The Chairperson called the meeting to order at 4:55 P.M.

There were present:

James P. Murphy, Chairperson
Herman Badillo
Sylvia Bloom
Louis C. Cenci
Michael Del Giudice
William R. Howard
Susan Moore Mouner
Thomas Tam
Anthony Giordano, ex officio
Sandi E. Cooper, ex officio
Secretary Genevieve Mullin
Robert E. Diaz, General Counsel and Vice Chancellor for Legal Affairs
Lillian W. Phillips, Executive Assistant

Chancellor W. Ann Reynolds
Deputy Chancellor Laurence F. Mucciolo
Acting President Blanche Blank
President Raymond C. Bowen
Acting President Felix Cardegna
Acting President Leo A. Corbie
Acting President Stephen M. Curtis
President Josephine Dunbar Davis
President Leon M. Goldstein
President Matthew Goldstein
President Frances Degen Horowitz
President Edison O. Jackson
President Shirley Strum Kenny
President Vernon Lattin
President Gerald W. Lynch
President Charles E. Merideth
President Yolanda T. Moses
President Isaura S. Santiago
President Kurt R. Schmeller
Vice Chancellor Richard Freeland
Vice Chancellor Jay Hershenson
Vice Chancellor Emma E. Macari
Vice Chancellor Brenda Richardson Maloney
Vice Chancellor Elsa Nunez-Wormack
Vice Chancellor Richard F. Rothbard
Dean Haywood Burns
Dean Stanford R. Roman, Jr.

The absence of Ms. Carrion, Mrs. Everett, Mr. Fink, Mr. Inniss, and Dr. Jacobs was excused.
The meeting was called to order at 4:55 P.M. and proceeded without quorum until 5:35 P.M., at which time the Board ratified the following:

A. INTRODUCTION OF NEW TRUSTEE: Chairman Murphy introduced Professor Sandi Cooper, the newly elected Chair of the University Faculty Senate, and welcomed her as the newest member of the Board of Trustees.

B. CONDOLENCES ON DEATH OF PROFESSOR JAMES DONALD WYNNE OF YORK COLLEGE: Chairman Murphy offered condolences on behalf of the Board of Trustees and the Administration to the family of Dr. James Donald Wynne, Professor of Psychology at York College, upon his tragic and untimely death a few weeks ago, and expressed posthumous appreciation for his twenty six years of tremendous dedication to the establishment and advancement of York. We all mourn the loss of this extraordinary individual.

C. CONDOLENCES ON DEATH OF PROFESSOR HERBERT BEINSTOCK OF QUEENS COLLEGE: Chairman Murphy stated that we also mourn the passing of Professor Herbert Beinstock, the Alumni Merit Professor of Labor and Urban Values at Queens College. Herb was a courageous person who fought tremendous physical challenges in the last half dozen years. An alumni of City College, he virtually had a byline when he was the Regional Commissioner of the U.S. Department of Labor’s Bureau of Labor Statistics, taking us through thin and fulsome economic periods and we will miss him. He made a major contribution in his professoriate with a variety of conferences held at Queens College. We offer our sincere condolences to Professor Beinstock’s family.

D. CHAIRPERSON OF PRESIDENTIAL SEARCH COMMITTEE: Chairman Murphy reported that Trustee Susan Moore Mounier has been chairing The College of Staten Island Presidential Search Committee.

E. CHAIRPERSON OF THE CITY UNIVERSITY CONSTRUCTION FUND: Chairman Murphy announced that the Governor has appointed Trustee Charles E. Inniss Chairperson of the City University Construction Fund.

F. RESIGNATION OF A PRESIDENT: Chairman Murphy reported that President Shirley Strum Kenny has announced her resignation as president of Queens College to accept the presidency of SUNY at Stony Brook. He stated that she has been a splendid president and great leader at Queens and wished her all the best in her new endeavor.

G. DEAN HAYWOOD BURNS HONORED: Chairman Murphy reported that Dean Haywood Burns, of the CUNY School of Law at Queens College, was presented the Community Person of the Year award by the Urban Bankers Coalition, Inc.

H. CITY UNIVERSITY HONORS: (1) Borough of Manhattan Community College and LaGuardia Community College were ranked third and fourth among the nation’s two-year institutions in awarding degrees to minorities, according to a survey conducted by the U.S. Department of Education, and reported in Black Issues in Higher Education. Three other CUNY community colleges were ranked among the top twenty: Kingsborough Community College, 8th place; Queensborough Community College, 18th place; and New York City Technical College, 19th place.

(2) A Partnership of the Board of Education, The City University of New York, and the City of New York has been awarded a National Science Foundation grant that will total up to $15 million, to increase academic achievement and participation in mathematics and science education in all New York City public schools. Chancellor Reynolds and President Merideth will be part of the leadership team that will establish education projects designed to encourage, support, and facilitate improvement in mathematics, science, and technology instruction. Chairman Murphy commended Chancellor Reynolds, President Merideth, and all who worked to make this effort a success.

I. SCHOOL HONORS: (1) The City College has been selected by the Board of Education as headquarters for the City University Consortium for Effective Leadership (CCEL) that will implement a leadership development program for public school principals, administrators, and supervisors.

(2) Hunter College’s School of Social Work was ranked one of the ten best graduate schools in a 1994 national survey conducted by U.S. News & World Report.
J. ALUMNUS HONOR: (1) City Comptroller Alan Hevesi, alumnus of Queens College and their former basketball star, was honored at the College Athletics Program Scholarship dinner.

K. FACULTY HONORS: (1) Two (2) CUNY Professors were among the 147 artists, scholars, and scientists chosen from among 3,157 applicants, who won prestigious Guggenheim Fellowships "on the basis of unusually distinguished achievement in the past and exceptional promise for future accomplishment."

   a) Carol Armstrong, Associate Professor of Art History at the Graduate School; and,
   b) Ron Gorchov, Associate Professor of Art at Hunter College.

(2) Two (2) Faculty members were honored at the Fourth Annual Benefit held by the Asian American Higher Education Council Dinner (AAHEC) held on April 28, 1994:

   a) Jae Taik Kim, Associate Professor of Economics at John Jay College of Criminal Justice; and,
   b) Betty Lee Sung, Professor Emerita of The City College

(3) Eugene M. Chudnovsky, Professor of Physics at Lehman College, has been elected a Fellow of the American Physical Society in recognition of his recent major advances in solid state physics.

(4) Frances Curcio, Associate Professor of Elementary and Early Childhood at Queens College, has been named to the National Commission on Mathematics Instruction, the nine-member panel appointed by the National Research Council/National Academy of Sciences to promote the exchange of information on recent advances in mathematics education here and abroad.

(5) Dennis P. Sullivan, Distinguished Professor, Albert Einstein Professor of Science at the Graduate School and Queens College, has won Saudi Arabia's King Faisal International Prize in Science for his contributions to the field of mathematics.

(6) Ernest Garthwaite, Professor of Art at York College, has been awarded first prize by the Salon de Societe Artistique, Troyes, France, for his etching "Mohegan Spirit."

At this point Mr. Badillo joined the meeting.

L. STUDENT HONORS: (1) David Larrick Smith, a student at Brooklyn College, won first place in prose and fifth in program oral interpretation at the national championship of the American Forensics Association. Mr. Smith was also the sole representative of Brooklyn College in the "team" competition, in which he finished 19th among 110 schools. It is notable that Mr. Smith was recruited to Brooklyn College as a member of its NCAA basketball team.

(2) Kingsborough Community College's student publication, Scepter, was awarded first place by the American Scholastic Press Association (ASPA) in a competition designed to judge outstanding overall examples of scholastic publication in format, content, and presentation. Scepter was the only community college publication in the United States to receive a first place award.

(3) Three (3) outstanding CUNY students received Asian American Higher Education Council's (AAHEC) Student Leader-Scholar Awards:

   a) Faiuze Ali, President of Borough of Manhattan Community College's Student Government Association and Co-President of the BMCC Students of Indian Decent Association;

   b) Keen Yoong Lee, President of the Hong Kong Students Association, and recipient of an academic grant from the National Science Foundation; and

   c) Lusa Ze-Fib Tsaiz, President of the Baruch College Day Session Student Government, and stalwart volunteer in the Chinatown community.
(4) Eight (8) graduates of The City University of New York's Adult Literacy Program received were honored by Deputy Mayor Seggara and Chancellor Reynolds at an April 20, 1994 awards ceremony:

a) Kenneth Monroe, Brooklyn College;
b) Sincereray DeShields, New York City Technical College;
c) Nancy Diaz, Borough of Manhattan Community College;
d) Nehemiah Facey, York College;
e) Jacqueline Rodriguez, LaGuardia Community College;
f) Linda Schriber, College of Staten Island;
g) Maysa Tamburini, Hunter College; and
h) Doris Wright, York College.

M. GRANTS: Chairman Murphy presented for inclusion in the record the following report of Grants $100,000 or above received by the University since the last Board meeting.

BOROUGH OF MANHATTAN COMMUNITY COLLEGE:

a. $180,000 NYS Department of Labor to Sandra Poster, for 'PROVIT'S EDWAA.'

BROOKLYN COLLEGE:

a. $198,200 NIH/National Eye Institute to Professor Theodore Raphan, Computer & Information Science, for 'Multidimensional Dynamics of the Vestibulo-Ocular Reflex'.

b. $127,546 NIH/National Institute of Child Health and Human Development to Professors Patricia Riddell and Louise Hainline, Psychology, for 'Temporal Processing in the Reading Disabled.'

CITY COLLEGE:

a. $447,679 NYC Dep to J. Fillos, Civ. Engineering, for 'Monitoring Combined Sewer Overflow (CSO) & Pumpbak CSO and Settled Solids at Fresh Creek.'

b. $400,000 NSF to D. Lemons, Biology, for 'Developing Critical Thinking and Content Mastery in Non Traditional Students: A Comprehensive...'

c. $383,834 NSF to M. Marin, Education-Admin, for 'The Weatherwatch Leadership Network.'

d. $224,622 NYC Dep to J. Fillos, Civ. Engineering, for 'North River-Water Pollution Control Plant Technical Panel.'

e. $207,911 NIH to D. Deacon, Psychology, for 'Brain Potentials, Semantic Processing and Attention.'

f. $203,000 CCB to S. Roman, Med. School Admin., for 'CUNY Medical School Administrative Support.'

g. $192,945 NSF to M. Marin, Sec. & Cont. Ed., for 'Young Scholars Discovery Program.'

h. $145,682 NSF to S. Cown, Mech. Engineering, for 'Kelvin Mide Coalescence in Natural Composites.'

i. $138,000 DOE to S. Lindenbaum, Physics, for 'Experimental Investigation of Strong Interactions in Non Perturbative QCD Region.'

j. $130,000 NSF to J. Koplik, Levich Institute, for 'Molecular Dynamics of Fluid-Solid Systems.'

k. $125,000 DOE to J. Koplik, Levich Institute, for 'Stochastic Transport in Heterogeneous Flows and Media.'
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I. $125,000 NASA to J. Koplik, Levich Institute, for "Molecular Dynamics of Fluid-Solid Systems."

m. $115,000 NSF to H. Cummins, Physics, for "Experimental Studies of Phase Transitions."

n. $108,000 DOE to H. Cummins, Physics, for "Non Linear Dynamics & Pattern Selection at the Crystal Melt Interface."

o. $100,000 NSF to L. Jü, Mech. Engineering, for "Home Experiments: Effective Tools in Engineering Education."

GRADUATE SCHOOL AND UNIVERSITY CENTER:

a. $100,000 Merrill Lynch to Professor Helen Birenbaum, for "Professional Development Laboratory Project."

HUNTER COLLEGE:

a. $500,000 National Endowment for the Humanities to Carlos Hortas, Humanities & Arts, for "Challenge Grant."

b. $526,006 PHS/NIH/National Institute of General Medical Sciences to Erwin Fleissner, Sciences & Mathematics, for "Minority Biomedical Research Support."

c. $360,000 NYC Department of Transportation to Jeffrey Osleeb and Dick Lam, Geology & Geography, for "Employee Commute Options Project."

d. $339,819 National Endowment for the Humanities to Nelida Perez, Centro de Estudios Puertorriquenos, for "Documenting Latino Civil Rights History."

e. $186,889 NYS Department of Social Services to Nicholas Freudenberg, Center for AIDS, Drugs & Community Health, for "Case Management Training for New & Existing HRA Workers."

f. $157,841 PHS/NIH/National Institute of Neurological Disorders & Stroke to Marie Filbin, Biological Sciences, for "Adhesion of Myelin Po Protein."

g. $101,434 National Science Foundation to William Cohen, Biological Sciences, for "Marginal Band Formation and Cellular Morphogenesis in Nucleated Erythrocytes, Research Experiences for Undergraduates."

LEHMAN COLLEGE:

a. $150,985 Nihon Anzen Kizai Co., Ltd. to Ricardo R. Fernandez, Project Director, for "CUNY Lehman Hiroshima Transition Program."

NEW YORK CITY TECHNICAL College:

a. $106,246 NYC Education Department to Howard Hines, Project Director, for "Programs for Deaf and Hearing Impaired Students."

QUEENS COLLEGE:

a. $446,023 NYC Department of Sanitation to Dr. Barry Commoner, Center for the Biology of Natural Systems, for "Household Hazardous Waste Program."

b. $279,898 NIH/National Institute of General Medical Sciences to Dr. Corinne Michels, Biology, for "The Regulation of Maltose Fermentation in Saccharomyces."

c. $230,041 NIH/National Heart, Lung and Blood Institute to Dr. Robert Bittman, Chemistry & Biology, for "Structural Properties of Membranes."
d. $160,622 NIH/National Institute of General Medical Sciences to Dr. Corinne Michels, Biology, for "Glucose Inactivation of Maltose Permease in Yeast."

e. $158,790 NIH/National Cancer Institute to Dr. Wilma Saffran, Chemistry & Biochemistry, for "Psoralen Damage Induced Repair and Recombination."

f. $136,963 U.S. Dept of Defense/Air Force Office of Scientific Research to Dr. Fred Cadieu, Physics, for "The Synthesis of Microwave Magnetic Materials as Oriented Sputtered Films."

g. $130,648 U.S. Dept of Defense/Air Force Office of Scientific Research to Dr. Harry Gafney, Chemistry, for "Photo Deposition in Glasses."

COLLEGE OF STATEN ISLAND:

a. $135,887 NIH to Fred Naider for "Peptide Cell Interactions in Saccharomyces Cerevisiae."

b. $124,571 NYC-BOE to Jeffrey Rothman for "Tech Prep Program."

N. ORAL REPORT OF THE CHANCELLOR: Chancellor Reynolds reported the following:

1. She joined Chairman Murphy in welcoming Trustee Sandi Cooper, the newly elected Chair of the University Faculty Senate.

2. She congratulated Chairman Murphy on receiving the LaFarge Award for Interracial Justice in Leadership and Business and Public Service from the Catholic Interracial Council at its annual dinner on April 19.

3. Adoption of the State budget is now two months late. The Administration believes there are no erosions in the gains made in the Executive Budget proposed in January or in the additions to CUNY under review by legislative leaders. The State operations portion of the budget does include $3 million for new faculty lines at the senior colleges in recognition of the major academic program planning efforts instituted by the Board of Trustees and followed through by them, building upon improvements proposed by the Governor. The $115 per student additional base aid for community colleges still seems to be very likely. We believe that senior college status for Medgar Evers College is still looking very promising. We do expect other gains in library support, educational technology support, capital funding, restoration of graduate TAP, and additional part-time student aid. In many respects, the long period of time for adoption of the budget has let the University incrementally gain around the margins. This situation will continue to be monitored very carefully and she will continue to report further developments to the Board of Trustees.

