Minutes of Proceedings, February 27, 1995

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE CITY UNIVERSITY OF NEW YORK

HELD

FEBRUARY 27, 1995

AT THE BOARD HEADQUARTERS BUILDING
535 EAST 80TH STREET - BOROUGH OF MANHATTAN

The Chairperson called the meeting to order at 4:44 P.M.

There were present:

James P. Murphy, Chairperson
Edith B. Everett, Vice Chairperson

William R. Howard
Charles E. Inniss
Harold M. Jacobs
Susan Moore Mouner
Thomas Tam

Herman Badillo
Jerome S. Berg
Herbert Berman
Gladys Carrion
Michael Del Giudice

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 Leo A. Corbie
Acting President Stephen M. Curtis
President Leon M. Goldstein
President Matthew Goldstein
President Frances Degen Horowitz
President Edison O. Jackson
Acting President Marcia V. Keizs
President Vernon Lattin
President Gerald W. Lynch

President Charles E. Merideth
Acting President Thomas K. Minter
President Yolanda T. Moses
President Isaura S. Santiago
President Kurt R. Schmeier
President Marlene Springer
Vice Chancellor Richard Freeland
Vice Chancellor Jay Hershenson
Vice Chancellor Emma E. Macari
Vice Chancellor Brenda Richardson Malone
Vice Chancellor Elsa Nunez-Wormack
Vice Chancellor Richard F. Rothbard
Dean Stanford R. Roman, Jr.
Acting Dean Merrick T. Rossein

The absence of Mr. Fink and Mr. Giordano was excused
A. WELCOME BACK MEMBER OF THE BOARD: Chairman Murphy noted that it is his pleasure to welcome Trustee Harold Jacobs back. Harold has had an injured limb for several months that was very disabling and he is sufficiently recovered. I think many of us would not have come tonight given the condition that he is in but his commitment and courage is clear. I might point out that with this meeting Harold Jacobs, a former chair of this Board, begins his twenty-second year of service as a Trustee of The City University. Welcome back Harold.

B. WELCOME ACTING PRESIDENT OF YORK COLLEGE: Chairman Murphy introduced and welcomed Dr. Thomas K. Minter, who is the Acting President of York College. Dr. Minter is well known to all of us as a prominent educator who has served as Dean of the Division of Professional Studies and as Acting President of Lehman College. He has also served as Assistant U. S. Secretary for Elementary and Secondary Education, Deputy U. S. Commissioner for Elementary and Secondary Education, and as the Deputy Chancellor for Instruction of the New York City Board of Education.

At this point Mr. Badillo joined the meeting.

C. DEATH OF NAT HOLMAN: Chairman Murphy acknowledged and noted the death of Nat Holman, who was fondly known as "Mr. Basketball." He died on February 12, 1995, at the age of 98. He was the coach at City College when the team won both the NIT and NCAA championships back in 1949-50. Trustees Herman Badillo and Jerome Berg were both attending at that time. He was elected to the Basketball Hall of Fame as both a player and a coach. The Nat Holman Gymnasium at City College is named for him and his passing is one that many of us in New York and connected with the University acknowledge as a great loss.

D. SCHOOL HONORS: Baruch College's Business School MBA has been ranked among the fifteen best institutions in the country for quality and value in their master's program as asserted by Business Week which surveyed 12,500 graduates and corporate recruiters. Congratulations to President Matthew Goldstein in behalf of the faculty in the MBA program and all those who support that wonderful effort.

E. FACULTY HONORS: (1) Yaffa Ellach, Professor in the Department of Judaic Studies at Brooklyn College has been named by CBS This Morning as one of five Women of the Year for her work in connection with the Holocaust studies and memorial efforts.

(2) Fulbright Awards: Eleven (11) members of the City University instructional staff have received awards under the Fulbright Scholar Program to study and lecture abroad during 1994-95. They are:

(a) Victoria R. Badalamenti, Assistant Director of the English Language Center (LaGuardia Community College) - Chile
(b) Joyce A. Blanchette, Lecturer, Center for Advanced Study in Education (Graduate School) - Philippines
(c) Judith C. Gex, Lecturer in English as a Second Language (LaGuardia Community College) - Benin
(d) Max M. Gottlieb, Associate Professor of Business (College of Staten Island) - Poland
(e) Teri S. Haas, Associate Professor of Academic Skills (Hunter College)
(f) Beatrice Kachuck, Professor of Education (Brooklyn College and the Graduate School - India
(g) Richard S. Kayne, Distinguished Professor of Linguistics (Graduate School) - Italy
(h) Douglas Kimmel, Professor of Psychology (city College) - Japan
(i) Frances C. Peterson, Associate Professor of Social Sciences (York College) - China
(j) Barbara Katz Rothman, Professor of Sociology (Baruch College) - the Netherlands
(k) Philippa Strum, Professor of Political Science (Brooklyn College and the Graduate School) - Turkey.

(3) Marvin A. Carlson, Distinguished Professor in Theatre and Comparative Literature, and Executive Officer of the Doctoral Program in Theatre at the Graduate School has received the prestigious George Jean Nathan Award for best drama criticism in America for 1994.

(4) Effie Papatzikou Cochran, Assistant Professor of English at Baruch College, received a special award from the New York State Teachers of English to Speakers of Other Languages Organization for her contributions to English as a Second Language and Linguistics, and to language minority students.

(5) William Putt Root, Professor of English at Hunter College, was a delegate to the People to People Study Mission which visited Vietnam to explore therapeutic techniques for post-traumatic stress syndrome.
F. STUDENT HONORS: Adam Fitzgerald, City College student and basketball star, was presented the Award for Heroism by the State Fire Department in acknowledgment of his courageous rescue of an unconscious woman from a burning car in April, 1993.

G. 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**

<table>
<thead>
<tr>
<th>Grant Amount</th>
<th>Organization</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$160,000</td>
<td>NYS Education Department</td>
<td>Sandra Rumayor for &quot;Liberty Partnerships Program.&quot;</td>
</tr>
</tbody>
</table>

**THE CITY COLLEGE**

<table>
<thead>
<tr>
<th>Grant Amount</th>
<th>Organization</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$969,534</td>
<td>NIH to Y. Moses, Administration</td>
<td>&quot;Cellular/Molecular Basis of Development: Research Center.&quot;</td>
</tr>
<tr>
<td>$506,170</td>
<td>NIH to M. Fishman, Chemistry</td>
<td>&quot;Research Training for Biomedical Careers.&quot;</td>
</tr>
<tr>
<td>$250,000</td>
<td>NCHRPNAS to M. Ghosn, Civil Engineering</td>
<td>&quot;Redundancy in Highway Bridge Superstructures.&quot;</td>
</tr>
<tr>
<td>$200,000</td>
<td>NSF to N. Parker, Transportation</td>
<td>&quot;Research Careers for Minority Scholars Program at City College.&quot;</td>
</tr>
<tr>
<td>$190,128</td>
<td>NSF to D. Akins, Chemistry</td>
<td>&quot;RCMS Activities.&quot;</td>
</tr>
<tr>
<td>$171,578</td>
<td>NYS Education Department</td>
<td>O. Patterson, Elementary Education</td>
</tr>
<tr>
<td>$164,000</td>
<td>US Air Force to P. Ho, Electrical Engineering</td>
<td>&quot;Ultrafast Optical A/D Using Cross Phase Modulation (DARPA).&quot;</td>
</tr>
<tr>
<td>$104,138</td>
<td>NSA to H. Cohn, Mathematics</td>
<td>&quot;Intergovernmental Personnel Act Agreement.&quot;</td>
</tr>
</tbody>
</table>

**COLLEGE OF STATEN ISLAND**

<table>
<thead>
<tr>
<th>Grant Amount</th>
<th>Organization</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$191,560</td>
<td>RF SUNY to Ronald Sheppard</td>
<td>&quot;Small Business Development Center.&quot;</td>
</tr>
<tr>
<td>$107,212</td>
<td>UT to Fred Naider</td>
<td>&quot;Novel Drugs.&quot;</td>
</tr>
</tbody>
</table>

**GRADUATE SCHOOL AND UNIVERSITY CENTER**

<table>
<thead>
<tr>
<th>Grant Amount</th>
<th>Organization</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$125,025</td>
<td>DeWitt Wallace Reader's Digest Fund</td>
<td>Prof. Alice Halsted</td>
</tr>
</tbody>
</table>
## HUNTER COLLEGE

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Amount</th>
<th>Division</th>
<th>Recipients</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHS/NIH/Division of Research Resources</td>
<td>$1,411,337</td>
<td>to Acting President Blanche Blank and Dean Erwin Fleissner, Division of Sciences and Mathematics</td>
<td>for &quot;Researc...&quot;</td>
<td></td>
</tr>
<tr>
<td>DeWitt Wallace Reader's Digest Fund</td>
<td>$1,028,095</td>
<td>to Stephen Brier and Bret Enyon, Center for Media &amp; Learning/American Social History Project</td>
<td>for &quot;Collaboration between American Social History Project and Middle College High School at LaGuardia Community College.&quot;</td>
<td></td>
</tr>
<tr>
<td>NYS Department of Social Services</td>
<td>$860,263</td>
<td>to Rose Dobrof and Pasquale Gilberto, Brookdale Center on Aging</td>
<td>for &quot;Brookdale Center Training.&quot;</td>
<td></td>
</tr>
<tr>
<td>HHS/ODHS/ACYF/Children's Bureau</td>
<td>$749,436</td>
<td>to Gary Anderson, School of Social Work</td>
<td>for &quot;National Center for Permanency Planning.&quot;</td>
<td></td>
</tr>
<tr>
<td>NYC Department of Transportation</td>
<td>$225,000</td>
<td>to Jeffrey Osleeb and Dick Lam, Geology and Geography</td>
<td>for &quot;Employee Commute Options Project.&quot;</td>
<td></td>
</tr>
<tr>
<td>PHS/NIH/National Institute of Mental Health</td>
<td>$163,438</td>
<td>to H. Philip Zeigler, Psychology</td>
<td>for &quot;Neural Control Behavior.&quot;</td>
<td></td>
</tr>
<tr>
<td>PHS/NIH/National Eye Institute</td>
<td>$150,885</td>
<td>to Richard Chappell, Biological Sciences</td>
<td>for &quot;Neural Interactions of the Retina.&quot;</td>
<td></td>
</tr>
<tr>
<td>U.S. Environmental Protection Agency</td>
<td>$111,692</td>
<td>to Sean Ahearn, Geology and Geography</td>
<td>for Data Base Development for New Jersey, Puerto Rico, and the Virgin Islands.</td>
<td></td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>$105,000</td>
<td>to Rina Benmayor and Iraida Lopez, Centro de Estudios Puertorriqueños</td>
<td>for &quot;Seminar Series on Issues of Concern to the Caribbean Population.&quot;</td>
<td></td>
</tr>
<tr>
<td>PHS/NIH/National Institute of General Medical Sciences</td>
<td>$100,000</td>
<td>to Richard Franch, Chemistry</td>
<td>for &quot;The Cycloaddition Way to Glycosyl Transfer.&quot;</td>
<td></td>
</tr>
</tbody>
</table>

