

MINUTES

Meeting of the Hunter College Senate

11 December 2019

1 The 634th meeting of the Hunter College Senate convened at 3:41 PM in HW room 714.
2

3 **Presiding:** Laura S. Keating, Chair
4

5 **Attendance:** The elected members of the Senate with the exception of those marked absent in Appendix I.
6

7 Alternate Senators were formally seated in accordance with the procedures approved by the Senate, and
8 clickers were distributed to them.
9

10 **Minutes** The minutes of 18 September, 2 October, 23 October and 6 November were approved as distributed.
11

12 **Report by**
13 **the President** **President Raab said the following:**
14

15 “First thing, I wanted to say thank you to Laura. It has been a busy, long semester. You have stepped up
16 and been a great partner and a great Senate Chair, so I just wanted to ask for a round of applause. This is
17 not an easy task. We really appreciate it.
18

19 “The Senate and many of our faculty have been asking about the next steps for the Collaborative on
20 Academic Careers in Higher Education program (COACHE). So, I wanted to announce with the support
21 of the Senate Administrative Committee and the FDA and under Jenny Tuten’s leadership we have formed
22 our COACHE taskforce. These are the faculty who have agreed to participate. We will be launching those
23 conversations in either January or early February. We are excited about moving forward, looking at the
24 data and engaging the community. We will be back to report to the Senate as the discussions continue.
25

26 “Also, I am very pleased that we will be making progress and that there has been a lot of interest in
27 participating in the three committees that we have outlined which will feed into the new strategic planning
28 committees. Just to remind the community that as a result of our successful Middle States process, we
29 raised three calculated conversations about possible next steps: first - for our adjunct population, second
30 regarding transfer students and the third about career and professional readiness. We have put together
31 our adjunct committee, and we have almost all participants committed. Lisa Anderson will be co-chairing
32 it with Jenny Tuten. We will be moving forward in early February if not before with that conversation.
33 We are also making great progress in having people interested in talking about the transfer population.
34 Mike Steiper will be involved as well as many people from Student Services and faculty particularly from
35 departments with considerable number of transfers and experience with some of the challenges. Then, we
36 have been asking many of the faculty to engage with professional training, such as our new professor
37 leading our Business Certificate, to help us focus on career readiness questions. We will have more
38 announcements on participation in February. We are in contact with the Senate Admin Committee about
39 how to integrate those three committees into a single strategic planning committee that takes the existing
40 document and helps us make advances.
41

42 ““We have had two very robust and productive meetings with strong and important Senate committees this
43 week. The first was on a master plan. I want to thank Mike Steiper for chairing that so efficiently and
44 helping us transition into new leadership from the Department of Urban Planning. We have been in
45 conversation with the Senate Admin Committee about how the committee that exists now should focus
46 on both new projects and renovations. We would like to signify that that will be what the committee will
47 do and perhaps have a different name than Master Plan. The title of Master Plan is often seen in the
48 Charter, and CUNY has used it for other things such as big strategic plans that come from CUNY for a
49 review. So, we have asked the Admin Committee to consider creating a facilities and renovation
50 committee and that perhaps food services will be part of that. That will stop the use of the term “Master
51 Plan,” which connotes a plan that comes from CUNY and other committees that are mentioned in the
52 Charter. But, whatever the committee is called, it is very robust. We were able to present, as Michael will

57 explain, projects that have been completed, projects that are nearing completion, projects on the drawing
58 board as well as our work trying to address general facilities questions and needs of faculty and
59 administrators here.
60

61 “In that vein, I think everybody will be very happy to know that the North Building elevator project will
62 be finished this week, I think that deserves a round of applause. We are in the home stretch. We believe
63 that the users of that building will be much happier. Somebody suggested that the elevators should have
64 a little noise when they are coming so everybody can hear it and since it is very popular, we are very open
65 to discussing that. The vendor will be on-site and turning the elevators over to us.
66