4. The City budget is not so optimistic as the City is facing a $2.3 billion deficit for 1994-95. The University has been dealing with a basic $11.2 million cut. The City believes that the additional base aid to the community colleges is will compensate. The Administration has pointed out accurately that with the growth in community colleges the base aid simply catches up to the increased enrollment for 1993-94. The cuts in the City's budget really strongly jeopardizes about 2,000 to 4,000 new students in the community colleges as student enrollment continues to rise. She continues to point out to people that at the community colleges there are roughly 4,500 spots in the health sciences to accommodate a waiting list of 6,500 competent applicants. There is a tremendous backup of students who want to come to the community colleges who cannot be accommodated.

At the University's annual breakfast for the City Council, which was very well attended by Council members, Speaker Peter Vallone, Finance Chair Herbert Berman, and Education Chair Priscilla Wooten expressed very strong support for the University. Trustees Cooper and Giordano testified earlier today at the City Council budget hearings.

On the severance program, the original target for the University was 208 people in the community colleges. That number has been reduced to 122, and as of today 32 people have opted for severance. The University is still struggling over this issue because it does not think the community colleges can take this kind of personnel cut. In addition, the CUNY Police Cadet Corps funding is in jeopardy. That funding was not in the budget in an appropriate amount for the community colleges.
5. She, Chancellor Cortines, and President Merideth were in Washington, D.C., last week to receive a $15 million Urban Systemic Initiative grant from the National Science Foundation. New York City is one of the first nine cities to receive a $15 million grant. She asked President Merideth to report on this grant.

President Merideth reported that it is the National Science Foundation’s (NSF) desire to bring systemic change in the way mathematics and science is taught and the way students learn in grades K-12. Twenty-five cities were declared eligible to participate in this program based upon the number of students who met the poverty index in those cities. New York City qualified and is one of the first nine cities to receive funding although, with its 32 school districts and district Superintendents, 1,058 schools, 60,000 teachers, and 1,058,000 students, elementary and middle schools under the school district Superintendent, and high schools which are separate, it does not fit the NSF’s vision of a unified school system. In order to qualify as a unified school system (a K through 12 continuum), the City had to put together a concept called a school cluster consisting of at least two elementary and middle school districts and a correspondent high school superintendency. Each cluster must also include partnerships with a business, a community based organization, and a relationship with a minimum of three informal educational institutions (i.e., the Hall of Science, the Botanical Garden, or the Zoo).

This is a joint Board of Education, CUNY, and City of New York project. The City’s $15 million will be matched with NSF support. It is going to be used to develop model programs which can be replicated throughout our system. Mayor Giuliani and Chancellors Cortines and Reynolds have signed off on it. Chancellors Reynolds and Cortines are the principal investigators and Maria Santoria Guaft of the Board of Education and I are co-principal investigators. School Districts 13 and 15 in Brooklyn have been identified as the first cluster and CUNY presidents from the Brooklyn colleges will be involved in this cluster. The second cluster, which has to be in a borough other than Brooklyn, will be selected in response to an RFP being sent out on June 10th. This effort will begin in September with two clusters and then in the fall another RFP will be sent out. Every borough will have one cluster before a second cluster can be started in any borough.

The New York City program is unique in that it is the only one of two programs projected among the 25 where the University--CUNY in this case--is taking a major lead and an equal partnership in this process. CUNY is the fiscal agent for this.

Chancellor Reynolds commended President Merideth for his efforts in encouraging the NSF to work up programs such as these. He has been tireless in getting these groups together to do the planning and to write the proposals. Without him this simply would not have occurred. She, the Board of Education, and the University are very, very grateful to him. She added that, considering the fact that Cincinnati is getting the same amount of money to do the same things for 50,000 students as CUNY and the Board of Education are getting for one million students, the funding is not enough. We are on a campaign to see if we can’t increase the level of funding on this in the years ahead.

6. City College is going to receive a $3.8 million institutional research award grant over five years on tuneable solid state laser and optical imaging. Dr. Robert Alfano is leading the research efforts. Only five other institutions in the country received awards of this nature.

7. All the campuses have scheduled commencements in May and June except LaGuardia which is scheduled in September. There is a cavalcade of speakers on campuses addressing our graduates. She does very, very much appreciate the Trustees representing the University at these various commencements and too the presidents, faculty, and students for their excellent work in bringing this year to a happy close.

Chairman Murphy stated that we are hoping that despite the delay, the State budget will bring a happy result to President Jackson and Medgar Evers in their efforts to achieve senior college status. He also stated that this is a fitting time to really congratulate all the presidents on having had a very successful year on their campuses. All of us look forward as these commencements unfold to being part of that process with you.

Upon motions duly made, seconded and carried, the following resolutions were adopted: (Calendar Nos. 1 through 12)
NO. 1. UNIVERSITY REPORT: RESOLVED, That the University Report for May 31, 1994 (including Addendum Items) be approved, as revised as follows:

(a) **AA SECTION**: Revise the following:

**AA.2 APPOINTMENT WITH TENURE WITH WAIVER OF THE BYLAWS WITH COMMITTEE APPROVAL (SW INDICATES WAIVER OF SEARCH):** The entry for Alexander Buinum is withdrawn.

(b) **ERRATA**: Add the following:

1. **THE CENTRAL OFFICE**:
   
   Page B-2, Reappointment in a HEO Series Position without a Terminal Date: The reappointments in the Italian American Institute are withdrawn, pending approval appointments at Queens College.

2. **BROOKLYN COLLEGE**:
   
   Page B-1, Administrative Designation Committee Approval Not Required (REM - Affirmative Action Report on File Except in Acting and Substitute Appointments) (SW Indicates Waiver of Search): The functional title for Christine Persico is revised to read Assistant Dean for Continuing Education.

3. **BRONX COMMUNITY COLLEGE**:
   
   Page B-1, Early Payment of New Steps: The entry is withdrawn.
   

4. **NEW YORK CITY TECHNICAL COLLEGE**:
   

(c) Items listed in **PART E - ERRATA**, to be withdrawn or changed as indicated.

**EXPLANATION**: The University Report consists of the highlights of the personnel actions and other resolutions of a non-policy nature which require approval by the Board of Trustees.

NO. 2. CHANCELLOR’S REPORT: RESOLVED, That the Chancellor’s Report for May 31, 1994 (including Addendum Items) be approved, as revised as follows:

(a) **ERRATA**: Add the following:

1. **THE CENTRAL OFFICE**:
   
   Page B-3, Reappointment without Tenure, CCC or 13.3B (Annual): The reappointments in the Italian American Institute are withdrawn, pending appointments at Queens College.
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2. MEDGAR EVERS COLLEGE

Page B-1, Reappointment without Tenure, CCE or 13.3B (Annual): The functional title for Madeleine Gamble is revised to Deputy Director for the Jackie Robinson Center.

(b) Items listed in PART E - ERRATA, to be withdrawn or changed as indicated.

EXPLANATION: The Chancellor's Report consists of standard resolutions and actions of a non-policy nature which require approval by the Board of Trustees.

NO. 3. APPROVAL OF MINUTES: RESOLVED, That the minutes of the regular Board meeting of March 21, 1994 be approved.

NO. 4. BOARD MEETING DATES FOR 1994-95 ACADEMIC YEAR: RESOLVED, That the following schedule of meeting dates be approved for the academic year 1994-95, with the understanding that a meeting will also be held in April, and December if the need arises:

Thursday, September 29, 1994
Monday, October 31, 1994
Monday, November 28, 1994
Monday, January 30, 1995
Monday, February 27, 1995
Monday, March 27, 1995
Monday, May 22, 1995
Monday, June 26, 1995

Chairman Murphy announced that there are two Borough Hearings scheduled in the month of June, one in the Bronx and one in Manhattan. It is particularly important during the first year of the new administration with a lot of new political figures in place that we get full participation in both of those boroughs. The borough hearings are good sounding board for the University.

NO. 5. COMMITTEE ON FISCAL AFFAIRS, FACILITIES AND CONTRACT REVIEW: RESOLVED, That the following items be approved:

A. BRONX COMMUNITY COLLEGE - VARIOUS ALTERATION AND RESTORATION PROJECTS:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a contract with the firm of Platt and Byard for architectural and engineering services for the design and supervision of construction for various alteration and restoration projects at the Bronx Community College, CUNY Project No. CU109-093 at a cost not to exceed $300,000, chargeable to the Capital Project No. HN-C002 and X002. The contract shall be subject to approval as to form by the University Office of General Counsel; and be it further

RESOLVED, That the Director of the City Office of Management and Budget be requested to approve the funding necessary for said contract.

EXPLANATION: The planned construction work under this project consists of renovation and air conditioning of several large capacity spaces at Bronx Community College which are heavily used in support of the College's academic programs. The project includes a general restoration of the Hall of Fame Theater and the auditorium in the landmarked Gould Memorial Library, as well as air conditioning of those two spaces and Community Hall. The proposed architectural contract will include a feasibility study and cost estimate for all of the proposed work and will identify a phased construction plan. It will also include preparation of designs and construction documents for the project. The estimated cost of the planned renovation work is $3,000,000. The architectural consultant was selected in accordance with the approved procedures established by law.
B. LEHMAN COLLEGE - REHABILITATION OF PARKING LOTS:

RESOLVED, That the Board of Trustees of The City University of New York amend the resolution adopted at the meeting of October 25, 1993 (Cal. No. 5D) for rehabilitation of parking lots at Lehman College, to authorize an increase in the estimated cost from $1,470,000 to a new cost of $1,601,000 chargeable to Capital Project No. HN-X004/HNY242 or CUNY Project No. LM035-091/LM003-092.

EXPLANATION: This project consists of a complete rehabilitation of parking lots at Lehman College. During the design process the Bronx Borough President's office provided additional funding in order to enhance the security and lighting aspects of the project. This resolution authorizes the use of the additional funds provided for this project.

C. GRADUATE SCHOOL AND UNIVERSITY CENTER - NEW TEN-YEAR LEASE:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a new ten-year lease, on behalf of the Graduate School and University Center, at 25 West 43rd Street, New York, New York. The lease agreement shall be subject to approval as to form by the University's Office of General Counsel.

EXPLANATION: The University now occupies approximately 33,396 gross square feet of space which represents 23,378 net square feet of space at 25 West 43rd Street under a lease that started in January 1985. Pursuant to the current lease, 19,352 square feet of space will terminate on December 31, 1994 and the balance of the leased area, 14,044 square feet, will terminate on June 30, 1996. The base annual rent for this lease is $901,692 ($27.00/S.F.). The current cost for additional "above base-year" rent escalators (Porter wage and Real Estate Tax passthru costs) is $468,718 ($14.04/S.F.), therefore the total gross rent for this lease is $1,370,410 ($41.04/S.F.).

An agreement has been reached with the Landlord to replace the current lease with a new ten-year lease which will, in part, accomplish the following:

1) Reduce the gross rent from its current level of $41.04/S.F. and the base years for the operating expenses and real estate tax passthru costs will be made current.

2) Consolidate all Graduate School offices on the entire seventeenth and eighteenth floors, with other University functions remaining on other floors, for a total leased area not to exceed 38,245 gross square feet (26,878 net square feet) of space.

3) The new base annual rent will not exceed $860,513 ($22.50/S.F.) for the first five years and $898,758 ($23.50/S.F.) for the second five years.

The Landlord, at Landlord cost, will provide a new building installation of the seventeenth and eighteenth floors. The new lease will commence and the current lease will terminate upon substantial completion of the Landlord work in the new space. Tenant will continue to pay for its own electricity as additional rent. The new lease would provide the University with a cancellation option upon the seventh anniversary of the lease term as well as sublease rights.

D. GRADUATE SCHOOL AND UNIVERSITY CENTER - MASTER PLAN PROGRAM:

RESOLVED, That the Board of Trustees of The City University of New York approve a space program totaling 375,000 net assignable square feet (NASF) for the Graduate School and University Center; and be it further

RESOLVED, That the Board of Trustees of The City University of New York approve an amendment to the CUNY Master Plan to include such space program; and be it further

RESOLVED, That the Board of Regents of the State of New York be requested to incorporate this amendment of the CUNY Master Plan into the Regents Statewide Plan for Higher Education.
EXPLANATION: The Graduate School and University Center exists in one permanent State owned building of 175,270 NASF, and two leased buildings with a combined area of 100,180 NASF, for a total of 276,474 NASF between these three spaces.

As a pre-requisite to the implementation of a future capital development plan for the Graduate School and University Center, there must be a space program included in the Master Plan for The City University and also be incorporated into the Regents Statewide Plan for Higher Education.

A space analysis was undertaken to identify space needs of the Graduate School and University Center (GSUC) ten years from now, to the year 2003-04.

Enrollments at the GSUC are projected to rise from the current (1993-94) 4,234 headcount and related 2,966 FTEs by 15% to a future headcount of 4,888 with related FTEs of 3,422 FTEs by the year 2003-04. In accordance with accepted long range planning practices, in addition to enrollment growth, plans for five new or expanded programs have been included, as identified and described by the GSUC. Physical space needed to accommodate this growth is in accordance with adopted CUNY space standards.

This space analysis revealed that the GSUC has excess space in the following space types: classroom/lecture space, and faculty and administrative offices. It has theoretical space deficits pursuant to CUNY space standards in the following areas: Graduate Student Research Space, Library, Student/Faculty Services, Instructional Resource Center, Data Processing, Campus Services and Assembly Facilities.

In the year 2003, if CUNY space standards are theoretically applied, the GSUC would require 442,244 NASF to accommodate its expanding programs. Working in close cooperation with the Graduate School and after careful consideration of the space standard model as compared to the actual and projected operations, it is recommended that the needs of the Graduate School and University Center can be satisfactorily accommodated with 375,000 NASF.

The largest space increases will be in the following type of spaces: Graduate Student/Faculty Research with a proposed increase of 30,000 NASF; thesis, dissertation, defense and student study areas, 32,000 NASF; and Faculty, Student and Campus Services, 26,000 NASF.

The space requirements program of 375,000 net assignable square feet has been developed jointly by the Graduate School and the Office of Facilities Planning, Construction and Management.

E. HUNTER COLLEGE - PURCHASE AND INSTALLATION OF NEW CABLE PLANT AND TELECOMMUNICATIONS SYSTEM FOR BROOKDALE CAMPUS:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a contract on behalf of Hunter College for the purchase and installation of a new cable plant and telecommunications system for the Brookdale Campus. The contract shall be awarded after public advertisement and sealed bidding on a Request for Proposal pursuant to law and University regulations. The solicitation and evaluation process shall be conducted by the College. Such purchase shall not exceed a total estimated cost of $1,200,000, for the fiscal year ending June 30, 1995, chargeable to FAS Code 236601400. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The Brookdale Campus is in need of an updated telecommunications system. The current Centrex system and rented terminal equipment are just too cumbersome, limited and costly to remain in service. A new system will greatly improve the service provided to the campus and will reduce the College’s annual expenses for Brookdale, allowing the College to redirect the savings toward paying for the new system, and into service improvements once the final payment is made.