## JOHN JAY COLLEGE OF CRIMINAL JUSTICE

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Amount</th>
<th>Division</th>
<th>Recipients</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYS Department of Education</td>
<td>$143,228</td>
<td>to Louis Guinta, Communication Skills</td>
<td>for &quot;Vocational Education Program.&quot;</td>
<td></td>
</tr>
</tbody>
</table>

## LAGUARDIA COMMUNITY COLLEGE

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Amount</th>
<th>Division</th>
<th>Recipients</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYS Department of Education</td>
<td>$118,050</td>
<td>to Jane Schulman, Continuing Education</td>
<td>for &quot;EDGE/Job Development.&quot;</td>
<td></td>
</tr>
<tr>
<td>NYS Division of Youth</td>
<td>$107,477</td>
<td>to Sandra Watson, Continuing Education</td>
<td>for &quot;New View New York Green Team Program.&quot;</td>
<td></td>
</tr>
</tbody>
</table>

## YORK COLLEGE

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Amount</th>
<th>Division</th>
<th>Recipients</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYC Mayor's Office</td>
<td>$276,838</td>
<td>to Ronald Thomas, Adult and Continuing Education</td>
<td>for &quot;New York City Literacy.&quot;</td>
<td></td>
</tr>
</tbody>
</table>

At this point Mr. Del Giudice joined the meeting.

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

1. The Administration is working very, very hard both to achieve some restorations to deal with financial aid issues and other issues as the University struggles with this budget situation. We are, indeed, preoccupied with the 1995-96 State Executive budget. President Moses in Manhattan, President Fernandez in the Bronx, President Lattin in Brooklyn, Acting President Curtis in
Woodworth, last week to review the impact of the budget. Once again we were very more children the Vice At this point that will go doing more with legislators on what should be done on the student financial aid issue in particular. senior colleges and suggests that $116.6 million of that can be made up from increases in tuition revenue. There is also a tuition is increased to $3,450, the maximum TAP award would be $3,105 which would no longer cover all tuition at the maximum award for dependent students would be reduced by $475 to a maximum of $3,575 or 90% of tuition, whichever is lower. If CUNY has been strongly and, I hope, in an articulate fashion. Interestingly enough when we put it all together, over the last six years CUNY has grown by about 33,000 students, most of that in the community colleges. This equates to an institution the size of UCLA. We are the growth center for the State now because of more children coming up through K - 12, and the very, very fine legal immigrant population coming into the City. All of these cases have been made strongly and, I hope, in an articulate fashion.

4. Since there has been a lot that has been happening we have put together a concise four-part presentation with very terse slides that will go quickly so you will know where the focus of the University is at this time. Vice Chancellor Rothbard will report on State and City budgets, Vice Chancellor Hershenson on the timetable and strategies, and Vice Chancellor Freeland on academic program planning.

At this point Ms. Carrion joined the meeting.

Vice Chancellor Rothbard reported that the Executive Budget recommends elimination of $158.1 million in State support at the senior colleges and suggests that $116.6 million of that can be made up from increases in tuition revenue. There is also a $46 million programmatic lump sum cut which the University would have to allocate to the campuses, and a $15.1 million cut through the elimination of the entire SEEK program. On the tuition revenue side the budget assumes a $1,000 per FTE tuition increase for all students that would generate approximately $100 million; an additional increase for graduate and non-resident students totaling $13.7 million; and an assumption of a $2.9 million increase in revenue from enrollment growth. There are also recommendations to our financial aid program which will be critical to our students and will affect us in a very, very direct manner. The maximum TAP award for dependent students would be reduced by $475 to a maximum of $3,575 or 90% of tuition, whichever is lower. If CUNY tuition is increased to $3,450, the maximum TAP award would be $3,105 which would no longer cover all tuition at the maximum award. For single independent students the maximum award would be reduced to $2,450 or 90% of tuition, whichever is lower. Funding for STAP, APTS, Graduate TAP, TAP for inmates, and the Liberty Scholarships has been eliminated entirely.

For the community colleges, there are recommendations for cuts from both the City and the State. State aid would decline $10.6 million and City support net of all of the changes going on would decline $30.1 million. The State Executive Budget proposes elimination of $3.3 in supplemental aid, which is dollars we get for every enrolled student and for disadvantaged students enrolled in business or technical courses, and a cut of $5 million to various program categories (except child care), including College Discovery. Base aid formula funding would be retained at $1,800 per FTE and would add $3.7 million for enrollment growth. On the City side, there is a $28 million cut in community college programs; a $10.2 million cut in support for associate programs at the senior colleges; and $7.2 million taken from savings in debt service, pensions, and building rentals. There is not currently any formal proposal in either the City or State budgets for tuition, nevertheless it goes from 39% to 45% of the City budget and continues to be the largest single source of funding in the community college budget. The capital budget provides no major new programs for the University with the exception of the acquisition of a building at LaGuardia Community College which is currently being leased.
Vice Chancellor Hershenson reported that since the 30-day amendment period began following release of the Executive Budget on February 1, extensive efforts have been made to contact the New York City legislators who represent the individual institutions and the college districts. CLAC has organized a letter-writing drive stressing the positive economic impact to the City and State of CUNY graduates; visits to legislators in their district offices to review the impact of the budget; coalitions with key business, labor, community, and civic groups; voter registration drives; coordinated team visits to Albany every week in March; and communications contacts. Budget briefings for college student government leaders have been held in each of the boroughs. In addition, students State-wide are lobbying in Albany today. Each of the Borough Presidents has scheduled preliminary budget hearings in their respective boroughs. Groups of presidents have joined with the Borough Presidents to hold meetings with legislators in each of the boroughs. Faculty will be participating in the New York State United Teachers (NYSUT) Higher Education Lobbying Day in Albany on February 28. The Administration will be testifying at the Joint Borough Presidents Agency Hearing on the Mayor's Preliminary Budget on March 1. The 30-day amendment period ends on March 2. There will be a SEEK and College Discovery Day in Albany on March 14. The State budget is scheduled to be adopted on April 1, and the Mayor is scheduled to release his Executive Budget on April 26.

Vice Chancellor Freeland reported that in response to the adoption of the Board's policy on Academic Program Planning in 1993, planning processes and program review have been ongoing on each college campus during last fall and this spring. Those planning processes will provide valuable input to the colleges and college planning committees as they proceed with the unfortunate and hopefully unnecessary business of retrenchment this spring. The presidents will submit their year-end reports summarizing progress in academic program planning to me May. These will be the basis for the Chancellor's report to the Board’s Committee on Academic Policy, Program, and Research, and the full Board in June. In addition, we are working with the colleges to assess the impact at the system level of collegiate decisions on programs and priorities; to facilitate inter-college collaboration; and continued planning in specified academic areas (e.g., health and foreign languages). This year the Council of Presidents’ Articulation Policy, which was developed in consultation with the University Faculty and Student Senates and the colleges, will be implemented. We are working internally at 80th Street to achieve heightened coordination of academic planning with operating and capital budgeting as required by the Board. In addition, Certification Review Guidelines are being developed to identify weak programs; a study on Remedial Work is expected to be completed by the end of this semester; the Degree Credit Study is being finalized; and the ESL Study has already been distributed to the Board and circulated around the University.

Vice Chancellor Malone reported the that need for a declaration of financial exigency at the senior colleges was triggered by the State Executive Budget which was received on February 1. The presidents, in consultation with appropriate constituent groups on campus, reviewed budgets and informed the Chancellor of the possible need for a declaration of financial exigency. The Chancellor then consulted with the Council of Presidents, the University Faculty and Student Senates, and the Professional Staff Congress (PSC). Following the declaration of financial exigency the Chancellor will then formally notify the University community of the declaration.

Chancellor Reynolds stated that the presidents, faculty, students, and the entire University are working as hard as we can right now on all aspects of the fiscal situation in front of us. We appreciate the Board's support and involvement and we will continue as each item and milestone is reached to bring it to the appropriate Board committee and work along through the winter and spring on behalf of CUNY.

Upon motions duly made, seconded and carried, the following resolutions were adopted:(Calendar Nos. 1 through 8)

NO. 1. UNIVERSITY REPORT: RESOLVED. That the University Report for February 27, 1995 (including Addendum items) be approved, as amended as follows:

(a) ADDENDUM: Add the following:
7 CUNY SCHOOL OF LAW - REAPPOINTMENT WITH TENURE

<table>
<thead>
<tr>
<th>DEPT</th>
<th>TITLE</th>
<th>LAST NAME</th>
<th>FIRST NAME</th>
<th>SALARY RATE</th>
<th>EFFECTIVE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUNY School of Law</td>
<td>Associate Professor</td>
<td>Gilbert</td>
<td>Margaret</td>
<td>$73,457</td>
<td>9/1/95</td>
</tr>
</tbody>
</table>

(b) ERRATA: Add the following:

1. HUNTER COLLEGE:

Page B002 - APPOINTMENT OF HEO SERIES PERSONNEL WITH NO PRIOR SERVICE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT ACTING AND SUBSTITUTE APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The first name of Seung I. Cho is revised to read "Paul."

