The meeting was called to order at 5:01 p.m.

There were present:

**Committee Members:**
Hon. Wellington Z. Chen, Chair  
Hon. Hugo Morales, Vice Chair  
Hon. Rita DiMartino  
Hon. Sam Sutton  
Prof. Lenore Beaky, faculty member  
President Russell K. Hotzler, COP liaison

**Ex-officio:**
Hon. Benno Schmidt

**Trustee Observers:**
Hon. Cory Provost  
Hon. Manfred Philipp

**Trustee Staff:**
Deputy to the Secretary Hourig Messerlian  
Ms. Towanda Lewis

<table>
<thead>
<tr>
<th>Cal. No.</th>
<th>DISPOSITION</th>
</tr>
</thead>
</table>

The agenda items were considered in the following order:

**I. ACTION ITEMS:**

**A. APPROVAL OF THE MINUTES OF THE MEETING OF NOVEMBER 2, 2009.** The minutes were approved as submitted.

**B. POLICY CALENDAR**

1. Queens College – Three M.S. Programs in Risk Management: Risk Management/Accounting; Risk Management/Finance; Risk Management/Dynamic Financial Analysis Modeling. Executive Vice Chancellor and University Provost Alexandra Logue stated that these graduate programs prepare students for employment with firms actively engaged in risk markets, such as insurers and investment banks, as well as consulting and auditing firms. The recent financial crisis brought to light the need for a broader based comprehensive approach to understanding and managing risks, which is the underpinning of the proposed curriculum. Strong letters of support have been received from both the industry and from the academic evaluators. The programs have separate admissions requirements and will be registered separately, but are presented in a single document because a substantial portion of the curriculum is shared and the faculty and budget resources overlap.

Following discussion the item was approved for submission to the Board.
2. **Baruch College – B.A. in Biological Sciences.** Dr. Logue stated that the proposed program will serve students with career objectives in the health care field or in biological sciences. It builds on the existing strengths of Baruch’s Department of Natural Sciences. A number of Baruch faculty members teach in CUNY doctoral programs and several students participating in research under the advisement of the faculty have won prestigious scholarships in recent years. All required courses and most of the electives are already offered at the college. Strong letters of support from graduate and professional schools have been received.

In answer to a question from Trustee Sam Sutton, Dr. Logue noted that in past years, some stakeholders thought that Baruch College should primarily have business majors, and not biology majors. During that time, Baruch College students who were interested in biology would take an ad hoc major available at the college and were being placed into wonderful health profession graduate schools as a result. The administration now recognizes the value of this major at Baruch College.

In answer to a question from Prof. Lenore Beaky, Dr. Logue confirmed that there were explorations for this program to be articulated with community colleges other than Hostos Community College with whom there already exists and articulation agreement.

Following discussion the item was approved for submission to the Board.

3. **Borough of Manhattan Community College (BMCC) – A.S. in Biotechnology.** Dr. Logue stated that the proposed program combines the first two years of a liberal arts and sciences curriculum with an introduction to biotechnology research. Graduates will be prepared to transfer to baccalaureate programs in biology or biotechnology, thus continuing their preparation for employment in biological, medical or agricultural laboratories as well as for graduate studies or professional studies. Biotechnology is attractive to students because it is a rapidly growing innovative field, and it provides an opportunity to assist in research early. It can be used as an effective tool to motivate and retain students. A similar program at Kingsborough was approved by the Board last June.

In answer to a question from Chairperson Benno Schmidt, York College President Marcia Keizs stated that this particular program was arranged or articulated with York College. BMCC has a very strong articulation with City College in many areas, the strongest being in engineering science. If York College students wanted to articulate and go to City College for sciences, they would be able to do so. This is a direct articulation agreement that was done between BMCC and York College.

Following discussion the item was approved for submission to the Board.

4. **City College – Abolishment of Department of Behavioral Medicine (Sophie Davis School of Biomedical Education).** Dr. Logue stated that City College proposes to abolish the Department of Behavioral Medicine within the Sophie Davis School of Medicine. The existing department which has not demonstrated the significant growth that was anticipated is no longer viable in accordance with the Board policy which requires five full time faculty members to constitute a department.
The Executive Faculty Committee of the Sophie Davis School voted on last November 23rd in favor of abolishing the department. There are just two faculty who are in this department and they will be transferred within the Sophie Davis School, one to the Department of Physiology and Pharmacology and one to the Department of Community Health and Social Medicine. Both faculty members have agreed to this plan.

Following discussion the item was approved for submission to the Board.

II. INFORMATION ITEMS:

Dr. Logue stated that as of the end of the first day of spring classes, head count enrollments were eleven percent more than the previous spring, which is huge. In addition, as of a couple of days ago freshmen fall applications compared to the same day last year were running sixteen percent ahead and transfer applications one hundred twenty nine percent ahead. This is in addition to the huge growth in the past year. Spring enrollment is usually lower than fall enrollment, and it is not clear what the numbers will be this fall compared to last fall. However, spring enrollment is usually the best predictor of fall enrollment, and seeing the current enrollment numbers, it is anticipated that it will be very difficult for campuses to hold to reasonable growth this fall. The Office of Academic Affairs (OAA) is working individually with the campuses on maintaining their fall enrollment growth at a reasonable level.