Financing for the new system will come from the State’s Certificate of Participation (COPS) program. Payments will be made primarily by redirecting the current fixed costs, plus a small amount from revenues earned by providing dormitory telephone service.
F. GRADUATE SCHOOL - CLEANING AND MAINTENANCE SERVICE:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Board to execute a contract on behalf of The Graduate School and University Center to purchase cleaning and maintenance services. The contract shall be awarded to the lowest responsible bidder after public advertisement and sealed bidding by the College pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $1,700,000 for the annual period July 1, 1994 to June 30, 1995, chargeable to FAS code 217703400. The contract shall include up to four annual options for the College to renew in its best interest. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Cleaning and maintenance service is necessary for the safe and effective operation of the College and for the health and safety of the students, faculty, and staff.

G. KINGSBOROUGH COMMUNITY COLLEGE - AMENDMENT TO RESOLUTION FOR SECURITY GUARD SERVICES:

RESOLVED, That the Board of Trustees of The City University of New York amend the resolution adopted at the meeting of October 25, 1993, (Cal.No.5.A.), for Uniformed Security Guard Service at Kingsborough Community College, to authorize a change in the allocation from $1,300,000 for the period from January 1, 1994 to December 31, 1994 to an estimated $800,000 for the six month period from July 1, to December 31, 1994, such expense to be chargeable to FAS code 234801419.

EXPLANATION: This contract was originally expected to be awarded by January 1, 1994. Bidding procedures have caused a delay in the award of the bid. The College seeks to register the contract as of July 1, 1994 for the remaining six month period addressed by the original resolution. There is an increased monthly cost necessitated by the lowest responsible bid for such services of $1,277,402 for a ten month period. The contract will be registered at the prorated amount for six months.

H. THE CITY UNIVERSITY OF NEW YORK - RISK MANAGEMENT:

RESOLVED, That the Board of Trustees of The City University of New York amend the resolution adopted at the meeting of February 22, 1993, (Cal. No. 1) for an insurance risk management consultant to authorize an increase in the estimated cost from $75,000 to $120,000.

EXPLANATION: The Insurance/Risk Management Advisory services evaluation committee has selected the Request for Proposal submitted by the firm of Alexander & Alexander. The selection was based upon qualification of personnel, experience with higher education institutions and the scope of work and approach, and cost. The committee concluded that Alexander & Alexander's proposal was the best approach to developing a risk management program for the University.

I. LEHMAN COLLEGE - MAINTENANCE OF MICRO-COMPUTER EQUIPMENT, SERIAL PRINTERS, AND NON-IBM COMPUTER TERMINALS:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a contract on behalf of Lehman College to purchase a service contract for the maintenance of micro-computer equipment, serial printers, and non-IBM computer terminals. The contract shall be awarded to the lowest responsible bidder after public advertisement and sealed bidding by the College pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $120,000 for the annual period from July 1, 1994 to June 30, 1995, chargeable to FAS Code 21501433/434. The contract shall include up to four annual options for the College to renew in its best interest. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Uninterrupted use of the micro-computers, terminals, and printers is critical to both the instructional and administrative activities of the College. For reasons of efficiency, economy, and standardization the College wishes to negotiate an on-premise maintenance contract for micro-computers, serial printers, and non-IBM terminals that will enable the College to benefit from the lower pricing schedules appropriate to the volume of equipment in use at the College.
J. AGREEMENTS, ETC., WITH CITY UNIVERSITY CONSTRUCTION FUND AND NEW YORK STATE DORMITORY AUTHORITY:

RESOLVED, That the proposed (1) Agreement of Lease dated as of April 27, 1994 between the Dormitory Authority of the State of New York, The City University Construction Fund and The City University of New York, relating to Dormitory Authority of the State of New York City University System Consolidated Third General Resolution Revenue Obligations, providing for the leasing by the Fund from the Dormitory Authority of facilities for the use of The City University and the financing by the Dormitory Authority of such facilities by the issuance of bonds and notes pursuant to the Dormitory Authority of the State of New York City University System Consolidated Third General Resolution Revenue Obligation Resolution and (2) any proposed Supplemental Agreement(s) dated as of April 27, 1994, between the Dormitory Authority, the Fund and The City University pursuant thereto be approved; and it is further

RESOLVED, That the Chairperson or Vice Chairperson is hereby authorized and directed to execute the Agreement of Lease and any Supplemental Agreement(s) on behalf of The City University and is authorized to cause the seal of The City University to be affixed thereto; and it is further

RESOLVED, That the Secretary of the Board of Trustees is hereby authorized and directed to sign the Agreement of Lease and any Supplemental Agreement(s) in attestation of the signature of the Chairperson or Vice Chairperson and/or of the seal of The City University and to cause the Agreement of Lease and any Supplemental Agreement(s) to be delivered on behalf of The City University to the other parties thereto; and it is further

RESOLVED, That the Chairperson or Vice Chairperson of the Board of Trustees is authorized to make such changes in the Agreement of Lease and any Supplemental Agreement(s) as he or she shall deem appropriate or necessary in accordance with the advice of the General Counsel to the Board of Trustees, including the deletion or addition of facilities for which this Board has previously approved a capital budget request to the State Budget Division, and the signature of the Chairperson or Vice Chairperson of the Board of Trustees and the attestation of such signature by the Secretary shall be conclusive evidence of the approval by the Board of Trustees of such changes; and be it further

RESOLVED, That the following officers are hereby authorized and directed to examine any statement contained in any Official Statement of the Dormitory Authority relating to a Series of Bonds of the Authority issued pursuant to The City University System Consolidated Revenue Third General Revenue Obligation Resolution dated as of April 27, 1994 in its preliminary and final forms, signed by at least three of such officers stating in substance that the material contained therein, relating to the Board of Trustees, The City University of New York and to the senior and community colleges governed and administered by the Board is true, which letter shall further state that in the opinion of the signer thereof such material is a fair and accurate statement relating to the Board of Trustees of The City University and to the senior and community colleges governed and administered by the Board and that no material facts have been omitted. Such officers are as follows: The Chair and Vice Chair of the Board of Trustees, the Chancellor, the Deputy Chancellor and any Vice Chancellor of The City University.

EXPLANATION: The 1993 Legislature approved a Capital Budget which authorized a number of facility improvements to continue The City University Construction Program. This resolution will authorize agreements and procedures needed to permit the Dormitory Authority to finance and provide both senior and community college facilities for The City University.

(a) Pursuant to action taken by the Board of Trustees on June 25, 1984 (Cal. No. 6.R.), approval of the following resolution was reported to the Board and certification of such approval is on file in the Office of the Secretary of the Board.

K. AMENDMENT TO RESOLUTION FOR INSTALLATION OF AIR CONDITIONING SYSTEM AND CONSTRUCTION OF LEARNING CENTER-BROOKDALE CAMPUS:

RESOLVED, That the Board of Trustees of The City University of New York amend the resolution adopted at the meeting of January 24, 1994 (Cal. No. 4.D.) for installation of an air conditioning system, construction of a Learning Center and purchase of equipment necessary for the operation of the Brookdale Library at the Hunter College Brookdale Campus, 425 East 25th Street, N.Y., N.Y. 10010, to authorize an increase in the estimated cost of this project from $250,000 to a new cost of $360,000 chargeable to FAS Code 275501460.
EXPLANATION: The increased cost of this project is necessary because the lowest responsible bid for the Learning Center construction and air conditioning system installation came in at $359,995 a price higher than the engineer's estimate.

(Approved James P. Murphy (5/10/94), Charles E. Inniss (5/2/94), William R. Howard (5/2/94), and Susan Moore Mounier (5/2/94)).

NO. 6. COMMITTEE ON ACADEMIC POLICY, PROGRAM AND RESEARCH: RESOLVED, That the following items be approved:

A. BARUCH COLLEGE - ADMINISTRATIVE REORGANIZATION OF THE SCHOOLS OF BUSINESS AND PUBLIC ADMINISTRATION, LIBERAL ARTS AND SCIENCES, AND EDUCATION AND EDUCATIONAL SERVICES:

WHEREAS, The creation of a School of Public Affairs is a key element in Baruch College's reorganization plan, based on a two-year intensive period of academic planning, and this process, in which faculty members and students had a key role, culminated in a design that will focus the College's resources on its unique mission in business and administration integrated with the classical traditions of a liberal education; therefore be it

RESOLVED, That effective September 1, 1994, the organization of Baruch College be changed from the School of Business and Public Administration, the School of Liberal Arts and Sciences, and the School of Education and Educational Services to the School of Business, the School of Liberal Arts and Sciences, and the School of Public Affairs.

EXPLANATION: This reorganization will maintain Baruch's three-school structure through a combination of schools that increases the College's potential for fulfilling its role in CUNY while maintaining all course offerings and degree programs without interruption.

The School of Public Affairs will be organized around a combination of new and existing undergraduate and graduate degree programs to provide a strong interdisciplinary approach. The School will have a core of full-time faculty, including transfers from existing departments and a number of new appointments, supplemented by Baruch faculty members from the School of Business and the School of Liberal Arts and Sciences and faculty from other CUNY units. Faculty members will also participate in research and service activities.

With the establishment of the School of Public Affairs and the transfer of all faculty from the Department of Public Administration to the School of Public Affairs, the Department of Public Administration, currently housed in the School of Business and Public Administration, will be discontinued and the name of the school changed to the School of Business.

For all purposes under the Board Bylaws and policies and the State Education Law, the School of Public Affairs is to be considered an academic unit equivalent to a department and organized into program areas. The seniority rights of faculty members who transfer from an existing department in Baruch College to the School of Public Affairs will be preserved in a manner acceptable to those affected. A resolution concerning personnel will appear in the University Report in June.

The School of Education and Educational Services is currently comprised of the Departments of Education, Physical and Health Education, Academic Skills, Student Personnel Services, Library, Continuing Studies, and an administrative unit. As a result of this administrative reorganization, the Departments of Education, Physical and Health Education, and Academic Skills and all their faculties and staff will be reassigned to the School of Liberal Arts and Sciences. Continuing Studies will become a separate office, not part of any school of the College, reporting to the Provost. The Departments of Student Personnel Services and the Library will become College-wide departments, not part of any school of the College. The Library will report to the Provost and the Department of Student Personnel Services will report to the Vice President for Student Development. Since all departments of the School of Education and Educational Services will be reassigned in their entirety, there is no impact on faculty seniority in those departments.

A resolution concerning Interim Governance Guidelines will be considered by the Committee on Faculty, Staff and Administration. The Guidelines will establish interim procedures and waive any provisions of the College's Governance Charter and the Bylaws of the Board of Trustees which conflict with this administrative reorganization.
The mission and structure for the School of Public Affairs are based on documents prepared by faculty committees with student participation, named in consultation with the Faculty Senate; approximately 100 faculty members participated directly in the two-year process which led to this plan. The plan was reviewed extensively by the faculty in open forums and by the College's Faculty Senate, which gave its unanimous support to the proposal.

A task force of 17 faculty members was given the responsibility of recommending an optimal reorganization of the departments comprising the School of Education and Educational Services. The recommendations were reviewed by the Faculty Senate and the procedures followed were found by the Faculty Senate to be in compliance with guidelines adopted by the general faculty.

**B. THE COLLEGE OF STATEN ISLAND - BA IN SOCIAL WORK:**

RESOLVED, That the program in Social Work leading to the Bachelor of Arts degree to be offered at The College of Staten Island be approved effective September 1994, subject to financial ability.

**EXPLANATION:** The purpose of the proposed program is to provide students with a program of study that integrates academic learning with field experience to prepare them for social work careers in a variety of agency settings and to enhance their preparation for graduate study in social work.

The design of the curriculum is intended to prepare students for entry-level positions in social service agencies such as schools, hospitals, and other community programs. Because the proposed curriculum is firmly grounded in the liberal arts and behavioral sciences, graduates of the program will also have a base of knowledge and skills that will enable them to pursue professional graduate studies.

The Bureau of Labor Statistics reports that employment of social workers is expected to increase faster than the average for all occupations through the year 2005 and estimates that social work employment will increase 43 percent during this same period of time. Thus an excellent career opportunity will be made available to students who aspire to the social work field.

**C. BOROUGH OF MANHATTAN COMMUNITY COLLEGE - AS IN MATHEMATICS:**

RESOLVED, That the program in Mathematics leading to the Associate in Science degree to be offered at Borough of Manhattan Community College be approved, effective September, 1994, subject to financial ability.

**EXPLANATION:** The purpose of the proposed program is to provide students with the indispensable pre-requisites for transfer into an upper-division mathematics program at a senior college. Articulation agreements have been secured with Brooklyn, City, and Hunter Colleges. Students who complete the proposed program are guaranteed entry into upper-division mathematics programs at these Colleges.

The proposed curriculum builds on existing courses in the liberal arts, sciences, and mathematics, and is an appropriate addition to the liberal arts and career programs offered at the College. The program will serve a student population that is predominantly minority and female, and thus is expected to attract and encourage women and minorities to study mathematics, a field in which both groups are currently underrepresented.

The Mathematics Department currently offers all of the courses required for the program. Since students will be drawn from those currently enrolled and since qualified faculty are in place to teach all the courses in the program, no additional costs are anticipated to implement this program.

**D. QUEENS COLLEGE - ADVANCED CERTIFICATE LEADING TO PROVISIONAL CERTIFICATION FOR TEACHING PRE-KINDERGARTEN THROUGH GRADE 6:**

RESOLVED, That the Advanced Certificate Program leading to Provisional Teacher Certification in Elementary Education to be offered at Queens College be approved, effective September 1, 1994, subject to financial ability.
EXPLANATION: The purpose of the proposed program is to provide a sequence of education courses for students who have baccalaureate degrees but who have not completed the necessary education course requirements to qualify for provisional certification as elementary school teachers. The proposed Advanced Certificate program will qualify students for provisional certification in elementary education and admission to the Master of Science in Education program.

The proposed program replaces a course sequence called the "Special Admissions Program," which is currently part of Queens College's Education Master's programs. New State regulations require that this sequence be separately registered as an Advanced Certificate program.

The Advanced Certificate requires the completion of 30 credits of Education courses, including college-supervised student teaching. Fifteen credits from the program may be applied to the Master's degree. All the courses are currently offered by Queens College on a regularly scheduled basis. No new staff or resources are required to offer this program.

E. THE CITY UNIVERSITY OF NEW YORK - UNIVERSITY-WIDE GUIDELINES FOR FORMAL, PERIODIC ACADEMIC PROGRAM REVIEW:

WHEREAS, The Board of Trustees' Resolution on Academic Program Planning of June 28, 1993 endorsed "the continuation, and when needed, initiation or intensification, of campus-based planning, program review, and program development activities..."; and

WHEREAS, The Board resolved "that all academic programs be subject to a formal, periodic review procedure, including both self-study and external assessment, to be conducted in accordance with guidelines for academic program review to be established by the Chancellor after consultation with appropriate groups and governance bodies and with the approval of the Committee on Academic Policy, Program, and Research and the Board of Trustees..."; now therefore be it

RESOLVED, That The City University of New York University-Wide Guidelines for Formal, Periodic Academic Program Review be approved effective June 1, 1994.

NOTE: See Appendix B.

EXPLANATION: The guidelines for University-wide use have been prepared pursuant to the Board's Resolution on Academic Program Planning and take into account the review practices existing at many CUNY colleges, as well as ideas developed by the Council of Presidents and the University Faculty Senate. The overall collegial process of consultation began with the Academic Council, the Council of Presidents, and the Advisory Committee on Academic Program Planning, all of which conducted reviews of the guidelines and recommended that the draft document be reviewed by the colleges and their governance bodies, the University Faculty Senate, and the University Student Senate.