2. BARUCH COLLEGE:

Page B002 - APPOINTMENT OF HEO SERIES PERSONNEL WITH PRIOR FULL-TIME HEO SERIES SERVICE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT ACTING AND SUBSTITUTE APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The first name of Beth Hillma Johnson is revised to read "Elisabeth."

3. HOSTOS COMMUNITY COLLEGE:

Pages B001 and B002 - APPOINTMENT OF HEO SERIES PERSONNEL WITH NO PRIOR SERVICE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT ACTING AND SUBSTITUTE APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The entries for Ann F. Cruz and John Rosa are withdrawn.

4. LAGUARDIA COMMUNITY COLLEGE:

Page B001 - APPOINTMENT OF HEO SERIES PERSONNEL WITH NO PRIOR SERVICE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT ACTING AND SUBSTITUTE APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The salary rate for the entry for Claudia Baldonedo is revised to read $52,213.

5. THE GRADUATE SCHOOL AND UNIVERSITY CENTER:

Page B001 - EARLY PAYMENT OF NEW STEPS: The entry for Edouard Glissant is withdrawn. SPECIAL INCREMENT WITHIN TITLE (NEW STEPS): The entry for Edouard Glissant is withdrawn.

(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 February 27, 1995 (including Addendum Items) be approved, as amended as follows:

(a) ERRATA: Add the following:

1. JOHN JAY COLLEGE OF CRIMINAL JUSTICE:

Page B003 - REVISION OF PREVIOUS ACTION TAKEN BY THE BOARD (INSTRUCTIONAL STAFF - ANNUAL): The entry for Michael Dorff is withdrawn.
2. THE COLLEGE OF STATEN ISLAND:

Page A0016 - SECTION AIII 7.1. AFFILIATION AGREEMENT IN PHYSICAL THERAPY: The second line of the resolution is revised to read as follows: "Secretary of the Board to execute an affiliation agreement on behalf of..."

3. BRONX COMMUNITY COLLEGE:

Page B001 - APPOINTMENT ANNUAL OTHER THAN PROFESSORIATE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT VISITING, SUBSTITUTE AND GRADUATE ASSISTANT APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The entry for Olga Chernoguz is withdrawn.

4. KINGSBOROUGH COMMUNITY COLLEGE:

Pages A-10 & A-11 - SECTION A11 14.1 NEW COURSES - Department of Tourism and Hospitality: The entry is withdrawn. SECTION AIV. 14.1 CHANGE IN DEPARTMENT TITLE: Department of Travel and Tourism: The entry is withdrawn.

5. KINGSBOROUGH COMMUNITY COLLEGE:

Page B002 - REAPPOINTMENT WITHOUT TENURE, CCE, OR 13.3.B. (ANNUAL): The entry for Ricardo Franco is withdrawn.

6. LAGUARDIA COMMUNITY COLLEGE:

Page B001 - APPOINTMENT ANNUAL OTHER THAN PROFESSORIATE (AFFIRMATIVE ACTION REPORT ON FILE EXCEPT VISITING, SUBSTITUTE AND GRADUATE ASSISTANT APPOINTMENTS) (SW INDICATES WAIVER OF SEARCH): The entry for Kole Kleeman is withdrawn.

(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 and the executive session meeting of January 30, 1995 be approved.

NO. 4. COMMITTEE ON FISCAL AFFAIRS, FACILITIES AND CONTRACT REVIEW: RESOLVED, That the following items be approved:

A. DECLARATION OF FINANCIAL EXIGENCY - THE SENIOR COLLEGES:

RESOLVED, That the Board of Trustees of The City University of New York hereby declares that a state of financial exigency exists for the senior colleges including the Law School and the Central Office for the 1995-96 fiscal year, and be it further

RESOLVED, That in accordance with the declaration of financial exigency, implementation of The Guidelines and Procedures for Discontinuance of Instructional Staff Personnel Mandated by Financial Exigency, as approved at the time of implementation, is hereby authorized at these units.

EXPLANATION: During 1994-95 the senior colleges have faced a mid-year budget reduction of $15 million. For 1995-96 the State has proposed a net operating budget reduction to the senior colleges of $158.1 million. Proposed changes include, but are not limited to, a lump sum reduction of $46 million and a university program reduction of $15 million.

It is understood that, should financial circumstances improve sufficiently, the Chancellor will advise the senior colleges that retrenchment planning is no longer necessary.
Chairman Murphy stated that this is a planning mechanism. It is not irrevocable. Its implementation would fully depend upon what the ultimate outcome is in terms of the budget, but in order to be able to function within whatever the level of funding that is appropriate, if it falls short of what we need to have without such a resolution, we must have a process in place which enables us to plan in the most deliberate and orderly way.

B. LAGUARDIA COMMUNITY COLLEGE - MECHANICAL STORAGE AND CLIMATE CONTROL SYSTEMS FOR THE LAGUARDIA AND WAGNER ARCHIVES:

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 LaGuardia Community College to purchase a storage system and a climate control system. 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 $200,000, chargeable to Capital Project Number HN-C004. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The LaGuardia and Wagner Archives at LaGuardia Community College requires renovation of existing space to house precious manuscripts and other critical information related to mayoral archives. The storage system will be located in two areas and consist of mechanically assisted moveable shelving. The estimated cost of this track system, including installation, is $11,000. The purchase and installation of specialized air systems for the preservation of documents and artifacts is projected to be $90,000 (CUNY Project Number LC0248-994).

C. BARUCH COLLEGE - DESIGN OF NEW FACILITY - SITE B:

RESOLVED, That the Board of Trustees of The City University of New York approve the selection of the firm of Kohn Pedersen Fox Associates, PC, Architects and Planning Consultants, to prepare programs, plans, specifications and cost estimates for a New Facility on Site B at Baruch College, CUNY Project Number BA104-085; and be it further

RESOLVED, That The City University Construction Fund be requested to authorize the Dormitory Authority of the State of New York to enter into a contract for the design of the aforesaid construction project.

EXPLANATION: The Baruch College Master Plan was developed in response to the College's need for adequate student, faculty and facility spaces and was approved in 1986. This Master Plan provides for a two-phase construction implementation plan on two sites across the street from one another located near the existing campus. Phase one, consisting of rehabilitation of an existing building on Site A for library, media, computer, conference center, and administrative facilities, is now occupied. The second phase is for a new building on Site B consisting of approximately 700,000 gross square feet (416,800 net assignable square feet) which will include classroom, faculty and departmental offices, student services, dining facilities, athletic facilities, theater and lecture halls.

In accordance with State Finance Law Section 136-a, Education Law Section 6218 and the Economic Development Law Article 4-C, CUNY's Department of Design, Construction and Management developed a Request for Qualifications (RFQ) soliciting licensed architectural firms interested in undertaking this commission to submit their qualifications for consideration. The required advertisement was published on February 14, 1994 in the New York State Contract Reporter. A due date of March 3, 1994 was given for the submission, including customary contact sources for questions and details and a total of 32 firms had responded to the advertisement.

D. BRONX COMMUNITY COLLEGE - AMENDMENT RESOLUTION TO REHABILITATE THE OHIO FIELD RUNNING TRACK:

RESOLVED, That the Board of Trustees of The City University of New York amends the resolution adopted at the meeting of June 28, 1993, Cal. No. 6.P. for the Rehabilitation and Resurfacing of the running track on the Ohio Field at Bronx Community College, and to authorize an increase in the estimated cost from $170,000 to a new cost of $299,000 chargeable to City Capital Project No. HN-X002; and be it further

RESOLVED, That the director of the New York City Office of Management and Budget be requested to approve the additional funding necessary for said contract.
EXPLANATION: During the initial budget stage, the original cost estimate for the rehabilitation of the Ohio field track at Bronx Community College (CUNY Project No. BX020-993) was based on the completed track at Queensborough Community College (1988), since the two projects were considered to be comparable.

During the design phase (1993) of the track at Bronx Community College, however, subsurface of the existing track and field was examined and found to be severely deteriorated. The rebuilding of the substrate layers was included in the specifications as a result. While the scope of the project was by then different from the original comparison project at Queensborough, the campus was hoping for a favorable low bid climate to buy the project within the funds available.

Accordingly, the contract documents which were bid in 1993 contained substantial subsurface preparatory work. The bids received exceeded the budget. After the bids were opened, the lowest bidder ($284,000) was requested to supply a letter of substantiation. As expected, the letter highlights the severe condition of the subsurface layers. After some additional funds were obtained, a second bidding occurred with the same results. The campus again sought augmented funds and received them to allow the project to be re-bid and awarded.

The low bidder has an excellent record with the College. A meeting was held with the contractor and the Department of Health, Physical Education and Wellness to discuss the preliminary schedule and coordination of the job.

The track is used extensively by people from the neighborhood, by community programs, by faculty and staff, and by the College's Department of Health, Physical Education and Wellness.

E. NEW YORK CITY TECHNICAL COLLEGE - THEATRE AND ARTS TECHNOLOGY:

RESOLVED, That the Board of Trustees of The City University of New York authorizes the Secretary of the Board to execute a contract with the firm of Margaret Helfand Architects for architectural and engineering services for the design and construction supervision of the Theatre and Arts Technology Facility at New York City Technical College, CUNY Project Number NY056-094. The estimated cost shall not exceed $75,000 chargeable to the State Capital Construction Fund. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The new space will be used for construction, model making and electrical setups related to the College's Theatre and Arts Technology program. The space currently used for their program is too small and is not in compliance with theatre industry standards for square footage, exhaust and electrical system requirements. A new major in Theatre and Arts Technology has been approved by the State Education Department in conjunction with New York City Technical College and Brooklyn College.

This project will create appropriate space for these uses by renovating 7,000 square feet of existing space of the former Automotive Technology Department at the rear of the Voorhees Building. The Automotive Technology Department vacated its space and relocated to Bronx Community College. The available space is adjacent to the laboratory facility and in the same building as the CADD computer laboratories which support the Arts Technology program.

The construction must meet the academic and OSHA requirements for a technical shop operation that includes the use of toxic paints and lacquers. Provision for welding stations to accommodate longer pieces of metal required in arts technology class projects will also be included in this laboratory.

