The Chairperson called the meeting to order at 4:31 P.M.

There were present:

Anne A. Paolucci, Chairwoman
Herman Badillo, Vice Chairperson

Satish K. Babbar
John J. Calandra
Kenneth E. Cook
Michael C. Crimmins
Alfred B. Curtis
Edith B. Everett
Ronald J. Marino

Sandi E. Cooper, ex officio

Secretary Genevieve Mullin
Roy Moskowitz, Acting General Counsel and Acting Vice Chancellor for Legal Affairs
Hourig Messerlian, Executive Assistant
Kisha Fuentes

Md. Mizanoor Biswas, ex officio

Deputy Chancellor Laurence F. Mucciolo
President Raymond C. Bowen
President David A. Caputo
Acting President Emilie Coui
President Ricardo R. Fernandez
President Leon M. Goldstein
President Matthew Goldstein
President Frances Degen Horowitz
President Edison O. Jackson
President Charles C. Kidd, Sr.
President Vernon Lattin
President Gerald W. Lynch
President Yolanda T. Moses

President Antonio Perez
President Isaura S. Santiago
President Kurt R. Schmeller
President Allen Lee Sessoms
President Marlene Springer
Dean Kristin Booth Glen
Dean Stanford R. Roman, Jr.
Vice Chancellor Jay Hershenson
Vice Chancellor Emma E. Macari
Vice Chancellor Brenda Richardson Malone
Vice Chancellor Louise Mirrer
Vice Chancellor Richard F. Rothbard
University Dean Angelo B. Proto
A. DISTINGUISHED FACULTY RECEPTION: Chairwoman Paolucci reported that on Wednesday, November 19, the University honored 147 faculty members who have received major research grants, fellowships and prestigious national awards and we're all very proud of them. Their groundbreaking work spans diverse academic fields that include photonics, nuclear physics, geology, pharmacology, music theory, marine physics, anthropology, psychology, literature, astronomy, and medicine. The reception was held at the Pierpont Morgan Library and was very well attended. I was there, and I was very pleased to welcome the people there. It was my first time, and I enjoyed it thoroughly.

B. TRUSTEE HONORS: Chairwoman Paolucci announced the following:
1. Trustee Satish Babbar has been appointed by Governor Pataki to membership on the City University Construction Fund. With his credential as an architect, he will be an asset to us all on the work of that Fund.

2. Trustee Alfred Curtis is the recipient of the Emma Lazarus Award from the Associated Builders and Owners of Greater New York. The award is given to dynamic leaders in business based on their contributions to the City, both economically and culturally. On behalf of the Board and the Administration I extend congratulations to both of you.

C. PRESIDENTIAL HONORS: Chairwoman Paolucci announced the following:
1. President David Caputo of Hunter College has been elected Vice Chair of the Executive Committee for the Commission on the Urban and Metropolitan Agenda of the American Association of State Colleges and Universities.

2. President Raymond Bowen of LaGuardia Community College was recently honored by the National Council of Ghanaian Associations for his formidable leadership role in higher education. Other honorees were Kofi Annan, Secretary General of the United Nations, and Congressman Charles Rangel.

D. COLLEGE HONORS: Chairwoman Paolucci announced the following:
1. NEW YORK CITY TECHNICAL COLLEGE: Twenty-two culinary and pastry arts students from the Hospitality Management Department competed in the Societe Culinaire Philanthropique’s 129th Annual Salon of Culinary Art and Exhibition at the 82nd Annual International Hotel/Motel and Restaurant Show at the Jacob Javits Center and took first, second, and third place honors in confectionery, overall table presentation, and garde manger competitions respectively.

E. FACULTY HONORS: Chairwoman Paolucci announced the following:
1. Ron Carter, Distinguished Professor of Music at City College, has been named 1998 American Jazz Master by the National Endowment for the Arts. American Jazz Master Fellowships recognize significant contributions to jazz, artistic excellence, and impact on the music field.

2. Mayriam P. Sarachik, Distinguished Professor of Physics at City College, has been elected a Fellow of the American Association for the Advancement of Science. Each year the Association votes to bestow this honor on a select number of members whose efforts on behalf of the advancement of science or its application are scientifically or socially distinguished.

3. Gertrude Ezorsky, Professor Emerita of Philosophy at Brooklyn College and The Graduate School and University Center, will receive the Distinguished Woman Philosopher Award from the Society for Women in Philosophy (Eastern Division) at the December meeting of the American Philosophical Association.

4. Charles Porter, Professor of Music at New York City Technical College, is the recipient of the 1997-98 ASCAP Award granted to assist and encourage writers of serious music.

At this point Trustee Curtis left the meeting.

F. STAFF HONORS: Chairwoman Paolucci announced the following:
1. Sadie Bragg, Vice President of Academic Affairs at Borough of Manhattan Community College, has been elected and will serve as President of the American Mathematical Association of Two Year Colleges for two years.
2. Michael Hess, Special Legal Counsel to the Board, has been appointed by Mayor Giuliani as Corporation Counsel for the City of New York. Congratulations and best wishes on behalf of the Board and the Administration. We also extend condolences on the death of his father, Jacques.

I want to welcome Mark Brossman, who comes from the same firm and will be taking Mike Hess' place.

Trustee Murphy noted with sadness that a longstanding person who had worked in this building, Lydia Britton, passed away the day before yesterday. Lydia had been the executive assistant to Chancellors Albert Bowker and Robert J. Kibbee. Throughout Bob Kibbee's entire tenure, she was an extraordinarily effective person and one deeply engaged in the affairs of City University. I'm pleased that you have allowed me to mention this sad note to our assembled group this afternoon.