The college presidents (and the Chairpersons of the University Faculty Senate and the University Student Senate with their organizations), were asked to initiate a process of campus-based consultation and to elicit responses to the draft document. The colleges, the University Faculty Senate, and the University Student Senate were asked to submit those responses to the Vice Chancellor for Academic Affairs by April 1, 1994.

By April 13, responses were received from eleven colleges, as well as from the University Faculty Senate. Informal telephone conversations with several colleges and the University Student Senate elicited further responses. These responses were considered by the Vice Chancellor for Academic Affairs in preparing and submitting this final document.

Trustee Cenci reported that the Committee also reviewed guidelines for joint faculty appointments, another outcome of the Board resolution on Academic Program Planning. The Committee also heard a report on international education at City University. Committee members expressed strong interest in this subject and plan to discuss it further in the fall.
NO. 7. COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION: RESOLVED, That the following items be approved:

A. BARUCH COLLEGE - ESTABLISHMENT OF THE IRVING WEINSTEIN DISTINGUISHED PROFESSORSHIP IN ACCOUNTANCY:

WHEREAS, Irving Weinstein has been a loyal alumnus, friend and supporter of Baruch College; and

WHEREAS, Irving Weinstein (class of 1923) served the College with distinction as a Trustee and subsequently an Honorary Trustee of the Baruch College Fund from its inception until his death, and as a concerned advocate for the College and its interests; and

WHEREAS, He established the Irving Weinstein Trust Fund Scholarship and the Samuel and Irving Weinstein Scholarship Fund for outstanding students; and

WHEREAS, Irving Weinstein has provided a gift of $1.1 to $1.2 million dollars to endow a Visiting Distinguished Professorship in Accountancy; and

WHEREAS, The Irving Weinstein Foundation, Inc., has provided an additional $200,000 to support three (3) Assistant Professors to be known as Irving Weinstein Distinguished Scholars for a minimum of five (5) years; and

BE IT FURTHER RESOLVED, That the Board of Trustees of The City University of New York authorize the establishment of The Irving Weinstein Distinguished Professorship in Accountancy in the School of Business at Bernard M. Baruch College of The City University of New York.

EXPLANATION: The purpose of this Professorship, as well as the three Assistant Professorships, is to attract or retain superior faculty in the highly competitive discipline of accountancy.

Criteria for selection, in addition to the appropriate academic credentials, will include a significant scholarly publication record in accountancy and related disciplines.

After appointment through Baruch College Personnel and Budget Committee procedures, the recipients shall be designated by the President of the College, upon recommendation of the Dean of the School of Business. The Professorship will be awarded for a one-year term and the incumbent may be a candidate for renewal.

B. QUEENS COLLEGE--AMENDMENTS TO THE GOVERNANCE PLAN:

RESOLVED, That the following amendments to the Queens College Academic Senate Charter (Governance Plan) be approved:

Section II.B.1.b., regarding voting student membership on the Academic Senate, is amended to read:

Six (6) [School of General Studies] Evening student Senators shall be elected at large by [School of General Studies] Evening students.

Section II.F.1.c., regarding ex-officio non-voting memberships on the Academic Senate is amended to read:

the Presidents of the Day Session, [School of General Studies] Evening, Graduate, Student Governments.

NOTE: Material underlined is new; material in brackets to be deleted.

NOTE: See Appendix C.
The School of Public Affairs will be the academic unit equivalent to a department, with variances from the College Governance Plan are in the composition of the personnel committees. Tenured faculty member from each of the three schools.

The Personnel Committee for the Library and Student Personnel Services Departments to consider recommendations from the departmental personnel committees. The P & B Committee for the Library and Student Personnel Services Departments shall have seven members composed of the two chairs (i.e., chief librarian and dean of students), an elected tenured faculty member from each of the departments, and an elected tenured faculty member from each of the three schools.

NOTE: See Appendix D.

EXPLANATION: The proposed amendments to the Queens College Governance Plan have been approved by the Queens College Academic Senate and are recommended by the College President. The two amendments involve language (name) changes to reflect the abolition of the School of General Studies as an administrative unit, by changing the designation of "School of General Studies" representatives to the Academic Senate to "Evening" students. The School of General Studies was an administrative unit which was primarily composed of evening students. The Academic Senate of Queens College is composed of 90 voting Senators, with 60 faculty Senators, and 30 student Senators. Of the 30 student Senators, six were from the School of General Studies.

Section II.B.1.b. of the Governance Plan is modified to provide for six Evening student Senators elected at large by the Evening students, in substitution for the current references to the School of General Studies. Similarly, Section II.F.1.c., is modified to provide for ex-officio non-voting membership for the President of the Evening Student Government, in substitution for the current School of General Studies Student Government.

C. BARUCH COLLEGE - ADOPTION OF INTERIM GOVERNANCE GUIDELINES:

WHEREAS, Baruch College has undertaken an academic reorganization effective September 1, 1994, and it is essential that the College proceed with this reorganization pending the adoption of an amended Governance Plan; therefore

BE IT RESOLVED, That the Interim Governance Guidelines for the School of Public Affairs and the Departments of the Library and Student Personnel Services at Baruch College be adopted, effective September 1, 1994 through August 31, 1997. The School of Public Affairs will be the academic unit equivalent to a department, with the Dean as its executive officer. The Baruch College Governance Plan and the Board Bylaws are waived where they are inconsistent with the Interim Governance Guidelines. A revised Baruch College Governance Plan shall be presented to the Board for adoption by September 1, 1997.

NOTE: See Appendix D.

EXPLANATION: The Interim Governance Guidelines permit the reorganization of Baruch College to proceed, with provision for appropriate faculty participation in governance by the faculty in the new School of Public Affairs, and the two Departments of Library and Student Personnel Services, currently part of the School of Education and Educational Services, which now become departments within the College but will not be part of any school. The College President, with the support of the faculty, has recommended the approval of the Interim Governance Guidelines, which were developed by two faculty committees with student participation. The Interim Governance Guidelines will be in effect for three years, while the faculty and administration, with student participation, conduct a comprehensive review of the current governance plan, last revised in 1985, and develop a revised governance plan which will include provisions for the School of Public Affairs and the Departments of Library and Student Personnel Services. The Interim Governance Guidelines will permit the new School of Public Affairs, which has unique features, and the Departments of Student Personnel Services and Library, which have been reassigned outside of the College's three schools, to operate consistent with the spirit of the current College Governance Plan during the three year transitional period. The significant variances from the College Governance Plan are in the composition of the personnel committees.

The School of Public Affairs will be the academic unit equivalent to a department, with different programs within the school. The program faculty will have three types: core faculty who have their faculty lines in the school; consortial faculty who have their faculty lines in another college department, but are assigned part-time (or full-time) to the school; and affiliated faculty from other CUNY units who are assigned part-time (or full-time) to the school. Affiliated faculty will not have the right to serve or vote for members of personnel committees. Appointments and reappointments without tenure will be recommended initially to the school P & B by the program faculty, provided there are at least five full-time equivalent faculty members, or in the alternative by an advisory committee, appointed by the dean, consisting of those program faculty members and additional members to bring the number to five. Promotions and tenure will be initiated at the school P & B Committee, which will be composed of the dean, the program coordinators, and several tenured full and associate professors elected from each program depending upon its size. All recommendations of the school P & B will then proceed to the college P & B Committee, which will include the dean of the school and the chair of its P & B.

For the Departments of Student Personnel Services and Library, in lieu of a school P & B, there will be a P & B Committee for the Library and Student Personnel Services Departments to consider recommendations from the departmental personnel committees. The P & B Committee for the Library and Student Personnel Services Departments shall have seven members composed of the two chairs (i.e., chief librarian and dean of students), an elected tenured faculty member from each of the departments, and an elected tenured faculty member from each of the three schools.
D. BYLAW AMENDMENT: Notice was served of the introduction of the following amendments to Article XIV of the Bylaws of the Board with respect to authorizing the CUNY Civil Service Commission to establish qualification requirements for the CUNY Office, Secretary, and Administrative Assistant positions.

RESOLVED, That Sections 14.3, 14.4, and 14.5 of the Bylaws of the Board be amended as follows:

Section 14.3. CUNY OFFICE ASSISTANT AND CUNY SECRETARIAL ASSISTANT.
1. Basic Qualifications:
   a. Graduation from four year senior high school course; or
   b. Possession of a high school equivalency diploma; or
   c. Certification of having passed the New York state high school equivalency examination; or
   d. An acceptable general education development certificate issued by the armed forces (a score of at least 35 on each of the five tests and an overall score of 225 in the general educational development examination); and

2. Additional Qualifications:
   a. One year of college education equivalent to at least 30 credits at an accredited college or university; or
   b. One year of experience in general office work (for those positions requiring the ability to comprehend and converse in both Spanish and English, such ability shall be accepted as the equivalent of six months of experience in general office work); or
   c. An acceptable equivalent combination of college education and the above experience; and

3. In addition the qualification requirement for CUNY office assistant shall be the ability to typewrite at a rate of not less than forty words per minute, with no more than five percent errors; and

4. In addition the qualification requirement for CUNY secretarial assistant shall be the ability to take dictation at a rate of not less than eighty words per minute and the ability to typewrite at the rate of not less than forty words per minute, with no more than five percent errors.

5. This title shall have four assignment levels.

Section 14.4. CUNY ADMINISTRATIVE ASSISTANT.
1. Qualifications:

   Employment as a CUNY office assistant, level 3 or level 4 on the date of application for the promotion test. In addition for CUNY office assistants who wish to be eligible for appointment as CUNY administrative assistant with selective certification for stenography, the ability to take dictation at not less than eighty words per minute.

2. This title shall have two (2) assignment levels.

Section 14.[5]3. [OTHER] NON-INSTRUCTIONAL STAFF POSITIONS.

Qualifications:

The qualification requirements for non-instructional staff positions [other than those specified in section 14.3. and section 14.4. of the bylaws] shall be those established by the appropriate position specification or civil service examination announcement, or standards established by the CUNY civil service commission.

and be it further

RESOLVED, That Sections 14.6 through 14.7 be renumbered Sections 14.4 and 14.5 respectfully; and be it further

RESOLVED, That these amendments shall be effective July 1, 1994.

NOTE: Matter in brackets to be deleted.
EXPLANATION: Section 14.5 presently mandates that the qualification requirements for non-instructional staff positions be set through job description, examination notice, or standards established by the CUNY Civil Service Commission. The deletion of the above sections and language removes the special requirements for the CUNY Office, Secretarial and Administrative Assistant titles that were established prior to the creation of the Civil Service Commission.

Changing workplace technologies, changing work force needs of the colleges, and changes in the labor market require the periodic review and revision of the minimum qualifications and testing formats for all CUNY non-instructional staff titles. The Board of Trustees has provided for oversight of such processes by the creation of the CUNY Civil Service Commission.

NO. 8. COMMITTEE ON STUDENT AFFAIRS AND SPECIAL PROGRAMS: RESOLVED, That the following item be approved:

A. MEDGAR EVERS COLLEGE - INCREASE IN STUDENT ACTIVITY FEE:

RESOLVED, That the student activity fee paid by all students at Medgar Evers College be increased from $25.00 to $35.00 per semester effective the Fall 1994 semester, and that $35.00 be designated as the student government fee.

The summer session student activity fee shall continue to be $10.00.

EXPLANATION: The student activity fee schedule represents an increase of $10.00 in the student activity fee. The additional fees will be used to provide a continuum of student services from freshman programs to professional testing preparation and commencement. All students will benefit from the fees which support student activities, the Learning Center, athletics and child care.

In accordance with Bylaw section 16.3, the student government fee is allocated by the student government, subject to review by the College Association.

A special referendum, initiated by a student petition and scheduled by the College President, was held in accordance with Bylaw section 16.12(c) on February 28 and March 1, 1994, at a time other than in conjunction with student government elections. The vote on the referendum was 102 in favor, 93 opposed, with 4% of the student body voting. This will represent the first fee increase since Fall 1981. The College President supports the fee increase.

NO. 9. COMMITTEE ON PUBLIC AFFAIRS: RESOLVED, That the following item be approved, and report noted:

A. RESOLUTION REGARDING THE PELL GRANT PROGRAM:

WHEREAS, The President's FY 1995 budget requests a $100 restoration in the maximum Pell Grant Award, bringing the maximum to $2,400, the same as the maximum in FY 1993; and,

WHEREAS, Final FY 1995 appropriations bills in both chambers of the Congress will not be finalized until late June, or early July; and

WHEREAS, CUNY has the highest rate of Pell Grant utilization of any major university or university system in the United States; now therefore

BE IT RESOLVED, That The City University of New York (CUNY) urge all members of the New York City Congressional Delegation to support an appropriation for a $2,500 maximum Pell award for FY 1995; and

FURTHER BE IT RESOLVED, That a copy of this resolution be sent to all members of the Delegation requesting their support for the action proposed in the resolution.
EXPLANATION: President Clinton's FY 1995 budget requests a maximum Pell Grant award of $2,400 per year, $100 more than the FY 1994 maximum. The additional $100 is restoration, simply returning the maximum award to its FY 1993 level, prior to the funding reduction the Pell program suffered in the 1994 budget. The President's FY 1995 Pell Grant request estimates that awards would be made to 4.1 million students, an increase of 162,000 over the number of recipients in 1994. The prior years' Pell shortfall would also be eliminated. An increase, however, to $2,500 would provide additional support that is more responsive to higher college costs and inflation.

B. REPORT: Trustee Bloom reported the following:

1. The Committee is reviewing a proposed University policy on charitable contributions which will be circulated to the college presidents and the leadership of the University Faculty and Student Senates prior to Committee consideration.

2. The annual presentation of the Salk Scholarships to worthy CUNY students pursuing a career in medicine will be held on Wednesday, June 8, 1994, at 9:30 A.M., in Room 1700 of the Graduate School. Dr. Frank Fields of WCBS-TV will be the guest speaker. This is a very special occasion and I want to acknowledge the work of Vice Chair Edith Everett in support of this on-going program.

