ourselves to lose programs by not going along with a reasonable tuition increase? That money is coming back to us for those students. It's not going into our pockets. We are demanding that it come back. We are demanding that TAP be watched carefully so it does keep up with the increases. It is on our shoulders to be good accountants and to wisely track our spending. For those two reasons, I very strongly support this resolution.

**Professor Philipp** – I would like to point out that we already do have a policy of continued increases in tuition. We've had it since the Carey administration in the late 70s. The only question really is, how much? I view this as a resolution of limiting those increases. That is the point of this. They should not be large increases that student cannot handle. And whenever they do come, we should retain the money. In the past, our existing increases have meant that money went to the State. This resolution only favors increases when the money comes to us. Just remember, we already have a policy of tuition increases; the question is where does the money go and how much are the increases going to be? **Chair Cooper** – Let me point out there are some charts in the back of the room you should have picked up. One of them traces what was just referred to, the tuition spikes. The others trace the cuts.

**Professor Vozick** – It is with great pain that I stand here in a very small minority. It would be more comfortable to sit down, but it's important that some of us stand up and say students are being forced out of the University. We are being faced with Hobson's Choice where we have a no-win set of alternatives. I can't imagine us voting against this resolution – although I will – but the question in my mind is can we imagine ourselves working with the students who are outraged and deeply wounded by this move to try to prepare for a future where the process will be reversed. The professoriat's role is to be far-seeing. I've heard the reasonable arguments, but this is the lesser of two evils. Let's imagine ourselves moving toward the good and struggle to create a University – 125 years of free tuition, 35 years with tuition. Maybe we can move it.

**Professor Young** – It's frustrating to hear this discussion be entirely about tuition increases simply because tuition increases are happening. They will happen though you might not like it. There are two unseen enemies in this discussion. The first is inflation, and the second are competing financial demands on state budgets that didn't exist when free tuition was the common option. Those are not going to disappear. That's a harsh reality. The other side to face on this, then, is how fair are we to our students to let them know with some expected regularity if there are tuition increases what those increases are going to be, and second how do we ensure that the CUNY system is sufficiently funded? I've often said to my colleagues that sometimes it seems as though we are trying to preserve what is effectively a chronically malnourished child. And in the very same issue of the *Clarion* in which they spoke out against PHEEIA, one of the other letters to the editor came from someone who had left BMCC and went to a new institution and talked about the "climate of scarcity" that existed at CUNY. That's not just at BMCC; that is everywhere. I hate to frame it this way, but I think it's essential that we be realistic not only in the fact that, yes, there are going to be tuition increases, but also that when students get here we are able to provide them responsibly with the resources that they need.

**Professor Kaplowitz** – The spikes in tuition in times of economic crisis that Senator Stavisky spoke about took place for example in 1996 when tuition was suddenly raised by \$800, then in 2003 when it was raised by \$600, and then in 2008 when it was raised by another \$600. This is a shock to the economic and educational system of our students. Instead what is being proposed is support for predictable, much smaller annual tuition increases, and sharing of the responsibilities and so forth that we heard. We have had this year a cut of \$85 million to the senior colleges, which is now over \$205 million over the past three years in cuts to CUNY. The colleges have had reserves from overcollection of tuition from students, and therefore most of the colleges have been able to absorb most of the cuts. But let me give you a sense of what the cuts have

been this year along to base budgets of senior colleges: \$4 million to Baruch, \$4.25 million to Brooklyn, and \$5 million to CCNY. At John Jay, we have a \$4 million deficit this year, and we have now 33 fewer full-time faculty this year than last year because we had to vacate all of our substitute full-time faculty positions and freeze searches. Last year, we had only 45% of our course sections taught by full-time faculty. With 33 fewer next year, we know we will have a much lower percentage. This is hurting our students.

**Professor Baumrin** – I support the resolution!

**Professor Florence** – Tuition increases in this country, or at least at our University, are inevitable. That is true. That we need the money, that is true. That our students want a quality education, that is true. What is also true is that a number of our students are graduating with heavy student loans. What are we going to do about it? According to the statistics state-wide about 67% of students graduate with loans close to \$20,000, and within in CUNY it is about 62% who graduate with loans due to be paid. Within Brooklyn College about 45% of our graduates have loans of about \$16,000. That is fact. It may not be wise to vote against the resolution, but at least go down in history saying it is not right!

**Professor Friedman** – I'm not going to vote for the resolution, and my main reason is that we're talking a lot about the students and what is good for them. I don't impute motives to anybody; I just know what I'm thinking about. I'm thinking about the faculty, and our jobs, and the conditions we are working under, and moving into the next round of contract negotiations, and not wanting to make sacrifices and wanting to ask for more. And we should ask for more. My question is what is the USS' position on this? Have we talked to students in the senates on our campuses? If we are voting on this particular tuition increase now, that is one thing, but to vote in perpetuity, I am not comfortable. If we are going to talk about the students, we should know what they think and I hope we have spoken with the elected student governments CUNY-wide.

**Professor Jacobson** – I share all the sentiments, but we live in the real world. We have no good reason not to pass this motion, because we have to live in the real world. We must support this Compact.

**Professor Rosenthal** – As a non-voting liaison from the new community college faculty, I don't feel it's proper to directly take a position on the resolution. I would like to request that if the resolution passes then everyone who supported it as individuals and perhaps this body as a body also work to raise taxes on millionaires and also businesses that are literally sitting on trillions of dollars of cash, so they can do their part in funding this University.

**Professor Sharma** – We've been talking about raising taxes on students. Who are these students? They are workers, but workers without jobs. Where will they find the money to pay these tuition raises that we are so unearnestly contemplating? Just wanted to leave you with that question.

**Professor Brody** – I call the question. **Chair Cooper** – There is no objection. We now vote on the motion to approve the resolution. There is a call for a ballot? The ballot in the badge around your neck has your number as a member of the Senate on it. You don't have to sign. Just Yes if you approve, or No if you don't approve. We will keep the ballots as part of the files of the

Senate. While the ballots are being collected, is there any New Business? **Professor Vozick** – On the Chair’s report, have you ever as Chair had any occasion previously or currently to have a meeting with any group of adjuncts, and do you have intention in your chairmanship, which I respect deeply, to have occasional meetings with adjuncts to hear perspectives different from what you ordinarily might hear? **Chair Cooper** – I am invited by heads of governance to campuses to deal with issues on campuses and questions about the University. I do not pick out groups of people to meet with, full-, part- or otherwise-time. If there are adjuncts at any campus who wish to attend such meetings, they ask the chair of local governance and I will be happy to talk to them. It is not in the Charter of this body for me to pick out full professors or associate professors or part-timers or anybody else. I have been invited as a matter of fact to go to a few campus meetings where there are governance problems. That is my role, as far as I understand.