Dr. Logue noted that what is most important is that the University maintains and increases the quality of the education that it provides. This is very difficult in a situation where growth is as extreme as it is right now. Therefore, CUNY is looking at categories of applicants that might be of lower priority in order to save seats for students of higher priority. For example, for the fall admissions CUNY will be giving priority to students who are transferring within CUNY over students who are transferring into CUNY from the outside, in order to help campuses with controlling enrollment.

Dr. Logue stated that the University is continuing to engage in a variety of strategies to try to accommodate more students within its limited space while still maintaining or increasing the quality of instruction. For just one example, CUNY recently issued a Request For Proposal (RFP) from the colleges to increase the number of hybrid courses on their campuses. Hybrid courses are courses that combine traditional face-to-face instruction with online instruction, and they have been shown in recent research to be pedagogically superior on average to either one hundred percent face to face or one hundred percent online courses. Almost every campus has submitted a proposal for significantly increasing their hybrid courses. The administration is expecting to fund many of their projects, which will help to make better use of tight space while simultaneously increasing educational quality during these very challenging enrollment times.

In answer to a question from Trustee Sutton, Dr. Logue explained that what the administration was encouraging the campuses to do, and which was part of the RFP that was issued, is that a campus can run multiple sections of the same course by means of some clever scheduling. She stated that committee members would shortly receive a media analysis that shows that hybrid courses are pedagogically superior.

In answer to a question from Prof. Beaky, Dr. Logue explained that during the spring registrations it looked like students were registering earlier. But as they kept registering through to the first day of classes, this is no longer the case. What the administration is seeing in the headcount numbers are more retained students.
BMCC President Antonio Perez stated that there is a backlog of students who wanted to be readmitted for the fall but was too late because many CUNY colleges close registration early. This backlog of students is now planning on coming in the spring: they will now be coming earlier because they were left out the last time.

In response to Trustee Hugo Morales’ concern on how this situation affects Hispanic students coming to CUNY, Dr. Perez explained that one of the things that work to BMCC’s benefit is that the campus is open seven days a week, thus maximizing its space. Now that it is offering daycare on the weekends, more mothers are finding it easier to take classes.

Dr. Logue added that the administration is encouraging campuses to schedule more classes on nights and weekends. It is also encouraging campuses that have a lot of adult and continuing education programs to hold classes off campus, maybe in a high school nearby in the evening, so that more space is made available on campus for students taking part in credit bearing programs.

In answer to a question from Trustee Cory Provost, Dr. Logue stated that the campuses have been trying to hire as many full-time faculty as possible, but even were adequate funding available, hiring a lot of faculty very quickly incredibly stresses a college department, which is the primary unit that focuses on hiring. The administration is still sifting through data from last fall, but it is evident that faculty have grown enormously but not quite as much as the enrollment has. This is another reason why the administration is working with the campuses to find good ways to hold enrollment to a reasonable growth.

In response to Trustee Hugo Morales’ concern regarding the small number of Hispanic faculty at CUNY, Dr. Logue stated that the administration was working on improving the situation.

In response to a comment by Prof. Beaky, Chairperson Schmidt stated that no university in the country has increased the size of its full-time faculty as much as CUNY has without adding any new campuses, and also without additional appropriations. Student growth is so tremendous that it outweighs even what is a remarkable institutional success in adding full-time faculty. This is a very serious situation, because the political process is completely indifferent to it in the way appropriations flow through to the University.

Dr. Logue added that what campus departments have been doing in terms of adding faculty is really nothing short of heroic, because of the amount of work that is involved in hiring good new full-time faculty, and everything that they have done to accommodate all these students.

Trustee Manfred Philipp added that it is also remarkable how the University has been able to hire part-time faculty in the increasing numbers that are needed. However, he expressed concern about the overall full-time to part-time ratio, particularly in individual campus departments that have a much higher ratio of part-time to full-time faculty than the norm. He noted that it might be worth looking into whether such departments can be helped.

In response to a question from Trustee Sutton, Chairperson Schmidt stated that most private colleges have a limit which they manage every year. But some public campuses like CUNY have a commitment to take all qualified students who show up, but it is not clear how much longer CUNY can maintain this commitment. He agreed with Prof. Beaky that an example of limiting enrollments occurred last summer when some CUNY colleges closed off admissions.
Dr. Logue mentioned that for the first time ever, a statement was posted on the admissions section of the CUNY website, advising incoming students to get all their materials in by February 1st, and that applications would only be processed on a space available basis after that date. This practice has never been instituted CUNY-wide before.

The meeting was adjourned at 5:31 p.m.