67 “We also had a very vigorous conversation with the Senate Budget Committee today. Randy will be
68 presenting on that but first, I want to thank the Committee and everyone involved and to make a few
69 points. One is that CUNY administration has presented, for a vote on Monday, the CUNY budget for our
70 following school year. The budget anticipates the \$100 semester increase in tuition that had already been
71 approved as part of the four-year tuition increases that started four years ago. But for the community
72 colleges there will also be a request for a \$100 semester increase. For us it has been expected, and it needs
73 to be approved again each year by the Board. This is part of a plan and there will be more conversations
74 about whether that continues into the future. As of right now, there are no decisions being made. So, this
75 would be the last year of the \$200 a year tuition increase. But as I said, for the community colleges this is
76 a new proposal. I think there are people who have been absorbing it and through a fair amount of
77 conversation, so if you are hearing that there are two tuition increases, it is really two different pots.
78

79 “CUNY had conversations internally about student fees, and they are proposing a \$60 a semester fee for
80 mental health. On behalf of Eija, myself and many of our students who have been talking, asking, and
81 lobbying us to increase mental health services on campus we are gratified that there will be more support.
82 We understand this is yet another fee on students, and we are making our commitment to address any
83 student who is unable to pay the fee and to help support them. Right now, the details are being worked
84 out. Others and I on campus are advocating as much as possible that the \$120 a year fee returns to the
85 campus so that we can do what the students have been asking us to do which is to hire more professionals
86 to help support counseling needs. Right now, on our campus we provide five to six sessions of counseling
87 support and then help identify low to no cost options for students who wish to continue the services. There
88 have been requests from students to have more sessions on campus, but it has been the recommendation
89 from Eija and her team that if we have more resources, we could find more counselors that can operate
90 on the short-term sessions and help our students. It is not perfect, but that is the feeling that those who
91 have the expertise in that field express, in order to serve more students, we need more people, and that is
92 where we are headed. We were able to get a philanthropic gift to provide Eija with the support she needs
93 for this project. She is now searching for another mental health counselor. That is certainly something that
94 is a crisis for us here, and we are pleased that CUNY determined that there was a need and plans to ask
95 for additional funding.
96

97 “Randy will also talk about the new budget request, and perhaps the most significant for us is a request
98 for \$178 million to the State to support operational needs at CUNY. A very significant chunk of this, \$50-
99 60 million, would cover the new contract. Another \$10-20 million would go towards operational costs
100 that we have identified over the years that need to be covered. The Chancellor feels very positively about
101 this request to the Board and to the State, and we will be watching very closely to see what happens in
102 Albany. The Chancellor has also asked the Board to approve the request to the State for another \$100
103 million for strategic initiatives to support growth and vision within the CUNY system. Again, we will see
104 at Monday’s vote how the Board responds. Then, it will go to the governor and he will present the
105 executive budget in January. Then it is on to the legislature and the statutory date by which the State will
106 decide is April 1st. That will give us a sense of where we are on the budget. Randy will also talk about
107 things that we presented today and one that is very important for us is the request many of the departments
108 have been hearing. I wanted to say a few words about this. That is to ask everybody on the campus to

112
113 think about rational budgeting in a sense that if you had a certain amount of money last year, do you need
114 the same amount of money next year? We are all being asked to think through how we are spending our
115 scarce resources. We have done this for long notwithstanding. Five years ago, the budget was cut, as you
116 remember, and at CUNY all of us experienced a three percent budget cut. Then the next year a two percent
117 budget cut on top of that, and the next year a one percent budget cut. The next year's cost went up. There
118 was no extra money, so while it was not called a budget cut, it was pressure on the budget. We have been
119 asked to hold back reserves and extra money that is coming from tuition increases and other means to pay
120 for budgeting going forward. So, this year while the contract has been signed, we will have reserves to
121 help cover us for next semester, and we will be fine. But we still have many pressures. Nonetheless, the
122 campus has been investing in so many ways. This year we have brought 26 new faculty members to
123 campus. The year before it was more than that, but our numbers have always been higher than anyone
124 else's in CUNY. We are trying to use our resources wisely and ask you again: are there ways to use money
125 more effectively? We want to keep supporting and bringing new faculty and refreshing our teaching
126 scholarship power at this institution and balancing many things. One of the things we talked about with
127 the Budget Committee today was that in the 2017 fiscal year, we had the adjunct budget go up two million
128 dollars from the year before. This is the type of thing we ask administrators and Chairs to look at and say
129 you have to start looking at the creep in various costs. We had that in our non-tax levy, non-teaching
130 adjunct categories as well. There are many places where things are increasing, and we are asking people
131 for their reasons. Sometimes we have to come together as a community and take a look at those increases
132 and talk about whether that is the best way to use scarce resources. Those are the discussions that are
133 going on. We have reserves to cover the next semester's budget. We are working with allocations to the
134 departments, and we are going to report what happens in Albany.