The candidate was chosen in accordance with law and University regulations.

F. HUNTER COLLEGE - REPLACE SIDEWALKS AND TREE WELLS AROUND NORTH BUILDING AND THOMAS HUNTER HALL:

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 replacement of sidewalks and tree wells surrounding Hunter College's North Building and Thomas Hunter Hall. 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. The contract shall not exceed a total estimated cost of $109,310 chargeable to the State Capital Construction Fund HU049-889. The contract shall be subject to approval as to form by the University Office of General Counsel.
EXPLANATION: Repair and/or replacement of the sidewalks around the North Building and Thomas Hunter Hall is necessary to insure safe conditions for the students, faculty, staff and public (CUNY Project Number HU049-889). The condition of the sidewalks and tree wells is very poor, with large cracks, uneven joints and general deterioration throughout the entire sidewalk area. The sidewalks have not been replaced in their entirety since the Hunter facilities were originally constructed in the 1930's.

The base contract will consist of the tree wells and sidewalks along Lexington Avenue continuing around 69th Street for about 20 feet. Add alternates will be included for the remainder of the block, subject to available remaining budget, in the event of a favorable low bid which is less than the amount of allocated funds.

G. LEHMAN COLLEGE - NEW SECURITY FENCE SYSTEM ALONG THE EAST AND SOUTH CAMPUS PERIMETER:

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 all materials and labor necessary to supply and install a new security fencing system. 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 $437,000, chargeable to Capital Project No. HN-X004. 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 New York City Office of Management and Budget be requested to approve the funding necessary for said contract.

EXPLANATION: The existing chain link security fence system and gates along the perimeter of the College campus have deteriorated and present a threat to the health and safety of the College community. The existing fence mesh fabric is rusted, patched and stretched out of shape throughout the entire perimeter. The support posts are also rusted and there is no bottom support rail at the fence. The vehicular and pedestrian gates are severely damaged and bent, and are insufficient to withstand heavy use. In order to further secure the campus and prohibit scaling of the chain link fence, barbed wire has been mounted atop the fence. The barbed wire is missing or damaged in many locations.

URS Consultants, Architects/Engineers were commissioned by the Dormitory Authority of the State of New York to perform a Condition Assessment Report on the Lehman College Campus Site and Buildings. In the resulting report dated November 1993, the consultants listed five pages of deficiencies related to the campus perimeter security fencing. The recommendation was to replace the existing fence and gates with a new steel tube security fence system similar to that installed along the North end of the campus, and to replace the existing chain link swinging type gates with heavy duty steel tube sliding-type gates.

The proposed project will provide this fence and matching ornamental ironwork entry arches. The new fence would run from the corner of Bedford Park Boulevard West and Goulden Avenue to the Jerome Avenue entrance (along the east and south sides of the campus).

The new security fence system (CUNY Project Number LM057-095) would hinder theft of College property essential to educating our students and would provide a safer more secure campus for the entire Lehman College community.

H. QUEENSBOROUGH COMMUNITY COLLEGE - PRINTING AND DELIVERY OF CONTINUING EDUCATION BULLETINS FALL 1995 AND SPRING 1996:

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 Queensborough Community College for the printing and delivery of Continuing Education Bulletins for Fall 1995 and Spring 1996. The contract shall be awarded to the lowest responsible bidder pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $140,000, chargeable to FAS Code 374212438 during the fiscal year ending June 30, 1996. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The Queensborough Community College Continuing Education Bulletin serves as the official record of information for the adult and continuing education programs at the College.
I. CITY UNIVERSITY SENIOR COLLEGES - SENIOR CITIZEN AUDIT PROGRAM:

RESOLVED, That the Board of Trustees of The City University of New York authorize the senior colleges to permit residents of New York State 65 years of age and older to enroll in undergraduate courses, on an audit basis without tuition charge and without credit, on a space-available basis. Individuals who enroll shall be charged an administrative fee, the student consolidated services fee, as well as any other fees they may incur. They shall not be charged student activity fees or application fees; and be it further

RESOLVED, That the Board of Trustees authorize the Chancellor to make such revisions as may be necessary to The City University Tuition and Fee Manual to implement this resolution; and be it further

RESOLVED, That this policy shall supersede all other resolutions, administrative policies and/or directives regarding senior citizen waivers at the senior colleges; and be it further

RESOLVED, That this policy shall be effective beginning with senior college students enrolling for the Summer 1995 semester.

EXPLANATION: Over the past decade, enrollment growth and tuition increases have increased CUNY's need for tuition reimbursement funding at the senior colleges, yet the State's appropriation for tuition waivers has remained constant since 1988-89. The University grants reimbursements to various groups — some contractual, some by virtue of Board of Trustees actions. Senior citizens may currently enroll at the University in credit-bearing courses and are counted by the State, for revenue purposes, as if they were full paying students. The result is that the senior college budget is left with a significant revenue shortfall as a result of granting waivers beyond the level supportable by the appropriation.

This policy change, which reflects the practice at SUNY, is being recommended in order to allow for the continuation of CUNY's long-standing and important commitment to senior citizens, without negative fiscal consequences to the University. Auditors will not receive course credits, and a grade of AUD will be assigned. Those senior citizens who wish to enroll for credit may opt to do so on the same basis as any other degree-credit student and shall pay all applicable tuition and fees, i.e., student activity, application, etc.

NO. 5. COMMITTEE ON ACADEMIC POLICY PROGRAM, AND RESEARCH: RESOLVED, That the following items be approved:

A. GRADUATE SCHOOL AND UNIVERSITY CENTER - CERTIFICATE IN AMERICAN STUDIES:

RESOLVED: That the program in American studies leading to a Certificate to be offered at the Graduate School be approved, effective September, 1995, subject to financial ability.

EXPLANATION: the purpose of the proposed program is to offer students enrolled in a doctoral program the opportunity to complete a certificate program in American Studies at the same time. Students matriculating in any of the Ph.D. programs offered at the Graduate School would be eligible for the American Studies Certificate program. The Certificate would be awarded on the date that the Ph.D. is offered. The program is designed to encourage historical, cross-cultural, and interdisciplinary perspectives in America Culture and Values, including America Art, Literature, History, Politics, and Social Structure. The proposed program is intended to enable doctoral students with a special interest in American Studies to broaden their knowledge of this field; to conduct their scholarly research in a more comprehensive and interdisciplinary context; and to enhance their prospects for employment as teachers and members of the academic faculty.

B. REVISED POLICY GUIDELINES ON CENTERS AND INSTITUTES:

RESOLVED, That the Guidelines for Research Institutes and Centers at The City University adopted by the Board on January 30, 1984, be rescinded and replaced by the attached revised Policy Guidelines for Centers, Institutes, Consortia and Special Initiatives at The City University of New York, effective immediately.

NOTE: (See Appendix A)
EXPLANATION: Experience has demonstrated that the 1984 guidelines for centers and institutes were not flexible enough to accommodate the variety and dynamics of non-department-based entities in which the intellectual life of CUNY is organized. The revised guidelines are designed to accommodate this variety while maintaining essential restrictions and oversight. They accomplish these goals, first of all, by recognizing that centers and institutes do more than research, but also conduct some forms of non-credit instruction and provide various services. Secondly, they define two new entities, consortia and special initiatives, that are not based on or led by a single campus. Thirdly, the revised guidelines make a distinction between the title by which an entity is known and its official designation for purposes of conforming to Board policy. This is necessary because many entities that are known as “centers” or “institutes” actually meet the definition of the other entity. The revised guidelines then outline procedures for approval financing, accountability, and evaluation of each of the four types of entity covered by the policy.

The revised guidelines were developed in consultation with an advisory committee of campus administrators and have been reviewed by the Academic Council and the Academic Affairs Committee of the Council of Presidents.

NO. 6. COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION: RESOLVED, That the following item be approved:

A. THE GRADUATE SCHOOL AND UNIVERSITY CENTER - AMENDMENTS TO GOVERNANCE PLAN:

RESOLVED, That the proposed amendments to the governance plan of The Graduate School and University Center, entitled "Governance of The Graduate School and University Center of The City University of New York," be approved. Future amendments of the governance plan shall require the approval of the Board of Trustees, upon the recommendation of the College President. The approval of the College President shall be required for new degree and certificate programs, and for governance structures of degree and certificate programs.

NOTE: (See Appendix B)

EXPLANATION: The proposed revisions to the governance plan have been approved by the Graduate Council and are recommended by the President of The Graduate School and University Center. The proposed amendments represent a comprehensive revision of the governance plan. The governance plan covers the administrative and academic organization of The Graduate School and University Center including the organization of the Graduate Council, programs (departments), faculty personnel actions, and membership on the doctoral faculty.

The essential structure of the Graduate Council will remain the same, with equal numbers of faculty and students elected from each of the 32 doctoral and one master's programs, plus the executive officers of the doctoral and one master's programs and coordinators of the certificate programs. While the structural components of The Graduate Council are retained in the governance plan, rules regarding its operations have been removed from the governance plan to eliminate the need for Board approval of minor revisions, but will continue to be contained in the Graduate Council Bylaws. The doctoral program (academic department) structure of the Graduate School will also remain essentially the same, with an executive officer (chairperson) appointed by the College President and executive and faculty membership committees established to consider faculty personnel actions.

Substantial changes are made in the provisions for faculty membership in a doctoral program, which is the unit comparable to an academic department at The Graduate School and University Center. The major change is that while under the current plan the faculty members are considered doctoral faculty primarily based upon whether or not they have taught a doctoral course or supervised a dissertation in the prior two years, under the proposed plan, the doctoral faculty will be chosen solely through an evaluatory committee process within the program. The appointment of doctoral faculty will be based upon the recommendation of a committee of the program, either the faculty membership committee or the executive committee, subject to the approval of the Provost. The criteria for membership on the doctoral faculty will include a determination that the faculty member will make a significant contribution relevant to the needs of the program; and one of the following: evidence of significant research relevant to the doctoral program; or qualification to teach a doctoral course or provide other doctoral-level training; or qualification to supervise doctoral dissertations or other graduate-level research. Continued membership on the doctoral faculty is made subject to the review of a committee of the program, with removal being made only after one year's prior notice of the intention to remove, subject to appeal to the program's executive committee, the Provost, and then the President. It is further provided that only members of the doctoral faculty may teach a doctoral level course more than twice or chair dissertation committees.
There are other substantive changes proposed, including (1) the President, Provost and other college administrators are changed from ex-officio members to nonvoting members of the Graduate Council; (2) an Executive Committee and a Student Academic Appeals Committee of the Graduate Council are established; (3) the Doctoral Faculty Policy Committee, directly elected by the faculty, is formally established to serve as the voice of the doctoral faculty; and (4) with regard to faculty personnel recommendations, student members of a doctoral program executive committee are permitted to participate in discussions, but not vote on individual candidates.