NO. 10. SALK SCHOLARSHIPS: RESOLVED, That the Board approve the award of the Jonas E. Salk Scholarships to the following graduates who have been recommended by the Chancellor:

WITH STIPEND

<table>
<thead>
<tr>
<th>Graduate</th>
<th>College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marjory Alabre</td>
<td>Queens College</td>
</tr>
<tr>
<td>Lyudmila Degtyar</td>
<td>Hunter College</td>
</tr>
<tr>
<td>Gregory Luma</td>
<td>The City College</td>
</tr>
<tr>
<td>Coral Omene</td>
<td>The City College</td>
</tr>
<tr>
<td>Richard Ospina</td>
<td>The City College</td>
</tr>
<tr>
<td>Martin Scott</td>
<td>Lehman College</td>
</tr>
<tr>
<td>Sean Sukal</td>
<td>Hunter College</td>
</tr>
<tr>
<td>Karen Yan</td>
<td>Brooklyn College</td>
</tr>
</tbody>
</table>

HONORARY (in order selected)

<table>
<thead>
<tr>
<th>Graduate</th>
<th>College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phillip Sirota</td>
<td>Queens College</td>
</tr>
<tr>
<td>Karenza Alexis</td>
<td>Brooklyn College</td>
</tr>
<tr>
<td>Nielsen Fernandez</td>
<td>The City College</td>
</tr>
<tr>
<td>Sanul Corrielus</td>
<td>Brooklyn College</td>
</tr>
<tr>
<td>Emilio Arteaga</td>
<td>The City College</td>
</tr>
<tr>
<td>Beatrice Deshommes</td>
<td>Brooklyn College</td>
</tr>
<tr>
<td>Carlos Malagon II</td>
<td>Queens College</td>
</tr>
<tr>
<td>Annette Fontan</td>
<td>Queens College</td>
</tr>
</tbody>
</table>

NO. 11. HONORARY DEGREES: (a) RESOLVED, That the following honorary degrees, approved by the appropriate faculty body and recommended by the Chancellor, be presented at the commencement exercises as specified:

<table>
<thead>
<tr>
<th>COLLEGE</th>
<th>DEGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BARUCH COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Henry G. Cisneros</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>BROOKLYN COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Bela Kiraly</td>
<td>Doctor of Humane Letters</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>THE CITY COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Robert Hamilton Blackburn</td>
<td>Doctor of Fine Arts</td>
</tr>
<tr>
<td>James Bruce Llewellyn</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>Albert Wohlstetter</td>
<td>Doctor of Letters</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>CUNY LAW SCHOOL</td>
<td></td>
</tr>
<tr>
<td>Carmen Beauchamp Ciparick</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>George William Crockett, Jr.</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>Andrea Gibbs</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>HUNTER COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Leona Chanin</td>
<td>Doctor of Humane Letters</td>
</tr>
<tr>
<td>Marcy Chanin</td>
<td>Doctor of Humane Letters</td>
</tr>
<tr>
<td>Hugh Downs</td>
<td>Doctor of Fine Arts</td>
</tr>
<tr>
<td>Lani Guinier</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>Wei Jingsheng</td>
<td>Doctor of Humane Letters</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>LEHMAN COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Cesar Perales</td>
<td>Doctor of Laws</td>
</tr>
<tr>
<td>Mario Salvadori</td>
<td>Doctor of Humane Letters</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>QUEENS COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Frank Lopardo</td>
<td>Doctor of Musical Arts</td>
</tr>
</tbody>
</table>

To be awarded June 1-2, 1994
(b) Pursuant to action taken by the Board of Trustees on June 25, 1984 (Cal. No. 6.R.), approval of the following resolution was reported to the Board and certification of such approval is on file in the Office of the Secretary of the Board.

QUEENS COLLEGE - HONORARY DEGREE TO SAMUEL J. LEFRAK:

RESOLVED, That the Board of Trustees of The City University of New York approve the bestowal of an honorary Doctor of Humane Letters on Samuel J. LeFrak.

EXPLANATION: Dr. Samuel LeFrak is chairman of the LeFrak Organization. Founded in 1905, the company is among the largest private building firms in the world, and is known for its commitment to affordable housing. Dr. LeFrak has served under five Presidents, five Governors, and six New York City Mayors, in various capacities, including United States delegate to the International Conference in Geneva, Special Consultant to the State Department, and member of the United States National Energy Council. Born in New York City in 1918, Dr. LeFrak is a well known philanthropist with a focus on his beloved borough of Queens, and an abiding interest in supporting the arts. A graduate of The University of Maryland, he pursued postgraduate studies at Columbia and Harvard, and has received honorary degrees from New York Law School, Colgate University, the University of Rome, Pratt Institute, and the University of Maryland. An active member of the Queens College Foundation Board of Trustees, Dr. LeFrak's countless citations and commendations are testaments to his ability, his concern for people, and his dedication to excellence.

This recommendation is supported by the College Academic Senate and the President of the College.

(Approved James P. Murphy (5/16/94), Louis C. Cenci (5/16/94), Edith B. Everett (5/16/94), and Harold M. Jacobs (5/16/94)).

ADDED ITEM

NO. 12. AD HOC COMMITTEE ON THE CITY UNIVERSITY SCHOOL OF LAW AT QUEENS COLLEGE: RESOLVED, That the following item be approved:

A. AMENDMENTS TO THE GOVERNANCE PLAN OF THE CITY UNIVERSITY SCHOOL OF LAW AT QUEENS COLLEGE:

RESOLVED, That the proposed amendments to the Governance Plan of The City University School of Law at Queens College be approved.

NOTE: See Appendix E.

EXPLANATION: At its January 29, 1990 meeting the Board of Trustees adopted an interim Governance Plan for The City University School of Law for a "developmental period" ending this year. Article 1 (A) (4) of the current Governance Plan requires that:

"During the 1993-94 academic year, the Chancellor, upon appropriate consultation, including consultation with the Dean and the President, shall make such recommendations for changes in this Plan as he or she deems appropriate to the Board of Trustees for its consideration."

After appropriate consultation, the Chancellor is submitting the amended plan. This plan represents the culmination of the growth of the Law School from its opening 10 years ago through its achievement of full accreditation by the American Bar Association in 1992.

At this point Mr. Del Giudice joined the meeting.

Upon motions duly made, seconded and carried, the Board went into executive session to consider personnel matters. The public meeting was adjourned at 5:40 P.M.

SECRETARY GENEVIEVE MULLIN
MINUTES OF THE EXECUTIVE SESSION OF THE BOARD OF
TRUSTEES OF THE CITY UNIVERSITY OF NEW YORK
HELD
MAY 31, 1994
AT THE BOARD HEADQUARTERS BUILDING
535 EAST 80TH STREET - BOROUGH OF MANHATTAN

Chairman James P. Murphy called the Executive Session to order at 5:45 P.M.

There were present:

James P. Murphy, Chairperson

Herman Badillo
Sylvia Bloom
Louis C. Cencl
Michael Del Giudice

William R. Howard
Susan Moore Mouner
Thomas Tam

Anthony Giordano, ex officio

Sandi E. Cooper, ex officio

Secretary Genevieve Mullin
Robert E. Diaz, General Counsel and Vice Chancellor for Legal Affairs
Lillian W. Phillips, Executive Assistant

Chancellor W. Ann Reynolds
Deputy Chancellor Laurence F. Mucciolo
Vice Chancellor Jay Hershenson

Vice Chancellor Emma E. Macarl
Dean Branda Spatt

The absence of Ms. Carrion, Mrs. Everett, Mr. Fink, Mr. Inniss, and Dr. Jacobs was excused.

NO. E.1. PERSONNEL MATTERS: No Action.

NO. E.2. REAL ESTATE MATTER: No Action.

Upon motion duly made, seconded and carried, the Executive Session was adjourned at 6:55 P.M.

SECRETARY GENEVIEVE MULLIN
FOREWORD

Formal, periodic academic program review is a common practice at colleges and universities in the United States. For some academic programs, particularly those in pre-professional or professional fields, such review is part of an accreditation process conducted by an external agency, usually a national professional organization. For other programs, including most undergraduate degree programs in the liberal arts and sciences, program review is a campus-based activity, initiated by campus administrators and carried out by departmental faculty as a means of monitoring program quality and identifying issues that may require college action. In both instances, an academic program review can be regarded as an audit of both qualitative and quantitative data about a particular program.

The purpose of academic program review, according to the Association of American Colleges, should be to increase the self-consciousness of faculty members and administrators about their educational practices so that they can improve the quality of teaching and learning. To some extent, of course, academic program review is (or should be) a continuous process. As faculty members teach and advise their students, they often think about the effectiveness of what they are doing. In addition, much of what they learn from their students has implications for the further development of their courses. Ideally, they will also consider the implications of what they have learned for the program as a whole and discuss those aspects with colleagues. The result is a continual fine-tuning of courses and modification of the program whenever the evidence suggests that such modification is needed. The guidelines contained in this document are intended to supplement this ongoing process by encouraging formal, systematic reviews of all academic programs on a regular basis.

STATEMENT OF BOARD OF TRUSTEES' POLICY

On June 28, 1993, the CUNY Board of Trustees adopted the Resolution on Academic Program Planning that includes the following statement:

Resolved, that all academic programs be subject to a formal, periodic review procedure, including both self-study and external assessment, to be conducted in accordance with guidelines for academic program review to be established by the Chancellor after consultation with appropriate groups and governance bodies and with the approval of the Committee on Academic Policy, Program, and Research and the Board of Trustees.

In adopting the Resolution, the Board recognized that many individual CUNY colleges have a history of conducting academic program reviews. Among these campuses, there is wide agreement that this activity should involve substantial input from the program's faculty in preparing a self-study; a review and report prepared by external, professional peers; and shared faculty and administrative responsibility in the college's response to both the self-study and the external review and in making future plans for the program. The Council of Presidents and University Faculty Senate also endorse these elements of academic program review.

The guidelines for University-wide use contained in this document have been prepared pursuant to the foregoing Board policy and take into account the review practices existing at many CUNY colleges, as well as ideas developed by the Council of Presidents and the University Faculty Senate.
GUIDELINES

1. RESPONSIBILITY FOR REVIEWS

Consistent with the provisions of these guidelines, each college shall develop procedures for the formal, periodic review of academic departments and/or programs, under the leadership of the college president and in accordance with the College governance plan.

2. FREQUENCY OF REVIEWS

Each college should periodically conduct full reviews of all academic departments, and/or programs, and/or clusters of departments and/or programs. These reviews may occur with whatever frequency the college chooses, but should occur at least every ten years. The only exception to this requirement, at the discretion of the Presidents, shall be those departments, programs, and clusters that are subject to formal specific program reviews by a professional accreditation body. In both cases, it would be the college's responsibility to establish a schedule, as of the effective date of these guidelines, that ensures the regular frequency of reviews for all academic departments, programs, and clusters and, where desired, of all major academic support services.

3. PROGRAMMATIC SELF-STUDY

These guidelines should be designed to produce a self-study that:

- encourages members of a department to analyze its curriculum in relation to the goals of the department, the college, and the University;
- investigates the effectiveness of its curriculum in relation to the desired outcomes as perceived by students, alumni, faculty members, and, where appropriate to the review of the program, professions, industries, and employers;
- reviews various characteristics to determine strengths and weaknesses;
- considers needed changes;
- evaluates the current levels of resources on the ongoing program;
- suggests needed changes in program, departmental organization, and resources.

Collegiate procedures may allow for the use of alternative formats to achieve the above attributes; however, all self-studies should include the following elements:

- discussion of the goals of the program in relation to the mission of the department, college, and University, as well as the perceptions and expectations of students;
- description of the curriculum, including introductory, major, and elective courses, as well as articulation and collaboration with other programs;
- discussion of measures of program activity in such areas as courses and sections offered and enrollments;
- discussion of measures of faculty activities in such areas as teaching, research, and professional service;
- discussion of the design and delivery of instruction;
discussion of measures of resources, in such areas as operating budgets, faculty, facilities, and equipment;

- discussion of measures of program results, in such areas as retention, degrees awarded, and post-graduation experiences of students;

- discussion of program quality as reflected in such measures as student course evaluations; external recognition of the program, faculty, and students; and surveys of the alumni; and

- discussion of a plan for the future, to include such topics as curriculum development; faculty recruitment, retention, and development; and facilities and equipment development.

4. EXTERNAL REVIEW

Each formal, periodic academic program review should include a site visit, resulting in a written report, conducted by a team of external peers in the discipline, cluster, or program area. This team should be selected from appropriate institutions and professional organizations. In specific instances, and for good reason, a college president may request a waiver of the requirement of a site visit through the Board Committee on Academic Policy, Program, and Research.

5. PLAN OF ACTION

Each college should make provision for a plan of action to be developed in response to the periodic reviews. For example, at the departmental level, the faculty members might prepare written responses to the report of the external peers, correcting factual inaccuracies and responding in detail to the recommendations of the external committee. At the college level, this plan of action might include written responses to the self-study and external report, as well as the preparation of an academic plan for the program, based on the external report and the program’s response, with a proposed timetable, prepared by the college’s chief academic officer in consultation with the appropriate faculty, chairperson, and deans.

6. INFORMATION TO BOARD OF TRUSTEES

The Trustees’ Resolution on Academic Program Planning requires that the Chancellor report regularly to the Board Committee on Academic Policy, Program, and Research on campus-based program review activities. Consistent with this, each college president should inform the Chancellor of the programs reviewed each year and also forward to the Board of Trustees, through the Chancellor, a statement summarizing the major points of the self-studies, the college’s plans of action, and the external review reports; upon request, these documents will be forwarded.

Board of Trustees Meeting - May 31, 1994
QUEENS COLLEGE ACADEMIC SENATE CHARTER

SECTION I

The Academic Senate shall be responsible, subject to the Board of Trustees of The City University of New York, for the formulation of policy relating to the admission and retention of students, curriculum, granting of degrees, campus life, and the nomination of Academic (full) Deans (as outlined in Section XI). The Academic Senate shall also be responsible for and shall establish rules governing the use of the College name by organizations and clubs. It shall make its own bylaws consistent with the Bylaws of the Board of Trustees, and conduct the educational affairs customarily cared for by a college faculty.

SECTION II

The Academic Senate shall be a representative body of 90 Senators and 90 Alternates elected by faculty and students, and of those ex-officio non-voting members designated in Section II, paragraph F of this Charter. For the purpose of this Charter, the faculty is defined as all full-time Queens College persons in the titles of Professor, Associate Professor, Assistant Professor, Instructor, and Lecturer; students are defined as all Queens College undergraduate and graduate students.

The 90 Senators shall be apportioned as follows:

A. Faculty - 60

1. Each academic department shall elect one (1) Senator.

2. The balance of the 60 faculty Senator seats shall be divided as follows:

a) Six (6) faculty Senators elected at-large from the Division of the Arts.

b) Six (6) faculty Senators elected at-large from the division of the Social Sciences.

c) Six (6) faculty Senators elected at-large from the Division of Mathematics and the Natural Sciences.

d) The remaining faculty Senators shall be elected at-large, College-wide.

B. Students - 30

1. Undergraduate - Twenty-seven (27) who on the record date approved by the Academic Senate have a cumulative index of at least 2.0 and are not on probation.

   a) Seventeen (17) Day Session student Senators.

      1. Eight (8) Day Session student Senators shall be elected at-large by Day Session students.

      2. Three (3) Day Session student Senators shall be elected by Day Session students from each of the following groups:

         a. lower sophomore, upper freshman, and lower freshman classes;

         b. lower junior and upper sophomore classes;

         c. upper senior, lower senior, and upper junior classes.

   b) Six (6) Evening student Senators shall be elected at-large by Evening students.

   c) Two (2) SEEK student Senators shall be elected at-large by SEEK students.

   d) Two (2) ACE student Senators shall be elected at-large by ACE students.

2. Three (3) Graduate Division student Senators who on the record date approved by the Academic Senate have a cumulative index of at least 3.0 and are not on probation, shall be elected at-large by Graduate Division students.
C. Alternates may vote and be counted as part of the quorum when properly seated.

D. Faculty Senators and Alternates shall serve a term of two (2) years.
   a) Half of the faculty Senators and Alternates shall be elected each year.

E. Student Senators and Alternates shall serve a term of one (1) year.

F. 1. Ex officio non-voting membership shall be extended to:
   a) chairpersons of Academic Senate committees, the Parliamentarian of the Academic Senate, and the Ombudsman;
   b) the College President, Provost, Vice Presidents, Deans, Business Manager, and Registrar;
   c) the Presidents of the Day Session, Evening, Graduate, Student governments;
   d) the President of the Queens College Alumni Association;
   e) the chairperson of the Queens College chapter of the Professional Staff Congress;
   f) the Chief Librarian
   g) or a designee of any of the preceding.

   2. These members shall have the privilege of the floor, the right to make motions, participate in debate, and all other privileges of membership in the Academic Senate, with the exception of voting or being an officer of the Academic Senate.

SECTION III

A. Election of Senators and Alternates shall take place during the spring semester.

B. 1. All full-time faculty members of academic departments may vote in departmental elections to fill departmental Academic Senate seats.