135
136 "Finally, we wanted to take a few minutes to talk about the EAB project which we mentioned at the Admin
137 Committee. Many of us have been waiting for a very long time for this student data analytic system to
138 come to CUNY. Other schools throughout the country had purchased it before. We have been advocating
139 for it because we are very confident that it will have an incredibly positive impact on how we advise our
140 students, guide them through the most beneficial choices for them in terms of what they are studying and
141 their selection of courses, major, minors, and a trajectory to finish their degrees. Both Eija and Mike
142 Steiper have gone to a number of sessions with the business that we have purchased this software from,
143 and we will be rolling it out on the campus next semester. I asked Mike if he would introduce the software
144 so that when you hear about it, everybody will be aware of the benefits of the system. This is the system
145 that we believe will impact and help us serve our students in a more effective way.

146
147 Professor Michael Steiper's presentation is in Appendix II.

148
149 **Report by the**
150 **Administrative**
151 **Committee:**

152 **a) Special Senate Election for Vacant At-large Seats**

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

156 Faculty at large: Stefan Schlussman (Psychology)

157
158 It was moved that the Secretary be instructed to cast a single ballot in favor of the nominee.

159
160 The motion carried by voice vote without dissent.

161
162 **b) Approved Curriculum Changes**

163 The following curriculum changes as listed in the attached Report dated 11 December 2019 have
164 been approved as per Senate resolution and are submitted for the Senate's information: Items:

169 US-2327 Chemistry (Change in courses), US-2329 Film & Media (Change in course), US-2331
170 Classical and Oriental Studies (Change in courses), US-2332 Classical and Oriental Studies
171 (New Courses, Add W), US-2333 Classical and Oriental Studies (Change in degree program),
172 US-2334 Classical and Oriental Studies (Change in degree program), US-2335 Classical and
173 Oriental Studies (Change in degree program), US-2336 Classical and Oriental Studies (Change
174 in degree program), US-2337 Classical and Oriental Studies (Change in degree program), US-
175 2338 Classical and Oriental Studies (Change in degree program), US-2339 Art & Art History
176 (Change in courses), US-2343 Nursing (Change in courses), US-2344 Romance
177 Language/Portuguese (New courses), GS-1305 Special Education (Change in degree program),
178 GS-1306 Special Education (Change in degree program), GS-1324 Music (New courses), GS-
179 1325 Music (Change in degree program), GS-1327 Anthropology (New course), GS-1328
180 Anthropology (Change in degree program), GS-1329 Art & Art History (Change in courses),
181 GS-1330 Art & Art History (New courses), GS-1331 Art & Art History (New courses), GS-1331
182 Art & Art History (Change in degree program), GS-1332 English (New course), GS-1333
183 English (Change in degree program).
184

185 **c) Ceremonial Adoption of Candidates for Graduation**

186 Professor Keating moved for the ceremonial adoption of the list of candidates for diplomas and
187 degrees to be awarded on 23 February, 2020.
188

189 The motion carried by voice vote without dissent.
190

191 **Committee**
192 **Report**

Committee on Master Plan Committee

193 Professor Keating called on Professor Michael Steiper, Chair of the Committee on Master Plan to present
194 a report. Professor Steiper said the following:
195

196 “Hello everyone. I want to make a brief report. As the President already mentioned, we, the Master Plan
197 Committee met this week joined up with the Facilities Committee, which was what was happening a few
198 years ago when we were developing our master plan. The President described to us in great detail the
199 wonderful projects that are going on around campus, many of them with lots of visibility and many of
200 them a lot less visible but equally as important. It was really great to learn all about these new and ongoing
201 projects. It was interesting to see how they are being funded in different and complex ways. It was a useful
202 report for us to have as a group. We had a really robust discussion of the different projects. The committee
203 is interested in acting in our next iteration in the capacity of serving as a way for the President and others
204 who are doing these large projects to receive some feedback from the community and for our committee
205 to bring some ideas for projects to the Administration, not just for these projects but also maintenance
206 ideas and things of that nature. So, one of the things the committee discussed was Chair Keating bringing
207 an abbreviated version of these sorts of projects here to the Senate sometime this Spring. That would be
208 a good way to kick off the next phase of work for this committee.
209