B. NOTICE OF THE INTRODUCTION OF AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES:

Notice was served of the introduction of the following Bylaw amendments, with respect to The Graduate School and University Center. These amendments will come up for action at the March 1995 meeting of the Board of Trustees.

RESOLVED, That all references to the "university graduate division" in the Bylaws be changed to "The graduate school and university center."

RESOLVED, That Section 8.9 of the Bylaws on "The Graduate Faculty Council" be repealed, and Sections 8.10 through 8.15 be renumbered as Sections 8.9 through 8.14 consecutively.

RESOLVED, That Sections 8.5, 8.12 (renumbered 8.11), 9.4, and 9.5 of the Bylaws of the Board, with respect to The Graduate School and University Center, be amended:

NOTE: The Bylaw amendments are on file in the Office of the Secretary of the Board.

EXPLANATION: References to the "university graduate division" in the CUNY Bylaws date back more than 20 years to the time when there was a university graduate division prior to the creation of The Graduate School and University Center in 1971 (e.g., Subdivisions "f, h, and j" of the "Definitions," Sections 8.3, 8.7, 8.10, and 8.13). The repealed Bylaw Section 8.9 and the repealed portions of the retained sections have become obsolete with the development of The Graduate School and University Center since 1971, and the adoption and amendment of its governance plan. Bylaw Section 8.9 on the "Graduate Faculty Council" is repealed because the establishment and structure of its successor body, the Graduate Council, is included in the governance plan, in conformance with Board policy providing for the establishment of such governance bodies at each college in a governance plan.

The renumbered Bylaw Section 8.11(a) has been amended to reflect the reality that when The Graduate School and University Center lines are allocated to the colleges, the role of The Graduate School and University Center regards budget and payroll and not academic approvals. Bylaw Section 8.11(a) is therefore amended to remove the President of The Graduate School and University Center, and the executive officer and executive committee of the doctoral program, from the academic process to reflect what has been the reality in practice. In exchange for The Graduate School and University Center receiving support from the colleges in the form of teaching and other duties that are performed for The Graduate School and University Center by members of college staffs (i.e., primarily doctoral faculty members at the senior colleges), The Graduate School and University Center compensates the colleges by providing payroll positions ("lines") to which the colleges assign their staff members. The role of The Graduate School and University Center as to these lines is limited to financial resources and payroll administration, and it will continue to approve all payroll actions as to form and financial availability. Such appointments are approved by the Board as appointments to the colleges, recommended by the respective college presidents.

ADDED ITEM

C. RESOLUTION REGARDING THE 1995 STATE RETIREMENT INCENTIVE PROGRAM:

WHEREAS, It is anticipated that the Legislature of the State of New York and the Governor will enact a law permitting certain employees of The City University of New York to participate in a retirement incentive program and that it will be necessary to begin the process of implementing the law immediately after its enactment to ensure that eligible employees have a full opportunity to participate; now therefore be it

RESOLVED, That the Board of Trustees expresses its approval of the University's participation in the State's 1995 Retirement Incentive Program; and be it further
RESOLVED, That the Chancellor be authorized to take all necessary steps to implement the 1995 retirement incentive program as soon as the program is enacted into law and to provide the Board of Trustees with appropriate reports on the impact of the program on The City University.

EXPLANATION: The State and City are facing major budget difficulties for the 1995-96 fiscal year. The 1995 State Retirement Incentive Program (s. 2545, a. 4305) provides a retirement opportunity for State employees, including SUNY staff and certain municipal employees. CUNY participation in this program will generate significant savings for the colleges and, therefore, help ameliorate the impact of State and City budget reductions. CUNY participation will also reduce the impact of staff retrenchments and layoffs and protect the affirmative action gains made during the past decade. The time frames within which agencies must act after the bill becomes law will be very limited. In order to effectively implement the legislation, the Chancellor will be required to identify eligible employees and to take other administrative steps.

Mr. Howard voted NO.

At this point Mr. Badillo left the meeting.

ADDED ITEM

NO. 7. HONORARY DEGREES: 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:

BARUCH COLLEGE
Lynn Redgrave
Doctor of Fine Arts

QUEENS COLLEGE
Elizabeth Neufeld
Doctor of Science

(To be Awarded June 1995)

ADDED ITEM

NO. 8. YORK COLLEGE - DESIGNATION OF ACTING PRESIDENT: RESOLVED, That Dr. Thomas K. Minter be appointed Acting President of York College, effective February 2, 1995, with an annual salary at the applicable presidential level, subject to financial ability.

EXPLANATION: Dr. Thomas K. Minter is being recommended by the Chancellor to the Board of Trustees for appointment as Acting president of York College pursuant to the resolution adopted by the Board at its January 30, 1995 meeting. Dr. Minter has many years of service at The City University of New York, including service as Acting President of Lehman College, Dean of Professional studies at Lehman College, Deputy Chancellor for instruction at the New York City Board of Education, and Assistant U.S. Secretary for Elementary and Secondary Education.

Upon motions duly made, seconded and carried, The Public Meeting was adjourned at 5:55.
POLICY GUIDELINES FOR CENTERS, INSTITUTES, CONSORTIA, AND SPECIAL INITIATIVES AT
THE CITY UNIVERSITY OF NEW YORK

In the City University of New York—as in most institutions of higher education—the normal locus for instruction and research is the academic department. Additional instruction is delivered through the University's continuing education programs. At the same time CUNY benefits greatly from the activities of centers, institutes, consortia, and special initiatives. These play an important role in the University's endeavors by meeting needs which fall outside the customary domains of academic departments. Since these organized research, instruction, and training initiatives do not operate under the established rules and regulations which govern departments, it is desirable and even necessary to set policy guidelines to provide for their orderly administration.

Centers, institutes, consortia, and special initiatives should supplement, not supplant, activities of academic and administrative departments. Consequently, these entities are prohibited from duplicating functions of, or exercising routine prerogatives of, academic and administrative departments. In particular, they are not to be viewed as alternate routes to faculty appointments. Specifically, they are explicitly debarred from: (1) offering regular courses, (2) conferring degrees, (3) appointing—through their agency alone or without adequate faculty consultation—faculty members, (4) conferring tenure or providing certificates of continuous employment, (5) acquiring capital equipment not inventoried to an academic or administrative department, and (6) negotiating legal contracts on their own authority.

Organized research, training and instruction, and service units are expected to operate with substantial external support to advance the mission of the University beyond what is possible to accomplish through the basic institutional budget. While tax-levy support for centers and institutes is not prohibited, it should be viewed as an aid to developing external support, and never as a guarantee. Tax-levy support may be provided by either a college or by the University as outlined in the section of this document on financing policy. Historically, tax-levy support from the University has been provided from Organized Research funds. Tax-levy support from the University is usually—but not always—limited in duration and extent.

Centers, institutes, consortia, and other special initiatives carry out their diverse missions in a multitude of ways. Funding comes from the federal, state, or city governments and private foundations. Detailed and rigorous rules applicable to all centers and institutes are not feasible.

Recognizing that the terms center and institute are used by many inside and outside the University to denote a variety of entities, this policy distinguishes between the TITLE by which an entity is known and its DESIGNATION by the Board of Trustees for the purposes of this policy. Within this document a center is a single campus entity, an institute or consortium is a multi-campus entity. An institute has a primary campus and a consortium is governed by a board, subject, like all units of the University, to the authority of the Board of Trustees.

8I. DEFINITIONS

A center, institute, consortium, or a special initiative of The City University of New York is an organizational entity (other than an academic, continuing education, or administrative department) conducting research, instruction, training, service, or other activity which, by its nature, methods of operation, or sources of funding, requires recognition as an entity outside regular structures. The purposes of such entities may be described as follows:

1) RESEARCH. Centers, institutes, and consortia are vehicles for interdisciplinary research, thematic research which unites subdisciplines within an academic discipline, or special projects of limited duration.
2) TRAINING AND INSTRUCTION. Groups whose education does not fall within the academic curriculum or continuing education programs of the University and is not applicable towards a degree can be brought together in campus-based centers or University-wide institutes which offer non-credit instruction more narrowly focused or of shorter duration than the customary curriculum.

3) SERVICE TO THE SURROUNDING COMMUNITY. It is appropriate for the University or a campus to offer non-instructional services to the outside community based on its expertise in academic disciplines. Regardless of its actual title, each such entity must be formally designated as one of the following mutually exclusive types and follow approval, financing, and accountability procedures described below for that designation in §§II, §§III, and §§IV. The Office of Academic Affairs will maintain a current list of all approved entities with their formal designation and will publish such a list to the University Community every two years.

A. Research, Instruction, or Service Centers.

A. A center is an organized unit of a single college of the University whose mission is to sponsor, coordinate, and promote research, training, instruction, or service. Centers should not duplicate or substantially compete with the mission of University-wide institutes, consortia, or special initiatives.

B. Institutes for Research, Instruction, or Service.

An institute is a organized unit staffed, supported, and governed by several colleges of the University under the leadership of a primary campus, whose mission is to sponsor, coordinate, and promote the research, training and instruction, and service, to enhance by collaboration the University’s strength in specific areas. New institutes should not duplicate, substantially overlap, or subsume the mission of existing institutes, consortia, or special initiatives.

C. University-wide Consortia.

A consortium is an organized unit of the University formed by several campuses, institutes and/or centers, whose mission is to coordinate the efforts of its individual components and in which no single component leads. New consortia should not duplicate, substantially overlap, or subsume the mission of existing institutes, consortia, or special initiatives.