   2. All full-time faculty within an academic division may vote to fill their faculty divisional Academic Senate seats.

   3. All full-time faculty of Queens College may vote to fill College-wide at-large Academic Senate seats.

C. The certification of class standing and faculty status shall be made by the Registrar and the Provost, respectively, or their designees.

D. 1. A vote to recall a Senator may be initiated by a petition signed by persons in the Senator's constituency. The number of valid signatures on such a petition must be not less than one-fourth of the total number of ballots cast in the Senator's category in the election at which the Senator was elected.

   2. If a majority of the ballots at the recall election are cast against the Senator, his/her seat shall be declared vacant, and a special election shall be held to fill the unexpired portion of his/her term.

   3. The cost of a recall vote and special election shall be borne by those initiating the successful recall petition.

   4. The Executive Committee shall be responsible for determining the validity of the petition, as well as resolving other questions relating to both elections.

E. The Academic Senate may adopt bylaws regarding the removal from office of habitually absent Senators.
SECTION IV

A. The first meeting of a new Academic Senate shall take place no later than June 1st, if possible, at which time it succeeds the preceding Academic Senate.

B. This first meeting shall be convened by the Holder of the Chair of the Elections Committee, who shall serve as Holder of the Chair pro tempore, until a permanent Holder of the Chair is elected.

C. The Academic Senate shall meet regularly on the second Thursday of each month from October through May. The January meeting of the Academic Senate shall be optional at the discretion of the Senate's Executive Committee.

D. Regular meetings of the Academic Senate shall be open to all members of the Queens College community, and all shall have the right to speak on the floor.

E. The Academic Senate may hold special meetings in accordance with its Bylaws.

F. The Academic Senate shall be free to hold executive sessions, without any nonmembers present, save such as may be invited.

SECTION V

A. The business of the Academic Senate shall be conducted according to Robert's Rules of Order Revised (latest edition) unless, a quorum being present, a 2/3 majority of members present and voting deems otherwise.

B. A quorum shall consist of one more than one-half of the voting membership.

SECTION VI

A. The Academic Senate shall elect annually from its elected voting membership its Holder of the Chair, Deputy Holder of the Chair, Secretary, and such other officers as it deems necessary. A Recording Secretary, not necessarily a member of the Academic Senate, may be appointed by the Holder of the Chair.

B. There shall be a nine-member Executive Committee of the Academic Senate which will be responsible for preparing an agenda for all meetings and for carrying on the business of the Academic Senate between regular meetings. It shall have such other duties as will be assigned to it by the members of the Academic Senate. The officers of the Academic Senate shall be members of the Executive Committee, with the remainder of the positions filled by election by the Academic Senate so that there shall be three (3) student members.

SECTION VII

Officers of the Academic Senate may serve no more than four (4) consecutive years in any one (1) office.

SECTION VIII

The Academic Senate shall create such standing, ad hoc, and special committees as it shall deem necessary.

A. Committee memberships shall be open to all members of the instructional staff and to all students who have a cumulative index of at least 2.0 and are not on probation.

B. All committee members shall be elected by the Academic Senate from among nominees provided by a nominating committee and/or by nominations from the floor.

C. Committees normally shall be composed of an equal number of members of the instructional staff and students, except when otherwise considered appropriate because of the nature of the problem to which the committee will address itself. All committees shall report to the Academic Senate at least once each year.
D. Each committee shall elect from among its membership a Holder of the Chair or Co-holders of the Chair.

E. When feasible, appointments to all Senate committees shall be for a period of two years, on a rotating basis.

F. A person may not serve as a voting member on more than two Academic Senate Committees, of which only one can be a standing committee. No student shall serve on more than one committee of the Academic Senate at one time.

SECTION IX

The Academic Senate shall create such College-wide committees as it deems necessary.

SECTION X

Academic (full) Deans shall be nominated in the following manner:

A. The Academic Senate will elect a Search Committee consisting of five full-time faculty members and five students who are members of or majors in the departments or divisions to be included within the constituency for which the Dean being sought will be responsible.

B. The Committee shall submit to the President a confidential list of at least three to five candidates from which the President shall nominate one to the Board of Trustees for approval. In the event the President rejects all the Search Committee's choices, the Committee will submit another list of names to the President for his or her consideration. This procedure shall be followed until a Dean is selected.

C. The Search Committee shall follow procedures consistent with Affirmative Action guidelines and shall hear nominations from any member of the campus community for the position of Dean and shall consider for candidacy any person with distinction within his or her chosen field of study and with demonstrated administrative skill.

D. Review of Dean's qualifications:

1. At the beginning of every fifth year of a Dean's term, a Committee (the composition of which shall correspond to the composition of the Search Committee) shall be elected by the Academic Senate to review the Dean's performance through confidential consultations with departmental chairpeople, program directors, and other persons who are in a position to comment knowledgeably on the Dean's performance. The Review Committee will then make a confidential report to the President including a recommendation for or against continued appointment. Investigations of the Review Committee shall be conducted with the strictest confidentiality. The findings of the Review Committee shall be reported to the President no later than May 30, of every fifth year of the Dean's term.

2. If the President does not reappoint the Dean, the Review Committee shall constitute itself as a Search Committee, as outlined above, and nominate additional candidates to the President for consideration.

3. The term "Dean" in the above section refers to all full Deans.

E. Review of the Provost:

At the beginning of every fifth year of the Provost's term, a Committee (the composition of which shall correspond to the composition of a Dean's Search Committee) shall be elected by the Academic Senate to review the Provost's performance through confidential consultations with departmental chairpeople, program directors, and other persons who are in a position to comment knowledgeably on the Provost's performance. The Review Committee will then make a confidential report to the President including a recommendation for or against continued appointment. Investigations of the Review Committee shall be conducted with the strictest confidentiality. The findings of the Review Committee shall be reported to the President no later than May 30th of every fifth year of the Provost's term.
F. Review of the Chief Librarian:

At the beginning of every fifth year of the Chief Librarian’s term, a Committee (the composition of which shall correspond to the composition of a Dean’s Search Committee) shall be elected by the Academic Senate to review the Chief Librarian’s performance through confidential consultations with departmental chairpeople, program directors, and other persons who are in a position to comment knowledgeably on the Chief Librarian’s performance. The Review Committee will then make a confidential report to the President including a recommendation for or against continued appointment. Investigations of the Review Committee shall be conducted with the strictest confidentiality. The findings of the Review Committee shall be reported to the President no later than May 30th of every fifth year of the Chief Librarian’s term.

SECTION XI

In addition to those faculty members authorized by the Bylaws of The City University of New York to vote in-departmental elections for chair and for members of the departmental Personnel and Budget Committee, those lecturers who hold Certificates of Continuous Employment shall be entitled to vote.

SECTION XII

Representatives of the Queens College faculty on Presidential Search Committees shall be elected as follows:

Faculty representatives, of a number to be designated by the Board of Trustees, shall be nominated either by the College Personnel and Budget Committee or by advance, written nomination ballot. Election of the faculty members to the Search Committee shall be by majority vote of the faculty representatives of the Academic Senate. The students will have no vote on faculty representatives.

AMENDMENTS

Proposed amendments to the Queens College Academic Senate Charter shall take the form of a resolution, directed to the Board of Trustees, requesting such amendment be enacted. The resolution shall be by a 2/3 majority vote, a quorum being present at a meeting no less than seven (7) calendar days following the written announcement of said proposed amendment.

* * * * * *

Adopted by the Board of Higher Education on February 28, 1972, Cal. No. 2A.

APPENDIX D

BARUCH COLLEGE
INTERIM GOVERNANCE GUIDELINES
(September 1, 1994-August 31, 1997)

SCHOOL OF PUBLIC AFFAIRS

I. INTRODUCTION

The structure of the Baruch College School of Public Affairs (hereinafter referred to as "SPA") is unique in that it is organized around a combination of instructional, research, and service programs rather than departments, and in the composition of its faculty, which will include three categories: "core faculty", "consortial faculty", and "affiliated faculty", defined below. It is essential for the vitality of these programs that faculty members who participate in SPA have the ability to participate appropriately in decisions about the SPA programs in which they participate. Appropriate participation refers to the differential status of the core, consortial, and affiliated faculty.

Under the Board Bylaws and policies, including tenure, the SPA is to be considered the academic unit equivalent of a department, organized into program areas, with the Dean as its executive officer.

II. DEFINITIONS

A. Programs

For the purposes of this document, programs refer to groups of faculty working collaboratively on teaching, research, and/or service activities; this designation may refer to degree or non-degree instructional activities or to research or service activities.

B. Core Faculty

Core faculty are faculty members whose tenure/tenure-track line is in SPA. Core faculty will teach, do research, and undertake service in SPA, but are not precluded from assignments in other Schools or in other CUNY colleges as part of their full-time responsibilities.

C. Consortial Faculty

Consortial faculty are Baruch faculty members whose full-time lines are not in SPA, but who are assigned to teaching, research, and/or service activities in SPA. There is no required limit on the percentage of the workload that may be assigned to SPA. Consortial faculty will have fixed-term assignments in SPA, part-time or full-time, with the term, conditions of renewal, and percentage of workload determined at the time of each term of assignment.

D. Affiliated Faculty

Affiliated faculty are faculty members whose full-time lines are in another CUNY unit and who are assigned part-time or full-time for a fixed term to a program in SPA. The term, conditions of renewal, and percentage of workload will be determined at the time of each term of assignment.

E. Program Faculty

For purposes of these Interim Governance Guidelines, "program faculty" refers to the combined group of core, consortial, and affiliated faculty. Each group has different privileges in governance as described below.
F. Full-Time Equivalent Faculty (*FTE* faculty)

Full-time equivalent (FTE) faculty shall be calculated on the following basis: one core member equals one FTE. For consortial faculty, FTE is proportional to workload assignment in SPA converted to the closest quartile (a faculty member with 60% of his/her workload assignment in SPA is .5 FTE, a faculty member with 65% of his/her workload assignment in SPA is .75 FTE).

Affiliated faculty members are not calculated in FTE's.

G. Program Coordinators

Each program will have a coordinator, who shall serve as the primary administrator for matters pertaining to the program. The program coordinator shall be a member of either the core or consortial faculty. The Dean, in consultation with the core and consortial program faculty, will appoint program coordinators during the interim period.

H. School Executive Committee

There will be a School Executive Committee appointed by the Dean in consultation with the core faculty. All members of this Executive Committee must be core faculty and tenured.

The Executive Committee will assist and advise the Dean in the direction of the activities of SPA. Issues not resolved by the Executive Committee and the Dean will be taken to the Provost, and finally, if necessary, to the President.

I. P & B Committees

In lieu of a School Personnel and Budget Committee as defined in the College Governance Charter, there shall be a School Personnel and Budget Committee consisting of the Dean with voice, but without vote, the program coordinators, and tenured full and associate professors from the core faculty of SPA, who shall be elected on an SPA-wide basis as follows:

- one representative from programs with five or fewer FTE faculty;
- two representatives from programs with 6 to 9 FTE faculty; and
- three representatives from programs with 10 or more FTE faculty.

All Committee members shall be elected for a term of one year. The Committee shall elect its chair. Each core faculty member has one vote for the members of the School P & B Committee; consortial faculty members will be eligible to vote for School P&B Committee members on a pro-rata basis, as described in Section II(F). The Provost will appoint a temporary P & B Committee until an election is held.

The College Personnel and Budget Committee will include the Dean of SPA and the chair of the Personnel and Budget Committee of SPA. Core faculty members of the School are eligible to stand for election as at-large representatives to the College Personnel and Budget Committee from the general faculty, but there will not be a designated SPA faculty representative during this interim period.

III. ELIGIBILITY FOR SERVICE AND VOTING

Core faculty are eligible to serve on SPA committees, and as representatives of SPA on committees at Baruch and in CUNY, subject to existing Baruch College and CUNY eligibility requirements and these Guidelines. Core faculty each have one vote on all matters subject to vote by the SPA faculty.

Consortial faculty members are ineligible to serve on the SPA Executive Committee or on the School Personnel and Budget Committee, with the exception of consortial faculty who are program coordinators and therefore serve on the School P & B Committee. Consortial faculty members are eligible to vote on program appointments and reappointments without tenure of the program's core faculty and in all elections in SPA; the consortial faculty vote shall be pro-rated based on FTE status (see Section
APPENDIX D

II(F)). Consortial faculty are otherwise eligible for service on SPA-wide committees and committees within individual SPA programs; voting privileges on program issues may be fully invested in each consortial faculty member, or apportioned on a full-time-equivalent basis, according to the policy adopted by the core faculty of each program.

Affiliated faculty are not eligible to serve on SPA-wide or College-wide committees and are not eligible to vote in SPA-wide or College-wide elections. Individual programs in SPA may allow affiliated faculty within the program to serve and vote on committees.

IV. PERSONNEL PROCESSES

This section covers the Baruch P & B process for core faculty and the assignment of consortial and affiliated faculty to SPA.

A. P & B Process

Unless otherwise stated, affirmative recommendations proceed from the program to the School Personnel and Budget Committee to the College Personnel and Budget Committee, following established Baruch procedures.

The first level of review will be provided by the core and consortial program faculty, with the consortial faculty vote on the basis of full-time equivalents determined by the percent of workload effort in SPA, as described above. Appeals may be made to the School Personnel and Budget Committee.

Appeals of School and College Personnel and Budget Committee decisions shall be conducted in the manner prescribed in the College. Core and consortial program faculty members will elect one representative from the core faculty of SPA to serve on the School Academic Review Committee and one representative to serve on the College Academic Review Committee.

B. Core Faculty

1. Appointment, Reappointment Without Tenure
Core and consortial program faculty will be responsible for making recommendations for appointment and reappointment without tenure. If there are fewer than five FTE program faculty members, the Dean of SPA, in consultation with the School Personnel and Budget Committee, will appoint an advisory committee to make a recommendation to the School Personnel and Budget Committee. The advisory committee will include the Baruch core and consortial faculty from the affected program and additional full-time faculty members from within Baruch College to form a committee of at least five FTE faculty members.

2. Promotion and Tenure
These actions will initiate at the School Personnel and Budget Committee, and will follow the standard Baruch P & B process.

C. Consortial Faculty

1. Assignment and Reassignment to Program
The Provost, in consultation with the Dean of SPA, the Dean of the affected school and the Chair of the affected department, shall assign faculty on a consortial basis. There must be consultation with the program faculty in the affected programs. The terms of assignment shall include the length of the assignment, the percentage of workload effort, and the conditions for renewal of the assignment.

2. Reappointment, Tenure, and Promotion Review
Personnel evaluations of consortial faculty will be undertaken in the home department in accordance with standard processes. For consortial faculty, there will be an evaluation of the work done in SPA. At least once a year, the program coordinator of the program to which the consortial faculty member is assigned will forward a report of the faculty member's overall performance to the chair of the home department. The report shall be incorporated into the chair's annual evaluation and included in the faculty member's personal file.
3. Recruitment of Consortial Faculty by the Home Department
Home departments recruiting faculty who will also be assigned to SPA are required to consult with the SPA faculty in the program(s) to which that faculty member will be assigned.

D. Affiliated Faculty

1. Assignment and Reassignment to Program
The Provost, in consultation with the Dean of SPA, and the comparable official of the other CUNY college shall assign faculty on an affiliated basis. There must be consultation with the program faculty in the affected programs. The terms of assignment shall include the length of the assignment, the percentage of workload effort, and the conditions for renewal of the assignment. At least once a year, the program coordinator of the program to which the affiliated faculty member is assigned will forward a report of the faculty member's overall performance to the chair of the other CUNY unit home department, with a copy to the faculty member.