210
211 **Committee on the Budget**

212 Professor Keating called on Professor Randall Filer, Chair of the Committee on the Budget to present a
213 report. Professor Filer said the following:
214

215 “First of all, I want to thank the President, Lon and Livia for spending two hours with us today going over
216 things in excruciating detail. Bottom line, as President Raab said, in Spring 2020 we are okay, we’re solid.
217 Hunter operates on the total cost in round numbers of around \$400 million a year. Of that, about half is
218 called the tax levy budget, or the state budget that we control. Something over \$50 - \$60 million is actually
219 spent by CUNY Central for fringe benefits. For some strange reason, we pay the payroll off of the Hunter
220 budget but the healthcare cost is paid out of the CUNY Central budget. The rest of it is restricted things

225 like the technology fee or Research Foundation grants. The operating budget is about half of that \$400
226 million - \$200 million a year. Of that, I think we are at \$199 million this year. \$188 million is payroll. We
227 have almost no authority over pay levels, only staffing levels. The contracts and I say plural because there
228 was an addition to the PSC contract, there was a new District Council 37 contract as well. They added in
229 our 2020 fiscal year budget, which is from July 2019 to June 2020, about \$11 million to our cost. \$5.8
230 million of that is in full-time faculty raises including the retroactive raises. \$3.2 million of that is in
231 increased adjunct costs assuming level staffing levels from previous years. That projection assumes level
232 adjunct staffing in the college as a whole for the Spring, and the remaining \$2 million dollars is District
233 Council 3 for the non-teaching people. So, we are fine for the Spring.
234

235 “I know there has been a lot of discussions, and I know President Raab referred to rational budgeting. I
236 will come back to that in a little bit. Next year, we start to worry a little bit. Don’t panic. Level staffing
237 will add up. This year we are fine because we set aside reserves from past years budgets to cover the
238 contract increase. All of the money to pay for the contract increases are sitting in various bank accounts.
239 Next year we have about \$15 million more staff costs. We have \$6.5 million of that already sitting at the
240 bank for these reserves. As President Raab said if the planned tuition increase goes into effect that will
241 take another \$4.8 million out of it. That will leave us \$3.5 million to find somewhere. That is what we are
242 facing. Now, as President Raab said CUNY itself is requesting \$130 million of increases in state
243 appropriations. Much of that will be absorbed by fringe benefits, healthcare costs and pension costs –
244 costs that we can’t control. But there was \$46 million requested for the CUNY system in contract costs.
245 Based on our share of the CUNY budget, if that \$46 million is forthcoming from the legislature and the
246 governor, we will close the hole for level staffing next year as well. There are other ways of closing that
247 hole. One way that there isn’t is spending down our actual cash budget reserves because we spent that
248 down to zero this year. But, we do get to keep our increase in enrollment over our target, an increase in
249 student payment, and we generated \$3 million there from this year. So, if they do not increase the target
250 that much, then we might be able to cover our remaining budget hole, again assuming level staffing just
251 from careful enrollment management. Otherwise, we have to do some savings somewhere, and this goes
252 back to the rational budgeting. There has been a phrase saying zero-base budgeting thrown around. That
253 is not what we are actually doing. We agreed after much discussion this morning to change it to “rational
254 budgeting” because “zero-base” budgeting means you actually start at zero and justify everything which
255 we are not going to do because most of the faculty is here and most of everything is here. What the
256 administration is asking and the Budget Committee endorsed today is simply that if we are assuming that
257 staffing levels are roughly constant, which means retirements are replaced, adjuncts are hired at the same
258 rate as they have been hired, we do not assume that necessarily converges down to every level. So, if we
259 have the same number of adjuncts on campus, we actually as a community have to decide how those are
260 best deployed for students’ success. That may mean that some departments get more, some get less, some
261 get more expensive ones, some are told to hold down. This is a discussion we have to have as a college,
262 and I am very pleased to see it ongoing but it is different than being in a budget crisis. We are not in a
263 budget crisis. We are trying to make efforts to make sense of what we are doing in an overall way we have
264 not done in a while. I am very pleased to see that process happening. I will take up any questions anyone
265 has.
266