D. University Special Initiatives.

Occasionally, the University has a special opportunity or is specially requested to serve the city, state, or nation in projects which do not fall within any of the above categories. The University may then initiate an activity it hopes will grow into a center or institute of the types defined above or which may remain limited in duration and scope. Such projects are called university special initiatives, and while their form and function cannot be fully anticipated in sufficient detail to provide specific regulations for their conduct, by recognizing the possibility of these endeavors in this policy the Board of Trustees of The City University of New York indicates—in general terms—its support of special initiatives and affirms the legitimacy of their role in University affairs.
§II. APPROVAL PROCESSES

A. Approval Process for Centers

Each college shall follow any applicable local approval process for creation of new centers consistent with its established governance plan. The process should include a recommendation from the college governance body. The college shall inform the Office of Academic Affairs of the intention to create new centers. After the Office of Academic Affairs has reviewed proposed centers for conformity with this policy, the college will place an item in the special actions section of the University Report, and the Vice Chancellor for Academic Affairs will present the new center to the Committee on Academic Policy, Program, and Research as an information item.

B. Approval Process for Institutes

A proposal to create a new institute at the University requires approvals at the campus, system, and Trustee levels. Participating colleges will determine the process by which individual campus approval is conferred, but the process should include approval of the college's governance bodies and substantial consultation with faculty. At the system and Trustee levels, the process will consist of the following elements:

1. The participating colleges will provide to the Office of Academic Affairs a proposal that incorporates:
   i) A governance plan for the proposed institute, including designation of a primary campus and the basis for participation by other campuses, as well as the structure of the governing board, steering committee, or
   ii) A funding plan for the institute (see §III.B. "Financing," for details).
   iii) A justification for the creation of the institute, including local, regional, and national significance of the contributions the institute is intended to make, as well as its relationship—if any—to existing centers and institutes at The City University and within the city and state of New York.
   iv) Assurance that the institute does not duplicate, substantially overlap, or subsume the mission of existing institutes, consortia, or special initiatives except when the explicit purpose of establishing the institute is to replace existing structures.
   v) A staffing plan, for the institute, including an organizational chart, curriculum vitae of proposed staff members, and letters of endorsement from individuals and organizations outside the University.

2. The Office of Academic Affairs will review the proposal and make recommendations to the Chancellor on the approval or disapproval of the proposed institute.

3. Institutes receiving the approval of the Chancellor will be transmitted to the Board Committee on Academic Policy, Program, and Research for review and approval.

4. Institutes receiving the approval of the Board committee will be submitted to the full Board of Trustees for its review and approval.
C. Approval Process for Consortia

A proposal to establish a new consortium at the University will require approvals at the system and Trustee levels. The process will consist of the following elements:

1. The participating campuses will provide to the Office of Academic Affairs a proposal incorporating:
   i) The governance plan of the proposed consortium, including the membership and structure of the governing board.
   ii) A funding plan for the consortium (see §III.B., "Financing," for details).
   iii) A justification for the establishment of the consortium, including local, regional, and national significance of the contributions the consortium is intended to make, as well as its relationship to existing institutes and centers at The City University and within the city and state of New York.
   iv) Assurance that the proposed consortium does not duplicate, substantially overlap, or subsume the mission of an existing institute, consortium, or special initiative.
   v) A staffing plan for the consortium, including an organizational chart, curriculum vitae of proposed staff members, and letters of endorsement from individuals and organizations outside the University.

2. The Office of Academic Affairs will review the proposal and make recommendations to the Chancellor on the approval or disapproval of the proposed consortium.

3. Consortia receiving the approval of the Chancellor will be transmitted to the Board Committee on Academic Policy, Program, and Research for review and approval.

4. Consortia receiving the approval of the Board committee will be submitted to the full Board of Trustees for its review and approval.

D. Approval Process for Special Initiatives

Since the exact form of special initiatives cannot be anticipated, it shall be left to the Chancellor to bring them to the attention of the Board in a manner appropriate to their structure, function, and financial requirements. However, since the structure of special initiatives is not specified in advance, it is important that special care be taken to ensure that special initiatives adhere strictly to the limitations made explicit at the beginning of this enrollment.

§III. FINANCING POLICY

A. Financing Policy for Centers

Centers, as campus-based entities will generally be funded through a combination of external sponsored program funds and campus-based support. It is University policy that tax-levy support for centers should be limited in extent and duration so that it does not constitute a burden on the instructional budget of campuses. While occasional central tax-levy support for campus-based centers is allowed, as a rule campuses should expect to support centers within their own budgets and from sponsored programs.
B. Financing Policy for Institutes and Consortia

Given the anticipated scale of their operations and the magnitude of institutional commitments they carry, institutes and consortia are an appropriate locus for major investments of tax-levy monies. The University does not place rigid limits on the dollar amounts of tax-levy support allocated to an institute or a consortium or prescribe precise matching requirements, but it does expect that over time tax-levy support will be matched with substantial amounts of non-tax-levy monies and that whenever feasible, institutes and consortia will make vigorous efforts to become fiscally self-sufficient. Proposals for the creation of new institutes or consortia shall include in their documentation a fiscal plan indicating the need for matching funds and a timetable for attaining all funding goals.

IV. ACCOUNTABILITY

A. Accountability for Centers

Accountability for centers will be assigned to campuses. The Office of Academic Affairs should be provided with an up-to-date listing of all centers once every two years for inclusion in the Chancellor's Report.

B. Accountability for Institutes and Consortia

At the end of every other fiscal year, the colleges (for institutes), and the boards of directors (for consortia), shall submit to the Office of Academic Affairs, for informational purposes, a report from each institute and consortium. The report shall contain:

1. The Director's statement of the institute's or consortium's current progress toward meeting its goals;
2. The institute's or consortium's staffing;
3. A description of current and projected activities;
4. A current and projected budget, including individual project budgets, a tax-levy budget showing expenditures of these funds, and a chart indicating the sources of staff and faculty salaries.

If, on the basis of the report submitted, questions arise concerning the viability, governance, or mandate of a specific institute or consortium, the Office of the Vice Chancellor for Academic Affairs will seek clarification from the appropriate president of the college (for institutes) or the board of directors (for consortia). The report on the institute or the consortium, together with any supplementary materials, will be submitted to the Chancellor for review and appropriate action.

On the basis of the institutes' and consortias' reports, the Office of Academic Affairs shall prepare and submit to the Committee on Academic Policy, Program, and Research, for informational purposes every other year, a report on research and training institutes and consortia which will also include a listing of new, continued, and terminated institutes and consortia. The listing shall be included in the Chancellor's Report for information purposes.

C. Accountability for Special Initiatives

The Chancellor shall from time to time as deemed appropriate or at the request of the Board of Trustees report to the Board on the status and progress of special initiatives.
5V. EVALUATION OF CENTERS, INSTITUTES, AND CONSORTIA

A. Evaluation of Centers

Centers shall be evaluated at least every ten years through a campus-based process.

B. Evaluation of Institutes and Consortia

Institutes and consortia shall be evaluated every five years. The University will assess the success of the institute or consortium in meeting its stated goals, including the effectiveness of the institute or consortium as a University-wide entity. The presidents (for institutes) or boards of directors (for consortia) shall coordinate the evaluation process. The evaluation shall include a self-evaluation report and a report by at least two outside evaluators along with a summary of financial support and progress toward fiscal self-sufficiency, which shall be given substantial weight in the evaluation. Failure to achieve reasonable progress toward an appropriate level of non-tax-levy support will constitute sufficient cause for discontinuing University-level support of an institute or consortium. Evaluation reports shall be submitted to the Office of the Vice Chancellor for Academic Affairs, who shall prepare a summary of the evaluations and submit it to the Chancellor for review and appropriate action. Recommendations for discontinuation of unsatisfactory institutes and consortia shall go to the Committee on Academic Policy, Program, and Research, and to the full Board for action.
GOVERNANCE
OF THE GRADUATE SCHOOL AND UNIVERSITY CENTER
OF THE CITY UNIVERSITY OF NEW YORK

Sec. 1 ADMINISTRATIVE OFFICERS

1.1 President

The President of The Graduate School and University Center is the chief academic and administrative officer.

The President has general responsibility in accordance with the decisions of the Board of Trustees of The City University of New York to develop, implement, and administer the doctoral programs of the University, other graduate programs, and centers and institutes of The Graduate School and University Center.

The President has responsibility and authority for The Graduate School and University Center comparable to those set forth for Presidents in Article 11.4 of the Bylaws of the CUNY Board of Trustees.

1.2 Provost

The Provost of The Graduate School and University Center is appointed by the President and is the principal academic officer of The Graduate School and University Center, responsible to the President, with such additional responsibilities as the President may assign.

1.3 Vice Presidents

Vice Presidents of The Graduate School and University Center are appointed by the President of The Graduate School and University Center in accordance with the established policies of the CUNY Board of Trustees for such appointments.

Vice Presidents have such duties and responsibilities as may be assigned to them by the President or referred to them by appropriate faculty bodies.

1.4 Deans

Deans of The Graduate School and University Center are appointed by the President of The Graduate School and University Center in accordance with the established policies of the CUNY Board of Trustees for such appointments.

Deans have such duties and responsibilities as may be assigned to them by the President or referred to them by appropriate faculty bodies.

Sec. 2 ADMINISTRATIVE BODIES

2.1 Graduate Council

The governing body of The Graduate School and University Center ("GSUC") is the Graduate Council, which operates in accordance with its Bylaws. A majority of the voting members of the Graduate Council shall constitute a quorum.

2.1.A Membership

1. The faculty and students in each doctoral program shall elect representatives to the Graduate Council according to the following formula: for each 100 or fewer matriculated students - one faculty and one student representative (e.g., 301 students equates to 4 faculty and 4 students).
2. Each graduate degree program of The Graduate School and University Center in a discipline in which no doctoral work is offered shall elect representatives to the Graduate Council, using the same formula as the doctoral programs, except that the number of representatives from all such programs shall not exceed 10 percent of the total membership of the Council.