V. OTHER GOVERNANCE ISSUES
The SPA core and consortial faculty will establish interim bylaws to govern its operation. The interim bylaws will provide for the establishment of committees and membership on those committees to carry out the work of SPA. The SPA will have a Committee on Programs & Curricula which will include a member of the Library Department.

During the interim term, there shall be one representative of SPA on the College Faculty Senate, in the third category (as defined in the Charter of the Faculty Senate of Baruch College, Article 11(3)), holding the rank of associate or full professor. The representative must be a core faculty member. This will temporarily increase the number of senators in that category. Senators of the third category elected in June, 1993, shall be allowed to serve for the remainder of their terms. Elections for senators in the remaining categories shall continue as provided for in the Charter of the Faculty Senate.

BARUCH COLLEGE
INTERIM GOVERNANCE GUIDELINES
(September 1, 1994 - August 31, 1997)

DEPARTMENTS OF THE LIBRARY AND STUDENT PERSONNEL SERVICES

I. INTRODUCTION
These "Interim Governance Guidelines" accommodate the needs for the Department of the Library and Department of Student Personnel Services for policies not covered by the existing College Governance Plan. The provisions below provide for representation by faculty members in College personnel processes.

II. PERSONNEL REVIEWS

A. Executive Committees
Each department will have an Executive Committee composed in a manner consistent with the College Governance Charter.

B. Personnel and Budget Committee for the Library and Student Personnel Services
In lieu of a School Personnel and Budget Committee as defined in the College Governance Charter, there shall be a Personnel and Budget Committee for the Library and the Student Personnel Services Departments. This Committee will be composed of seven voting members consisting of the chair of the Library Department (the Chief Librarian), the chair of the Student Personnel Services Department (the Vice President for Student Development/Dean of Students), a tenured associate or full professor from each of those departments elected by their respective department members with faculty rank or faculty status, and a tenured associate or full professor, other than a chair, from each of the three schools of the College, elected by their respective school faculty. The
Committee will receive recommendations from the Executive Committees of the Library and Student Personnel Services. It will act on those personnel matters and forward its recommendations to the College Personnel and Budget Committee. The Committee will elect its chair.

C. College Personnel and Budget Committee

The faculty of the Departments of the Library and Student Personnel Services shall jointly elect one faculty member to serve on the College Personnel and Budget Committee. The members eligible to vote shall be those with faculty rank or faculty status.

D. Appeals

Appeals to the President of negative personnel decisions by the Executive Committees of the Library or Student Personnel Services Departments will be referred by the President to the Personnel and Budget Committee for the Library and Student Personnel Services, described above. Appeals of negative decisions by the Library and Student Personnel Services Personnel and Budget Committee will be referred by the President to the School Academic Review Committee. Appeals of negative College Personnel and Budget Committee actions will be referred to the College Academic Review Committee.

Faculty members from the Library and Student Personnel Services Departments shall be eligible to be elected from the general faculty for the sixth seat on the School and College Academic Review Committees.

Adopted at the Board of Trustees Meeting - May 31, 1994
GOVERNANCE PLAN
THE CITY UNIVERSITY OF NEW YORK SCHOOL OF LAW AT QUEENS COLLEGE

I. INTRODUCTION

A. PURPOSES

1. The central purpose of The City University School of Law at Queens College (the "Law School") is to create an educational program that will train students for the practice of law in the service of human needs and honor students' aspirations toward building a legal career that reflects their commitment toward justice, fairness, and equality. The organization of work and life at the Law School is designed to encourage students to think actively about their life choices, their evolving concept of professionalism, and the content and processes of the law itself, in ways that foster their capacity to practice law in a socially useful manner.

2. This Governance Plan is intended to provide a governance system for the Law School that facilitates the realization of this commitment. This Governance Plan should be read consistent with the Bylaws of the Board of Trustees of The City University of New York, and nothing in this Plan should be read as inconsistent with the Bylaws of the Board of Trustees unless specifically so stated in this Governance Plan. The procedures that follow seek to encourage a spirit of relationship, trust, and community that operates within a framework of rules. The rules are designed to provide a framework within which people motivated by a sense of shared mission can operate in a manner that encourages responsibility and participation by all members of the Law School community.

3. In order to serve these ends, a governance system needs to respect both democratic modes of participation and an institutional authority that enables the Law School to maintain a coherent and coordinated expression of its purpose.

B. STATUS WITHIN THE CITY UNIVERSITY

1. The City University School of Law at Queen College is a unit of The City University of New York ("The City University"). The Law School is a constituent element similar to a college of The City University and shall have ties to all institutions within The City University.

C. RELATIONSHIP TO THE GRADUATE SCHOOL AND UNIVERSITY CENTER AND THE UNIVERSITY FACULTY SENATE

1. The Dean of the Law School and one other member of the Law School faculty, elected by the Law School faculty, shall be non-voting members of the Graduate Council of The Graduate School and University Center. The Graduate Council will not have responsibility for the Juris Doctor Program or other aspects of the operation of the Law School.

2. The Law School faculty shall be represented in the University Faculty Senate in accordance with the provisions of the Senate’s Charter.

D. TITLES AND DEFINITIONS

1. The Board or Board of Trustees means the Board of Trustees of The City University of New York.

2. The authorization and definition of titles for faculty, permanent instructional staff, other instructional staff, and classified (non-instructional) staff at the Law School shall include only those titles authorized and defined in the Bylaws of the Board of Trustees.

3. Notices of reappointment at the Law School shall be handled in accordance with the Bylaws of the Board.

4. The term "administrative staff" or "administrators" shall mean full-time members of the instructional staff within the meaning of Section 6.1 of the Board of Trustees’ Bylaws who are not members of the faculty.
5. The term "support staff" refers to persons, other than students enrolled at the Law School, who are working full-time at the School, or who have worked part-time, at least 10 hours per week, at the School for at least six months, and are not members of the instructional staff.

6. The term "House" refers to a learning unit of students. A "Section" is a group of two Houses.

II. THE DEAN

A. AUTHORITY OF THE DEAN

1. The Dean of The City University School of Law at Queens College shall be the chief educational and administrative officer of the Law School. The Dean of the Law School shall be a member of the CUNY Council of Presidents and shall have, subject to the provisions and exceptions contained in this Governance Plan, the duties and responsibilities of a college president as stated in Section 11.4 of the Board of Trustees' Bylaws and other policies and resolutions of the Board. The Dean of the Law School shall have, subject to the provisions and exceptions contained in this Governance Plan, all of the rights and responsibilities of a president relative to all collective bargaining agreements, rules and regulations of CUNY Classified Service, and all other policies and procedures issued by The City University of New York.

2. The Dean may be removed by the Board upon the recommendation of the Chancellor after consultation with the faculty of the Law School.

The Dean of the Law School shall be a tenured member of the Law faculty.

3. The Dean of the Law School shall exercise all the responsibilities customarily exercised by law school deans. He/she shall consult with and report to the Chancellor. He/she shall have the affirmative responsibility for developing the academic program, enhancing the educational standards, and assuring the academic excellence of the Law School. Such responsibility shall include but not be limited to the following duties:

   a. to recommend, as stated in this Governance Plan, the appointment, promotion, and tenure of persons who will contribute to the improvement of the Law School program. These recommendations shall be consistent with the immediate and long-range objectives of the Law School;

   b. to advise the Chancellor and the Board of Trustees on matters concerning the program of the Law School;

   c. to provide advice concerning other law-related programs within The City University and to make recommendations on the development and operation of such programs;

   d. to supervise and manage the work of the Law School faculty and employees, and to carry into effect the Bylaws, resolutions, and policies of the Board of Trustees;

   e. to prepare and implement a long-range plan for the Law School;

   f. to act as chairperson of the faculty of the Law School and the Law School Committee on Personnel and Budget;

   g. to review and recommend to the Chancellor and other appropriate officials the actions of the Law School faculty on matters of curriculum and other matters falling under faculty jurisdiction;

   h. to consult with appropriate faculty committees on matters of appointments, reappointments, and promotions, taking systemic student evaluations into account;

   i. to develop Law School activities that enhance the Law School's involvement and reputation in the legal community;

   j. to develop integrated courses of study with law-related disciplines;

   k. to prepare and present an annual Law School budget to the Chancellor.
B. APPOINTMENT AND REVIEW OF THE DEAN

1. When a vacancy occurs or is expected in the office of the Dean of the Law School, a Search Committee shall be established under the Board guidelines for presidential searches.

2. The Search Committee shall consult regularly with the Law faculty on the qualifications of candidates and take account of the faculty's views in making its recommendations. The Search Committee shall submit at least three recommendations to the Chancellor. The Chancellor shall recommend a proposed Dean from among those names submitted, or the Chancellor may require the Search Committee to reopen the search. The Chancellor shall recommend to the Board for appointment as Dean only a candidate who he/she is reasonably certain will contribute to the improvement of academic excellence at the Law School.

3. A committee which will be constituted in the same fashion as a Presidential Review Committee will be appointed at the beginning of every fifth year of a Dean's term to serve as a Review Committee to review the Dean's performance. This committee will make a report to the Chancellor and the Board.

III. THE FACULTY

A. ORGANIZATION AND DUTIES

1. The faculty of the Law School will meet on call of the Dean, and the Dean will preside at its meetings. Within general policies established by the Board of Trustees, through its Bylaws, resolutions, policies, rules, regulations, and this Governance Plan, the Dean and faculty of the Law School shall have the responsibility for formulating and administering the program of the School, including such matters as faculty selection, retention, promotion, and tenure; curriculum; methods of instruction; admission policies; and academic standards of retention, advancement, and graduation of students.

2. The presence of a majority of the faculty shall constitute a quorum. A quorum shall be necessary for the transaction of any business. Business shall be conducted in accordance with Robert's Rules of Order, latest edition. Minutes shall be kept of all meetings. The faculty may adopt such additional procedures for the discharge of its responsibilities under this Governance Plan as it may deem necessary, subject to the approval of the Dean.

B. FACULTY COMMITTEES

1. The Personnel and Budget Committee

   a. The Law School shall establish a Personnel and Budget Committee which shall be composed of five persons. Members of the Personnel and Budget Committee shall be Law School faculty members elected in accordance with the Bylaws and written policies of the Board of Trustees and one second or third year student elected by the students as a non-voting member. The manner of constituting the committee, and the procedure to be followed by it, shall be subject to the approval of the Dean of the Law School. This committee shall review all recommendations for appointment and reappointment, with or without tenure, to the faculty, and promotion in rank, special salary increases and increments, and applications for fellowship and other leaves. It shall recommend action thereon to the Dean. The Dean of the Law School will be one of the five members of the Law School Personnel and Budget Committee and shall serve as chair.

2. Faculty Search Committees and Faculty Appointments

   a. The Dean, in consultation with the Personnel and Budget Committee, shall establish such faculty search committees as are appropriate. All faculty search committees shall adopt and follow appropriate procedures in order to assure compliance with The City University Affirmative Action policies and procedures. The Dean shall appoint a student member to each search committee.
b. A Faculty Search Committee shall report its recommendations to the Dean. The Dean shall review the recommendations and make his or her own recommendation regarding each faculty appointment to the Personnel and Budget Committee.

c. The Personnel and Budget Committee shall review the recommendations of the Dean, consult with the full-time tenured and tenure-track faculty, and shall make its own recommendation regarding each faculty appointment to the Dean.

d. The Dean shall review the recommendations of the Personnel and Budget Committee and shall recommend to the Chancellor for appointment, only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence of the Law School.

e. The Chancellor will review the Dean's recommendations in accordance with Section C of this Article.

3. Faculty Reappointment, Promotion, and Tenure Review Procedures

a. The Personnel and Budget Committee and all other committees charged with the review of faculty shall review all candidates' qualifications under the policies and standards of The City University as set forth in the Bylaws, personnel policies, and resolutions of the Board of Trustees of The City University of New York.

b. The Dean shall review the affirmative recommendation(s) of the Personnel and Budget Committee and shall recommend to the Chancellor for reappointment, promotion, and tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.

c. The Chancellor shall review the Dean's affirmative recommendations in accordance with Section C of this Article.

4. The Admissions Committee

a. The Admissions Committee shall include the director of admissions, an associate dean designated by the Dean who shall chair the Committee, not fewer than three faculty, and two students who are members of the second or third year classes. Faculty appointments shall be for a term of two years.

b. No applicant may be admitted by the Law School except on the affirmative vote of the Admissions Committee. The Committee shall follow procedures that have been approved by the faculty and the Dean.

5. Scholastic Standards Committee

a. The membership of the Scholastic Standards Committee shall include an associate dean, who shall chair the Committee, four faculty members, and two third-year students.

b. The Committee shall review policies and procedures concerning scholastic standards and assist in the development of academic support systems for students.

6. Committee on Academic Standing

The membership of the Committee on Academic Standing shall include the associate dean for academic affairs who shall chair the Committee, three faculty members and two students. The Committee shall apply the academic standards of the Law School to individual students from the time of admission until the granting of the Juris Doctor. The Committee will receive and act upon student appeals relating to academic matters. It shall report to the Dean. The Dean shall issue procedures implementing this provision.
7. The Curriculum Committee

a. The curriculum committee shall be composed of not fewer than four faculty members and three students. The Dean shall designate the chair of the committee from among the members of the committee. The term of all faculty members shall be two years.

b. The curriculum committee shall have authority to consider all proposals to review, modify, or develop the course of study for each of the three years, and all proposals relating to the educational program, including, but not limited to, evaluation of student work and scheduling.

C. APPOINTMENTS AND REAPPOINTMENTS TO, AND PROMOTIONS WITHIN, THE INSTRUCTIONAL STAFF - PROCEDURE

1. All appointments and reappointments, including reappointments with tenure to, and promotions within, the instructional staff, except where otherwise provided, shall be recommended to the Dean who shall review the recommendations and recommend to the Chancellor only those persons who he/she is reasonably certain will contribute to the academic excellence of the Law School.

2. The Chancellor shall review the Dean's affirmative recommendations and shall recommend to the Board of Trustees for appointment, reappointment, promotion, and/or tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.

D. APPEALS

1. A faculty member may appeal a negative decision of the Personnel and Budget Committee regarding his or her candidacy to the Dean, who shall consider, decide, and notify the candidate regarding the appeal.

IV THE ASSEMBLY

A. COMPOSITION

1. The forum for discussion of matters affecting the Law School community as a whole shall be the Assembly. Its membership shall consist of members of the faculty and administrative staff; five regular members and one alternate member of the support staff; and one student from each House. The Dean shall preside at meetings of the Assembly. The Dean and faculty shall take Assembly discussions into account in making their decisions regarding policy matters.

2. The presence of a majority shall constitute a quorum. A quorum shall be necessary for the transaction of any business. Business shall be conducted in accordance with Robert's Rules of Order, latest edition. Minutes shall be kept of all meetings.

3. All members of the support staff shall be eligible to participate, according to procedures determined by them, in the selection of the regular and alternate members of the Assembly. The alternate member shall be authorized to participate in all discussion, and to participate in any vote that is taken at a meeting held on a day that one or more of the regular members are not present. Such members shall be chosen for a period of one year.

4. Unless provided otherwise in Bylaws adopted by the student body, the student members of each House shall select one of their number to participate in a panel, which in turn shall select the student members of the Assembly, who may be members of the panel, for a term of one year.