267
268 The meeting was adjourned at 4:21 PM.
269

270 Respectfully submitted,

271
272
273 Sarah Jeninsky
274 Secretary

APPENDIX I

The following attendance was noted from the meeting

(A) =Alternate, A=Attended, X=Absent, E=Excused

Faculty					
AFPRL	Anthony Browne	A	Mathematics & Statistics	Bill Williams	E
	Milagros Denis-Rosario	(A) A			0
	Lázaro Lima*	(A) X		Patrick Burke	(A) A
Anthropology	Jackie Brown	A		Barry Cherkas	(A) X
	David Hodges	(A) X	Medical Laboratory Sciences	Abigail Morales	A
	Milena Shattuck	(A) A		Chad Euler	(A) X
Art & Art History	Harper Montgomery	A		Muktar Mahajan	(A) X
	Thomas Weaver	X	Music	Jewel Thompson	X
	Emily Braun	(A) X		Michele Cabrini	(A) X
	A. K. Burns	(A) A			(A)
Biological Sciences	Derrick Brazill	X	School of Nursing		0
	Shirley Raps	A		Cheryl Zauderer	A
	Paul Feinstein	(A) X		Jin Young Seo	A
	Maria Pereira	(A) X		So-Hyun Park	(A) A
Chemistry	Gabriela Smeureanu	A	Philosophy	Laura Keating	A
	Nancy Greenbaum	(A) A		Frank Kirkland	(A) A
	Manashi Chatterjee	(A) X		Omar Dahbour	(A) A
Classical & Oriental Studies	David Petrain	X	Physics & Astronomy	Kelle Cruz	X
	Leah Garrett	(A) X			(A)
	Lawrence Kowerski	(A) X			(A)
Computer Science	Anita Raja	A	Political Science	John Wallach	X
	Felisa Vazquez-Abad	(A) A		Sanford Schram	(A) X
		(A)		Michael Lee	(A) A
Curriculum & Teaching	Lacey Peters	X	Psychology	Roseann Flores	A
	Karen Koellner	X		Jonathon Rendina	X
	Debbie Sonu	(A) X		Peter Moller	(A) X
	Christine Rosalia	A		Chris Braun	(A) X
Dance	Kathleen Isaac	A	Physical Therapy	Nicki Silberman	A
	Lori Brungard	(A) X		Thomas Holland	(A) X
		(A)			(A) X
Economics	Randall Filer	A	Romance Languages	Paolo Fasoli	E
	John Quiang Li	A		Magdalena Perkowska	(A) X
	Tim Goodspeed	(A) A			(A)
	Avi Liveson	(A) X	School of Social Work	Alexis Jemal	A
Educational Foundations & Cou	Goeum Na	A		Anna Ortega-Willam	X
	John Ranellucci	(A) X		Jonathan Prince	(A) A
	Amanda Crowell	(A) A		Ilze Earner	(A) X
English	Sarah Chinn	X	Sociology	Mark Halling	X
	Amy Robbins	A		Mike Benediktsson	(A) X
	Chong Chon-Smith	X		Michaela Soyer	(A) X
	Janet Neary	(A) A	Special Education	Virginia Gryta	A
Film & Media Studies	Tami Gold	X		Kristen Hodnett	(A) X
				Sari Gupta	(A) X
	Martin Lucas	(A) A	Speech-Language Pathology and Audiolo	Donald Vogel	A
	Larry Shore	(A) X		Nancy Eng	(A) A
Geography	Ines Miyares	A		JungMoon Hyun	(A) A
	Shipeng Sun	(A) A	Theatre	Louisa Thompson	X
		(A)		Jonathan Kalb	X
German	Elke Nicolai	E	Urban Policy and Planning	Claudia Orenstein	(A) X
	Eckhard Kuhn-Osius	(A) X		Lily Baum Pollans	A
	Lisa Marie Anderson	(A) A		Victoria Johnson	(A) A
History	Eduardo Contreras	A		Matthew Lasner	(A) X
		0 (A) X	School of Urban Public Health	Phil Alcabes	A
	Jill Rosenthal	X		Susan Cardenas	(A) X
Library	Sarah Ward	A	Women & Gender Studies	Victoria Fischer	(A) X
	Adina Milliken	X		Jennifer Gaboury	A
	Mee' Len Hom	(A) A		Catherine Raissiguier	(A) X
		(A)		Rupal Oza	(A) X