3. Members Ex Officio and Appointed Members

a. GSUC Voting Members

   Executive Officers
   Coordinators of the Certificate Programs
   Three Co-Chairs of the Doctoral Students' Council
   Secretary of the Graduate Council
   Chair of the Doctoral Faculty Policy Committee

b. GSUC Nonvoting Members

   President
   Provost
   Vice President for Finance and Administration
   Associate Provost
   Vice President for Student Affairs
   Chief Librarian
   Director of the Computer Center
   Dean of Research and University Programs
   Directors of formally established research centers and institutes of the GSUC
   President of the Ph.D. Alumni Association

c. Other CUNY Nonvoting Members

   One academic officer of the Mt. Sinai School of Medicine and one academic officer with major responsibility for graduate work, except in education, from each senior college of The City University of New York designated by their respective Presidents
   Dean of the City University School of Law at Queens College
   Dean of the Sophie Davis Medical School
   Dean of the Hunter College School of Social Work

2.1.B Functions

The functions of the Graduate Council shall be:

1. To formulate educational policy for all graduate work in doctoral programs and in other graduate programs of The Graduate School and University Center. Its responsibilities include standards of admission and academic performance, and curriculum and degree requirements.

2. To approve programs and curricula leading to the doctoral degree; to approve other graduate programs of The Graduate School and University Center and the curricula of these programs.

3. To recommend to the CUNY Board of Trustees the granting of graduate degrees to qualified candidates. This function shall be exercised exclusively by the faculty members of the Council.

4. To consider any other academic matters in The Graduate School and University Center and make recommendations to the CUNY Board of Trustees.

5. To receive, consider, forward, or approve, as appropriate, reports and recommendations of the Graduate Council's Standing Committees.

6. To review and recommend revisions in the Governance document of The Graduate School and University Center.
2.1.C Chair

1. The President of The Graduate School and University Center shall be Chair of the Graduate Council and shall preside over its meetings. In the absence of the President, the Chair of the Executive Committee of the Council shall preside.

2. The Chair of the Executive Committee of the Graduate Council shall preside over the meetings of the Executive Committee. The Chair shall be elected by the voting members of the Council from among the faculty representatives of the Council.

2.1.D Committees

The Graduate Council shall establish Standing Committees as enumerated and such other committees as it deems necessary to the discharge of its responsibilities. Each committee shall consist of faculty members and student members as specified in the Graduate Council Bylaws.

1. Executive Committee
2. Committee on Structure
3. Committee on Curriculum and Degree Requirements
4. Committee on Research
5. Committee on Committees
6. Committee on Student Services
7. Student Academic Appeals Committee
8. Library Committee
9. Computer Committee

2.2 Committees of The Graduate School and University Center

2.2.A Academic Review Committee

This committee shall consist of the Provost as Chair and six members elected by the Executive Officers from among their ranks. Each elected member shall serve for two years. The terms shall be staggered so that half of the total members are elected each year. The Provost is a nonvoting member. The committee shall review all proposals for appointments to The Graduate School and University Center, as well as reappointments, nonreappointments, promotions, tenure and fellowship leaves of absence, and shall make recommendations to the President.

2.2.B Faculty Advisory Committee

This committee shall be appointed by the President after consulting with the Committee on Committees. It shall advise the President in the discharge of such responsibilities as setting educational policy, making major administrative appointments, and other matters as the President requests.

2.2.C Student Advisory Committee

The Steering Committee of the Doctoral Students' Council shall be the President's Student Advisory Committee. It shall advise the President in the discharge of such responsibilities as setting educational policy, making major administrative appointments, and other matters as the President requests.

2.2.D The Board of Visitors

The Board of Visitors is established to ensure that the President of The Graduate School and University Center is provided with the widest range of expertise and support from outside the University in the discharge of the President's responsibilities.

It is expected to serve as a significant link between The Graduate School and University Center and the community at large reflecting views and concerns from the varying experiences of its members. The President will consult with the Faculty Advisory Committee about recommendations for membership on the Board of Visitors.
2.2.E Doctoral Faculty Policy Committee

The Doctoral Faculty Policy Committee shall be directly elected by the faculty. It functions as the voice of the doctoral faculty of The City University of New York. It may bring items for action to the Graduate Council on its own initiative.

2.2.F Doctoral Students' Council

The Doctoral Students' Council is the official governance council for the doctoral students.

2.2.G Ad Hoc Committees

Ad hoc committees may be created as needed, either by appointment by the President or by the Graduate Council election.

Sec. 3 DEGREE PROGRAMS

3.1 New Degree Programs

3.1.A The development of new degree programs or the revision of existing programs is the prerogative of the faculty. The development of new degree programs shall follow The City University's Office of Academic Affairs specific guidelines for Letters of Intent and Proposals for new degree programs.

3.1.B The following procedures are required for new degree programs:

1. A Letter of Intent should include information about the proposed program's purposes and goals, need, student demand, curriculum, faculty, and cost assessment. The Letter of Intent will be reviewed by The Graduate School and University Center's Committee on Curriculum and Degree Requirements and, if approved, by the Graduate Council. If approved by the Graduate Council, the Letter of Intent will be forwarded to the City University's Office of Academic Affairs for review.

2. If the Letter of Intent is approved by the City University's Office of Academic Affairs, a full Proposal will be developed with more detail and greater documentation, including the required external evaluation.

3. The full Proposal will be reviewed by The Graduate School and University Center's Curriculum and Degree Requirements Committee and, if approved, by the Graduate Council. If approved by the Graduate Council, the Proposal will be forwarded to the City University's Office of Academic Affairs for review prior to consideration by the City University's Board of Trustees' Committee on Academic Policy, Programs, and Research and, finally, by the Board of Trustees.

4. Program Proposals approved by the City University's Board of Trustees will be forwarded to the New York State Department of Education for review and final authorization.

3.2. Determination and Description of Governance Structure of Degree Programs

3.2.A After a new program has been in existence for one academic year, it shall draw up a detailed governance structure consistent with this Governance document and the Graduate Council Bylaws of The Graduate School and University Center. For that purpose a faculty-student ad hoc Governance Committee shall be established. The Committee shall consist of six to ten members, half of whom shall be faculty and include the Executive Officer, and half of whom shall be students elected for that purpose by the student body by mail ballot. Nominations for faculty members shall be made by the Executive Committee; nominations of student members shall require signatures of five students or 20 percent of the students in the program, whichever is fewer.

3.2.B The governance proposal prepared by the ad hoc Committee shall be submitted to the faculty and students two weeks in advance of the vote and shall, after a faculty-student meeting, be submitted to a mail vote by faculty and students. A majority of those voting in each group must vote affirmatively for the proposal to pass.
3.2.C A description of the program governance shall be submitted to the Committee on Structure, which shall forward the proposal with its recommendations to the Graduate Council. The recommendation of the Committee shall be adopted unless rejected by a three-quarters vote of the Graduate Council members present.

The description of the program governance shall include:

1. The composition of the Executive Committee and the Standing Committees described in this Governance document.

2. The composition and functions of other committees the program may wish to establish.

3. The nomination and election procedures for participants in the governing bodies of the program, the criteria for student membership pursuant to Section 6.4.B., and the responsibilities and prerogatives of the student members.

Proposals for doctoral and master's program governance or amendments thereto shall be explicit in all of their provisions and shall not "incorporate by reference" the provisions of the Bylaws of the Graduate Council, Bylaws of the City University, or other regulation or legislation.

3.2.D Formal provisions shall be made for the expression of student opinions on decisions affecting appointments, promotion, and tenure of individual faculty members.

3.2.E In programs with subprograms, the subprogram governance shall conform to relevant portions of this Governance document regarding program structure. It is the Executive Officer's responsibility to determine that this adherence to Graduate School and University Center governance exists, and the responsibility of the program Executive Committee to approve any changes necessary to bring subprogram structures into conformity with the Governance document of The Graduate School and University Center.

3.2.F The procedures of Graduate School and University Center committees, programs, and subprograms shall be governed by ROBERT'S RULES OF ORDER, NEWLY REVISED, in all cases in which they are applicable and not inconsistent with this Governance document and the Graduate Council Bylaws of The Graduate School and University Center.

3.3. Modification of Program Governance Structure

3.3.A With the approval of the Committee on Structure and the Graduate Council, specific aspects of the program structure and organization provided for in this section may be modified to meet exceptional conditions that may prevail in a doctoral program.

3.3.B Programs may at any time propose a change in their structure within the requirements of the Governance document of The Graduate School and University Center provided that changes are submitted by a majority of the program's Executive Committee to the Committee on Structure for review and recommendation.

3.3.C If at least 30 percent of the faculty or 30 percent of the students in a program wish to recommend a change in the program's structure, their proposal shall be considered by the Committee on Structure of the Graduate Council. If the Committee on Structure approves their proposal, it shall forward the proposal with its recommendation to the Graduate Council for its approval.

3.4. Executive Officer

3.4.A Each graduate degree-granting program of The Graduate School and University Center shall have an Executive Officer responsible for administering the affairs of the program in accordance with this Governance document, and with the policies established by the program faculty, the Graduate Council, and the CUNY Board of Trustees.
3.4.B The Executive Officer shall be appointed by the President for a term not exceeding three years. The President shall actively solicit nominations and counsel from the individual members of the Executive Committee, doctoral faculty, and students matriculated in the program concerning this appointment. The Executive Officer may be reappointed.

3.4.C The Executive Officer shall preside at meetings of the program’s faculty, Executive Committee, and Faculty Membership Committee. The Executive Officer shall have authority to initiate policies and actions concerning the affairs of the program, subject to the powers delegated by this Governance document to the program’s faculty. The Executive Officer shall serve ex officio as a voting member of all program committees.

3.4.D Courses to be offered each semester shall be determined by the Executive Officer after consultation with representative groups of faculty and students. The Executive Officer shall assign faculty to teach these courses.

3.4.E The Executive Officer shall work with chairs of CUNY college departments in the Executive Officer’s discipline to develop procedures for making new faculty appointments useful both to the college departments and to The Graduate School and University Center. The Executive Officer shall try to ensure that department chairs, in accordance with the policies of The City University of New York, give preference, when recruiting part-time faculty, to qualified students enrolled in the doctoral program.