5. Meetings of the Assembly are open to members of the Law School community. Non-members of the Assembly who are members of committees whose work is to be discussed at a meeting may attend that meeting and participate in discussion. Other non-members of the Assembly may attend meetings as observers.
B. RESPONSIBILITIES

1. The Assembly may consider matters affecting the educational program, or the carrying on of the work of the Law School. It shall not consider any individual personnel matters. It shall meet at regularly stated intervals, at the call of the Dean, or on the written request of twenty percent of its members. The Dean shall circulate a proposed agenda to the members of the Assembly at least one week before each meeting. Persons desiring to raise questions for discussion or action at a meeting shall so advise the Dean, sufficiently in advance of the meeting to give notice of that intention to members of the Assembly, and in sufficient detail to facilitate informed discussion. A matter within the jurisdiction of a committee shall ordinarily be raised in the Assembly only after the committee in question has considered it.

2. The Dean or any committee having jurisdiction over a matter raising significant policy questions shall advise the members of the Assembly of proposed actions regarding such matter and shall give the fullest consideration to the views of the Assembly prior to implementing the proposed action in the event that the matter is promptly raised in the Assembly for discussion. The Assembly shall use the procedures stated above, in Article IV Section A (2), in its consideration of the matters raised.

C. ASSEMBLY COMMITTEES

1. Committees are the basic working units of the Law School governance process. Committee members, therefore, have the responsibility for investigating, assessing, and, subject to the reviewing authority of the Assembly, recommending matters within the committee’s charge. For the committees’ work to be carried on consonant with the School’s mission, respect must be given to both the responsibility of the committees to inform and to listen to the other members of the Law School community about matters that fall within their charge, and the responsibility of the members of the Law School community to accord the committees the discretion necessary to enable them to carry out their functions.

2. The Assembly committees shall be those specified below and those created by action of the Assembly or the Dean. The Assembly shall not establish any committee with jurisdiction over any personnel matter, or any individual student scholastic standing or admissions matter.

3. The Dean, after consulting with its members, shall designate one member of each Assembly committee to serve as chairperson, subject to the principle that committees traditionally deemed central to the articulation of educational policy, such as the committees on admissions policy, and the library, shall ordinarily be chaired by a person who holds a professorial appointment. No person, other than the Dean, shall chair more than one committee.

4. A Committee on Committees shall be constituted prior to the end of the spring semester of each year, consisting of the Dean and two persons, at least one of whom shall be a member of the faculty, selected by the Assembly. It shall decide, except with respect to committees that consider personnel matters and where specified in this Governance Plan or the Bylaws of the Board of Trustees, how many, if any, members of the faculty, administrative staff, support staff, and student body shall be appointed to each committee. It shall also select the members of each Assembly committee, subject to the following limitations:

   a. it shall consult members of the Assembly regarding their own and others’ membership on committees;

   b. student members of committees shall be selected according to procedures adopted by the student body, or, if the student body has not adopted any such procedures, by the panel referred to in Article IV Section A (4) above;

   c. support staff members shall be selected by the support staff according to procedures that they adopt; and

   d. the members of the faculty and administrative staffs, respectively, may disapprove, at a meeting called for the purpose, of the selections from those groups, and recommit the matter to the committee for reselection.

5. The Law School supports the principle that students and staff should participate in governance through the work of its committees, and that such participation should be structured in a way that facilitates the assumption of responsibility on the part of committee members to become informed and experienced regarding the task involved.
Except as specified below or, in the case of newly created committees, at the time of their creation, committee membership shall be for a renewable term of one year. The terms of committee members shall begin on September 1, except that the terms of first-year students shall begin on January 1. All persons agreeing to serve on committees undertake thereby to serve for the term of their selection. Vacancies occurring by reason of resignation of student members may be filled only if more than two-thirds of the term remains. Other vacancies shall be filled in the same manner as the vacant position was filled.

6. The Admissions Policy Committee

a. The Admissions Policy Committee shall include the director of admissions, an associate dean designated by the Dean who shall chair the Committee, not fewer than three faculty members, and two students who are members of the second or third year classes. Faculty appointments shall be for a term of two years.

b. All proposals regarding admissions policy shall be referred to the Admissions Policy Committee for deliberation and recommendation, subject to the approval of the faculty, the Dean, and the Chancellor.

7. Resources Committee

a. The membership of the Resources Committee shall be composed of not fewer than three faculty members, two student members, one member of the administration, and one member of the support staff.

b. The Resources Committee is charged with reviewing the fiscal impact of all program changes or developments and working with the Dean and associate deans to recommend proposed priorities for the allocation of resources, and to develop proposed standards for the allocation of funds. Decisions regarding resource allocation shall be made by the Dean.

8. Library Committee

a. The membership of the Library Committee shall include the chief law librarian, not fewer than three classroom teaching faculty, two student members, and one person holding a professorial library title. The Dean shall consult with the chief law librarian in the selection of committee members.

b. The Library Committee is charged with reviewing the library development plan proposed by the chief law librarian, and overseeing the development of policies and services.

9. Quality of Life Committee

a. The membership of the Quality of Life Committee shall include not fewer than three faculty members, three student members, one member of the administrative staff, and one member of the support staff.

b. The Committee may consider questions involving relationships among faculty, administrators, staff, and students, and questions affecting the quality of life at the School and its effect on the educational program.

V. APPOINTMENT AND REAPPOINTMENT OF EXECUTIVES AND ADMINISTRATORS

A. DEAN

The Dean shall be appointed and reviewed in accordance with Article II of this Governance Plan.
B. ASSOCIATE AND ASSISTANT DEANS

1. Position Definition:

a. The associate and assistant deans shall assume such administrative and academic responsibilities as the Dean shall assign. Appointments to these titles shall be made in accordance with this Governance Plan and the Bylaws and written policies of the Board of Trustees. Such appointments are to be recommended by the Dean to the Chancellor. Remuneration for service as an associate dean or an assistant dean shall be included in the recommendation of the Dean. The Dean shall recommend to the Chancellor only those persons he/she is reasonably certain will contribute to the academic excellence at the Law School. The Chancellor shall recommend to the Board for appointment only those persons he/she is reasonably certain will contribute to the academic excellence at the Law School.

b. Associate and assistant deans shall share responsibility for the development of the Law School program and for its efficient operation. The Dean may recommend the appointment of candidates, including members of the instructional staff, to serve as associate deans or assistant deans, to the Chancellor in accordance with Section B.1.(a.) of this Article of the Governance Plan. Associate Deans may be removed in accordance with the Executive Compensation Plan policies established by the Board of Trustees. Assistant deans serve at the pleasure of the Dean, and may be removed by the Dean, in accordance with Board of Trustees', and University policies.

2. Qualifications: Associate and assistant deans shall have, in addition to those qualifications of the instructional title held, if any, such other qualifications as the Dean, after consultation with the Chancellor, may prescribe.

C. INITIAL PROCESS FOR APPOINTMENT AND REAPPOINTMENT OF ADMINISTRATORS OTHER THAN THOSE IN DECANAL TITLES

1. Proposed appointments, other than acting or substitute appointments, to positions on the administrative staff shall be reviewed initially, after a search, by the Dean.

There shall be an Administrative Screening and Review Committee. The Dean shall make his/her recommendations to the Administrative Screening and Review Committee. The members of the Administrative Screening and Review Committee shall be appointed by the Dean and shall consist of no fewer than three members, at least one of whom must hold a professorial appointment, and a majority of whom must be administrators. An associate dean shall chair the Administrative Screening and Review Committee.

2. The Committee will review proposed appointments and reappointments, and proposed title and salary recommendations, for administrative positions to assure that the applicable University standards have been met, and that rates of pay for members of the Law School administrative staff take into account comparable rates at metropolitan area law schools and other institutions in The City University and, to the extent practicable, are commensurate for those with comparable tasks and comparable experience within The City University. The Committee shall make its recommendation to the Dean. The Dean shall review those recommendations in making his/her own recommendation to the Chancellor for appointment or reappointment.

D. EVALUATION OF ADMINISTRATORS OTHER THAN THOSE IN DECANAL TITLES

Evaluation of the work of persons on the administrative staff is ultimately the responsibility of the Dean. The Dean, in consultation with the Administrative Screening and Review Committee as outlined in Section C above, may recommend for appointment or reappointment persons holding such titles in accordance with established University procedures.

E. APPOINTMENT OF PERSONS HOLDING PROFESSORIAL TITLES TO ADMINISTRATIVE DUTIES OTHER THAN THOSE IN DECANAL TITLES

1. The Administrative Screening and Review Committee of the Law School may recommend to the Dean that an administrative position be filled by an individual whose title is law school instructor, law school assistant professor, law school associate professor, law school professor, or law school lecturer. Such recommendation may, but need not, include a recommendation that the person receive a change in remuneration for work in that title.
2. If the Dean concurs with their recommendation he/she may make such a recommendation to the Chancellor in accordance with the procedures for appointments to the instructional staff.

F. APPEALS

1. An administrator may appeal a negative decision of the Administrative Screening and Review Committee regarding his or her candidacy to the Dean, who shall consider, decide, and notify the candidate regarding the appeal.

VI. BOARD OF VISITORS

A. There shall be a Board of Visitors for The City University School of Law at Queens College appointed by the Chancellor. The Board of Visitors shall be made up of distinguished jurists, lawyers, scholars, and other interested persons. Its role will be to advise the Law School about its academic program, its role in the community, placement of graduates, and the like. It shall assist the Dean, the Chancellor, and the Board of Trustees in all aspects of the Law School's development efforts. It shall serve as a liaison between the Law School, the legal profession, and the public and private groups which are served by the legal profession and participate in the legal process.

B. Members of the Board of Visitors will be appointed for three-year terms upon the recommendation of the Dean of the Law School, with the concurrence of the Chancellor.

C. The membership of the Board of Visitors should reflect the Law School's role in the Borough of Queens, in the city, the state, and the nation. The Board of Visitors shall be governed by Bylaws promulgated by the Board of Visitors.

VII. AMENDMENTS

A. AMENDMENT PROCEDURE

1. Amendments to this Governance Plan may be recommended by the Assembly, the faculty, the Dean, or the Chancellor.

Any recommendations which originate in the Law School Assembly or faculty must be first submitted to the Dean for consideration. The Dean shall review the Assembly or faculty recommendation(s). Any recommendation in whole or in part approved by the Dean or any modification thereof that the Dean determines to be in the best interests of the Law School shall be recommended to the Chancellor for further consideration.

2. The Chancellor shall review the Dean's recommendations. Any recommendation in whole or in part approved by the Chancellor or any modification thereof that the Chancellor determines to be in the best interests of the Law School shall be recommended to the Board for approval.

3. No change in this Governance Plan shall be implemented until it has been adopted by the Board.

ADDENDUM

DUTIES AND QUALIFICATIONS OF THE LAW SCHOOL FACULTY

A. LAW SCHOOL INSTRUCTORS, LAW SCHOOL ASSISTANT PROFESSORS, LAW SCHOOL ASSOCIATE PROFESSORS, LAW SCHOOL PROFESSORS, LAW SCHOOL LIBRARY ASSISTANT PROFESSORS, LAW SCHOOL LIBRARY ASSOCIATE PROFESSORS, LAW SCHOOL LIBRARY PROFESSORS

1. Position Definition: It shall be the responsibility of Law School instructors, Law School assistant professors, Law School associate professors and Law School professors to perform teaching, research, professional and guidance duties. Their teaching responsibilities may include supervision of students in legal practice or other law-related activity. They shall also be responsible for committee assignments and such administrative, supervisory, and other functions as may be assigned by the Dean of the Law School. Law School associate professors and professors shall be responsible for continual peer evaluations of teaching members of the instructional staff, with special local attention to their diligence in teaching and their professional growth. Senior faculty will be responsible for orienting their junior and newly appointed colleagues. Senior faculty shall be available for such consultation and assistance in problems of scholarship, professional activity, and teaching as the junior faculty may require.
2. Qualifications: 

a. LAW SCHOOL INSTRUCTOR: For appointment as a Law School instructor, the candidate must have demonstrated satisfactory qualities of personality, character, and legal ability. He/she must show potential as a faculty member, and an interest in productive scholarship, legal work, or law-related work. He/she must show willingness to cooperate with others for the good of the institution. He/she must have a J.D. or LL.B. from an accredited law school, unless the Dean of the Law School recommends to the Chancellor and to the Board the appointment of an exceptional candidate despite the fact that he/she has not received a J.D. or LL.B.

b. LAW SCHOOL ASSISTANT PROFESSOR: For appointment as a Law School assistant professor, the candidate must have demonstrated satisfactory qualities of personality, character, and legal ability. He/she must demonstrate or promise evidence of significant success as a faculty member, interest in productive scholarship, legal work, or law-related work, and a willingness to cooperate with others for the good of the institution. He/she must also have a J.D. or LL.B., or a Ph.D. in a law-related discipline.

For appointment as Law School library assistant professor, the candidate must, in addition to the requirements of instructor, have completed an M.L.S. unless the Dean of the Law School recommends to the Chancellor and to the Board appointment of such person without such qualifications.

c. LAW SCHOOL ASSOCIATE PROFESSOR: For promotion or appointment to the rank of Law School associate professor, the candidate must possess the qualifications for a Law School assistant professor, and must possess a record of significant achievement in the legal field or some directly relevant and applicable law-related field. There shall be evidence that his/her professional and intellectual achievement is respected outside his/her own immediate academic or legal community. There shall be evidence of his/her continued growth and continued effectiveness in teaching. Longevity and seniority alone shall not be sufficient for promotion.

For promotion to or appointment as Law School library associate professor, the candidate must, in addition to the requirements set forth for assistant professors in the law library, possess a record of significant achievement in his/her profession. There shall be evidence that his/her competence and achievements are recognized and respected outside his/her own immediate academic or legal community.

d. LAW SCHOOL PROFESSOR: For promotion or appointment to the rank of Law School professor, the candidate must possess the qualifications for a Law School associate professor and, in addition, a record of exceptional intellectual, educational, and professional achievement and an established reputation for excellence in the field of law or some relevant law-related field. There shall be evidence of his/her continued growth, and the judgment on promotion shall consider primarily evidence of achievement in teaching and in scholarship or professional work following the most recent promotion. Longevity and seniority alone shall not be sufficient for promotion.

For promotion to or appointment as law school Library Professor, the candidate must, in addition to the requirements set forth for associate professors in the law library, possess a record of exceptional achievement in his/her profession. There shall be evidence of his/her continued growth, and the judgment on promotion shall consider primarily evidence of achievements recognized and respected outside his/her own immediate academic or legal community following the most recent promotion. Longevity and seniority alone shall not be sufficient for promotion.

B. LAW SCHOOL ADJUNCT INSTRUCTORS, LAW SCHOOL ADJUNCT ASSISTANT PROFESSORS, LAW SCHOOL ADJUNCT ASSOCIATE PROFESSORS, LAW SCHOOL ADJUNCT PROFESSORS

1. Position Definition: Persons employed in this adjunct series shall be assigned to teach part-time or perform related duties part-time.

2. Qualifications: For appointment as Law School adjunct instructor, Law School adjunct assistant professor, Law School adjunct associate professor, or Law School adjunct professor, a person must have those qualifications or professional achievements and training comparable to those faculty members in the corresponding ranks of Law School instructor, Law School assistant professor, Law School associate professor, and Law School professor. The Dean of the Law School may recommend to the Chancellor and to the Board the appointment to one of these positions someone who is exceptionally qualified without meeting every criterion specified.

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Adopted by the Board of Trustees on June 27, 1983 and June 24, 1985