Students

Joelle Tirado	X
Pooja Chopra	X
Richard Lu	X
Alexa Michel	A
Brian Sullivan	X
Mia Becewa	X
Saif Zihiri	X
Riana Khan	X
Kendra Cornelis	X
Noam Sohn	A
Nafeeza Ali	A
YanHong Li	X
Serenity Colon	X
Sohail Khan	X
Shannon O'Rourke	X
Zaiba Iqbal	X
Hardik Bhaskar	X
Leonid Prog	X
Linda Yohannes	X
Anam Khalid	X
Bryan Terry	X
Michael Galka-Giaquinto	X
Andrew Shkreli	X
Jasmine Azeharie	X
Dorothy Slater	A
Ariela Radoncic	A
Luisais Taveras	A
Jeanine Hampton	X
Mila Adelman	X
Ariel Ortega	X
Milana Khaitova	X
Chaya Dickel	X
Naho Hirohata	X
	0
Igal Sultanov	X
Brian Sullivan	X
	0
Chelsea Yu	A
Tahseen Chowdhury	X
Harrison Cade	X
Priyal Thakkar	X

At-Large, Lecturers and Part-Time Faculty

Student Services	Kevin Nesbitt	A
	Luis Roldan	(A) X
Library	Jocelyn Berger-Barera	A
Library	Tony Doyle	A
Stefan Schlussman	Psychology	A
	0	0
Medical Lab Science	Hongxing Li	X
Religion	Barbara Sproul	X
THHP	Jerry Press	X
Mathematics & Statistics	Sandra Clarkson	A
	0	0
Educational Foundations	Jeanne Weiler	X
THHP	Sarah Jeninsky	A
Psychology		0

Ex-Officio

President, USG	Kamalpreet Kaur	X
Vice President, Graduate Student Association	Kamalpreet Kaur	X
President Alumni Association	Kim Hafner	A
President, HEO Forum	Denise Lucena-Jerez	A
President, CLT Council	Amy Jeu	X

ADMINISTRATION

Senators:		
HEO/CLA Representative	Brian Buckwald	A
Vice President for Student Affairs	Eija Ayravainen	A
	0	0
Provost	Lon Kaufman	A
Dean, School of Arts & Sciences	Andrew Polsky	A
Alternate Senators (3):		
Dean of Education	Michael Middleton	A
General Counsel & Dean of Faculty	Carol Robles-Román	X
School of Nursing	Gail McCain	A

APPENDIX II

Hunter College's Implementation of The Navigate Platform

Michael Steiper

EAB and CUNY

- EAB (Education Advisory Board) is an education technology company that offers products and services to assist colleges in various ways (enrollment management, etc).
- CUNY has contracted with EAB to provide access to their “Student Success Collaborative” for 12 senior colleges with the goal of increasing metrics associated with student success.
- EAB Provides access to:
 - Research on student success best practices
 - Log in at eab.com with your Hunter email
 - **The “Navigate” platform**

The Hunter Navigate Platform

- **Navigate Student:** A student-facing app for appointment scheduling, hold resolution, resource information, etc.
- **Navigate:** A staff-facing platform for case-load advising, early alerts, email campaigns, student communication, appointments, advising guidance, etc. “Strategic Care”

Navigate is populated with data from CUNYFirst

Hunter’s Implementation of *Navigate*

- **The Implementation is Hunter-Specific:**
 - Led by Eija Ayravainen, Steven Mintz, and Michael Steiper
 - Team includes Student Affairs, Advising Staff, A&S, SoE, ICIT
 - CUNY coordinates data management and wider concerns
- **Hunter’s Larger Goals for Adoption of this Tool:**
 - Improve retention, graduation rates, and time to degree.
 - Enhance student & staff experience.
 - Coordinate our “Strategic Care Network” for students: Advisors, Major Advisors, Faculty, Staff, Learning Centers

Hunter's Implementation of *Navigate*

- **Timeline:**
 - “Go-Live” is Spring 2020
- **Our First Strategic Priority for Go-Live:**
 - Enhance & support current practice among Professional Advisors
- **Subsequent Strategic Priorities:**
 - Add to the “Strategic Care Network” (e.g. Tutoring)
 - Student adoption of the app.
 - Manage faculty Early Alerts.
 - Usage by Advisors in Departments

Information can be found at:

hunter.cuny.edu/navigate

This site will remain updated