3.5. Executive Committee

3.5.A The Executive Committee of each program shall be constituted as required by each program’s governance after approval by the Graduate Council Committee on Structure and by the Graduate Council in accordance with the following provisions. There shall be established in each program an Executive Committee to be composed of at least five members. The initial structure and membership of each Executive Committee is to be determined by the program’s faculty subject to approval by the President. It shall include at least one faculty member from each senior college substantially participating in the program (“substantially participating” shall be defined as having six members on the faculty of the program) (Section 9.4, CUNY Board of Trustees Bylaws). In programs in which the doctoral faculty includes two or more faculty members (other than the Executive Officer) who hold Graduate School and University Center appointments, at least one member of the Executive Committee must be elected from this category. Members of the Executive Committee shall be elected for a term not to exceed three years, but may be reelected.

3.5.B The Executive Committee shall have the authority for the operation of the program between the stated meetings of the program’s faculty subject to the policies established by the faculty. It shall serve as a Committee on Committees to prepare slates of nominees for the program’s representatives to the Graduate Council. It shall meet at least once a semester with the students matriculated in the program. The Executive Officer shall serve as Chair of the Executive Committee (Section 9.4, CUNY Board of Trustees Bylaws).

3.5.C The Executive Committee may make recommendations to the appropriate committees of the Graduate Council and to the administration of The Graduate School and University Center.

3.5.D The Executive Committee in coordination with the Faculty Membership Committee shall conduct a continuing review of the faculty resources of the University. The Executive Committee shall work with the Executive Officers to forward the policy in Section 3.4.E.

3.5.E The Executive Committee shall recommend policies and procedures on dissertations.

3.6 Program Standing Committees

Each program shall have the following Standing Committees, and such other committees as its faculty, its governance structure, and its Executive Committee may determine:
3.6.A Faculty Membership: To nominate members of the program's faculty as provided for in Section 6.1., with a view toward including in the doctoral program faculty newly appointed at the colleges; to maintain a roster of potential doctoral faculty appointments; to record annually the status of those faculty members currently designated; to review all other actions taken in regard to membership on the doctoral faculty.

3.6.B Curriculum and Examinations: To review curriculum and to submit curriculum recommendations for action; to recommend procedures and standards for the conduct of examinations.

3.6.C Admission and Awards: To recommend admission and awards procedures and standards for the program; to administer the procedures.

Sec. 4 CERTIFICATE PROGRAMS

4.1 Definition

A certificate program at The Graduate School and University Center is a formalized interdisciplinary concentration that grants certificates simultaneously with the awarding of doctoral degrees. The development of a certificate program is overseen by the Interdisciplinary Studies Committee and requires the approval of that committee, the Committee on Curriculum and Degree Requirements, and the Graduate Council prior to being presented for approval first by the Board of Trustees of The City University of New York and then by the State of New York.

4.2 Administration and Structure

4.2.A A certificate program shall have a Coordinator administering the affairs of the program in accordance with the policies established by the program faculty, the Graduate Council, and the CUNY Board of Trustees.

4.2.B The Coordinator may be appointed by the President for a term not exceeding three years. The President shall solicit nominations and counsel in making this appointment as described in Section 3.4.B., of this Governance document.

4.2.C The responsibilities of the Coordinator are as outlined for Executive Officers in Sections 3.4.C., and 3.4.D., of this Governance document.

4.2.D A certificate program shall have an Advisory Committee appointed by the President after consultation with the Coordinator. Appointees must be members of the doctoral faculty.

4.2.E The Certificate Program Advisory Committee shall nominate to the President members of the initial certificate program faculty. Nominees should be members of the doctoral faculty, except as noted in Section 6.2.B., Faculty Membership in Certificate Programs.

4.2.F The Certificate Program Advisory Committee shall propose a governance structure for the program and submit it to the Committee on Structure, which shall forward the proposal with its recommendation to the Graduate Council for approval.

The governance structure shall include procedures for establishing standing and ad hoc committees, for making faculty appointments, and for proposing modification of certificate requirements in accordance with procedures described in Section 3.2., of this Governance document.

Sec. 5 FACULTY APPOINTMENTS, REAPPOINTMENTS, PROMOTIONS, TENURE

5.1 With regard to The Graduate School and University Center lines assigned to The Graduate School and University Center, recommendations for faculty appointment, reappointment, promotion, and tenure must first be considered by the Executive Committee of the program, next by the Academic Review Committee, and then by the President.

5.2 With regard to such recommendations (5.1) by the Executive Committee, student members of the Executive Committee shall participate in all discussion on matters of policy and on individual candidates for appointment, reappointment, promotion, and tenure, but shall not vote on individual candidates.
5.3 With regard to faculty appointed on Graduate School and University Center lines allocated to a senior college, recommendations for appointment, reappointment, promotion, and tenure are initiated and reviewed at the colleges, and submitted by the college president directly to the CUNY Board of Trustees.

Sec. 6 FACULTY AND STUDENTS

6.1 Faculty Membership in Doctoral Programs

6.1.A During the first two years of a degree program, the faculty shall be appointed by the President. Thereafter, the program's faculty shall be determined in accordance with the following paragraphs.

6.1.B Appointment to the doctoral faculty is initiated by means of written nomination from the appropriate program committee(s) to the Provost and is effective when the appointment is approved by the Provost. Executive Officers may make temporary appointments to the doctoral faculty to meet emergency needs (see 6.1.I. below). Appointment to the doctoral faculty may not be initiated by the Provost or President except in the case of newly established doctoral or certificate programs (6.1.A., and 6.2.A.), or in extraordinary circumstances with the approval of the Academic Review Committee.

6.1.C The continued membership of each faculty member of each doctoral program shall be reviewed regularly by the Faculty Membership Committee and/or Executive Committee of each program in accordance with the program's faculty membership policy.

6.1.D The program's governance structure shall stipulate whether nomination for appointment is made by (a) the Faculty Membership Committee, (b) the Executive Committee, or (c) the Executive Committee after recommendation by the Faculty Membership Committee, and the criteria employed by the program for nomination to, and continuance on, the doctoral faculty.

Criteria shall include:

1. A determination that the faculty member will make a significant contribution relevant to the needs of the program, and

2. Evidence of significant research relevant to the doctoral program, or

3. Evidence of qualification to teach a doctoral course or provide other doctoral-level training, or

4. Evidence of qualification to supervise doctoral dissertations or other graduate-level research.

6.1.E A member may be removed from the doctoral faculty on the recommendation of the appropriate program committee(s) (above), but only after the member has been given one year's prior notice of the intention to remove.

6.1.F The faculty member may appeal the decision to remove to the program's Executive Committee, the Provost, and the President.

6.1.G The appointment of full-time CUNY faculty as members of the doctoral faculty (except as in 6.1.I., below) confers full rights and duties.

6.1.H Only members of the doctoral faculty may teach a doctoral-level course more than twice or chair dissertation committees.

6.1.I In order to meet emergency needs, an Executive Officer may directly recommend to the Provost appointment of individuals to the doctoral faculty for a period of one semester or one year. Such temporary appointments may not be repeated for a cumulative total of more than one academic year (two semesters). Notification of such appointments shall be conveyed to the Faculty Membership Committee and/or the Executive Committee. Temporary appointees do not have voting rights in the program, nor may they be appointed to program committees.
6.1.J Part-time CUNY faculty and faculty or professionals at other institutions may be recommended for adjunct appointment to the doctoral faculty. Their rights and duties with respect to strictly academic activities (e.g., chairing a dissertation committee) are in no way different from those of other doctoral faculty.

6.2 Faculty Membership in Certificate Programs and Other Educational Programs

6.2.A An Advisory Committee for a certificate program or other educational program shall nominate to the President members of the initial program faculty. Nominees should be members of the doctoral faculty.

6.2.B The foregoing program structure rules for faculty membership (Sec. 6.1.) apply to certificate and other educational programs of The Graduate School and University Center with equal force or effect.

6.2.C On occasion a person may be qualified to serve a needed teaching, supervising, or other function in a certificate program or other educational program but is not eligible for membership in an existing doctoral program because there is no relevant doctoral program in The City University or because the definition of the doctoral program precludes the individual's specialization. In such cases, that individual may be appointed in the following manner. After informing related doctoral programs of an intended appointment, the relevant program Advisory Committee may send a nomination to the Provost recommending appointment of the individual to the certificate or other educational program faculty.

6.3 Faculty Responsibilities

6.3.A The Executive Committee shall call at least one meeting a year of the faculty of each program at which time the faculty shall receive a report from the Executive Committee. At any meeting of the faculty of the program, a quorum shall consist of 25 persons or 50 percent of the faculty, whichever is smaller.

6.3.B The faculty shall have responsibility, through its members on the Standing Committees of the program, to establish policies for the program. At any meeting of the faculty, a quorum being present, the faculty of each program may make direct recommendations without Executive Committee approval to the appropriate committee of the Graduate Council or to the administration on any matter that affects them.

6.3.C The Executive Committee of the Graduate Council may receive motions for action directly from program faculty or from a program's Executive Committee.

6.4 Student Responsibilities

6.4.A The students of each program shall meet at least once each semester with the Executive Committee.

6.4.B The students shall have responsibility through student representatives to the Executive Committee and three Standing Committees of each program to make known their views on the policies of the program. All students on these Committees shall be chosen by means of an election by mail by the students in the program. Any matriculated student shall be eligible to serve. Ten percent of the students of any program or subprogram may make direct recommendations to the appropriate committee of the Graduate Council or to the administration for immediate consideration on any matter that affects them.

Sec. 7 AMENDMENTS AND REVIEW

7.1 This Governance document may be amended by a two-thirds affirmative vote of the members present, there being a quorum, at any stated or special meeting of the Graduate Council, provided that the text of the proposed amendment shall have been sent in writing to every member of the Graduate Council at least two weeks before the meeting at which the proposed amendment is to be considered.

7.2 At the spring meeting of every even-numbered year, the Committee on Structure shall present a report on the Governance document together with such recommendations for amendments as it shall deem appropriate. The procedures described in the previous paragraph shall be followed except that such amendments shall require a majority affirmative vote of the members present, there being a quorum.