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

THE CITY COLLEGE

a $993,444 NSF to Marin, M., Education, for "The Middle School Science Leadership Consortium."

b $406,353 MEDSCIENCE TECH CORP to Alfano, R., ISUL, for "Mediphotonic Laboratory."

c $360,700 NIH to Fishman, M., Chemistry, for "MBRS-Minority Biomedical Research Support at CCNY."

d $295,020 NIH to Callender, R., Physics, for "Vibrational Studies Enzymes."

e $280,768 NIH to Fishman, M., Chemistry, for "MARC-Honors Undergraduate Research Training Program."

f $212,027 NIH to Schulz, H., Chemistry, for "Metabolism of Unsaturated and Hydroxy Fatty Acids."

g $156,553 NASA to Barba, J., Electrical Engineering, for "Advancing Minorities in Science and Engineering Education."

h $128,830 NSF to Lee, J., Biology, for "Acquisition of Transmission Electron Microscope."

i $121,538 NSF Mauri, R., and Shinnar, R., Chemical Engineering, for "Coalescence and Phase Separation Duration Spinodal."

j $100,000 ONR to Axenrod, T., Chemistry, for "New Routes to Crucial Precursors in Synthesis."

HUNTER COLLEGE

a $1,398,855 PHS/NIH/DIVISION OF RESEARCH RESOURCES to Caputo, D., and Fleissner, E., for "Research Center in Minority Institutions: Center for Gene Structure and Function/Aids Infrastructure Grant."

b $1,089,382 NEW YORK STATE DEPARTMENT OF SOCIAL SERVICES to Leashore, B., School of Social Work, for "MSW Program for ACS Caseworkers."

c $383,529 NEW YORK CITY DEPARTMENT OF MENTAL HEALTH to Salmon, R., and Graziano, R., School of Social Work, for "An Education Program for Minority Social Workers."

d $287,357 UNITED STATES EDUCATION DEPARTMENT to Ray, L., and Fishman, S., Student Services, for "Student Support Services."

e $249,830 UNITED STATES DEPARTMENT OF JUSTICE to Goldsmith, V., and McLafferty, S., Chemistry/Physics/Mathematics, for "The Identification, Development and implementation Innovative Crime Mapping Techniques & Spatial Analysis."

f $247,000 NEW YORK STATE EDUCATION DEPARTMENT to Walsh, E., Urban Affairs & Planning, for "Liberty Partnership Program."
g $244,000 NEW YORK STATE DEPARTMENT OF LABOR to Zoloth, S., and Kass, D., Center for the Study of Occupational & Environmental Health, for "Reducing Injury Among the Highest Risk Workers: Training the New Hires and Newly Transferred Workers."

h $232,951 PHS/NIH/NATIONAL INSTITUTE FOR ALLERGIES AND INFECTIOUS DISEASES to Eckhardt, L., Biological Sciences, for "Control of Gene Expression in Myeloma Cells."

i $170,000 UNITED STATES EDUCATION DEPARTMENT to Silberman, R., Special Education, for "Preparation of Teachers for Learners with Severe Disabilities Including Deaf-Blindness from Diverse Urban Populations."

j $169,489 PHS/NIH/NATIONAL EYE INSTITUTE to Chappell, R., Biological Sciences, for "Neutral Interactions of the Retina."

k $165,443 PHS/NIH/NATIONAL CANCER INSTITUTE to Tomasz, M., Chemistry, for "Mitomycin C-DNA Adducts in Cancer Cells."

l $154,056 NATIONAL INSTITUTE OF NEUROLOGICAL DISORDER AND STROKE to Barr, G., Psychology, for "Opiates & Peripheral Anticocieption."

m $105,728 UNITED STATES EDUCATION DEPARTMENT to O'Neil, J., Educational Foundation & Counseling Programs, for "Long Term Rehabilitation Counseling."

n $102,000 NATIONAL SCIENCE FOUNDATION to Goss, D., Chemistry, for "Characterization of the Interactions of Eukaryotic Initiation Factors, Ribosomes, and mRNA."

o $100,000 NEW YORK STATE DEPARTMENT OF HEALTH/AIDS INSTITUTE to Freudenberg, N., and Roberts, L., Center for AIDS, Drugs and Community Health, for "Center for Community Action to Prevent AIDS: AIDS Education and Outreach Program - School based Initiative."

LAW SCHOOL AT QUEENS COLLEGE

a $500,000 GEORGE SOROS’ FOUNDATION to Lazarus, E., for "Open Society Institute."

YORK COLLEGE

a $248,562 UNITED STATES EDUCATION DEPARTMENT to Thomas, R., and Bernardin, J., Adult and Continuing Education, for "Educational Talent Search."

b $241,693 UNITED STATES EDUCATION DEPARTMENT to Gao, P., Student Development, for "Student Support Services."

NEW YORK CITY TECHNICAL COLLEGE

a $180,751 DEPARTMENT OF HEALTH AND HUMAN SERVICE BUREAU OF HEALTH PROFESSIONALS to Brent, L., for "Nursing Retention and Enhancement Program."

BOROUGH OF MANHATTAN COMMUNITY COLLEGE

a $186,268 US DEPARTMENT HEALTH & HUMAN SERVICES to Lanzara, R., for "Health Career Opportunity Program."
LAGUARDIA COMMUNITY COLLEGE

a $932,571 NYS EDUCATION DEPARTMENT to Heinemann, H., Cooperative Education Division, for "School to Work Program."

b $472,610 NYS EDUCATION DEPARTMENT to Miller, S., Continuing Education Division, for "NYS Adult Literacy Initiative (NYCALI)."

c $465,007 NYC HUMAN RESOURCES ADMINISTRATION to Schulman, J., Continuing Education Department, for "Employment Center."

d $400,000 NYS DEPARTMENT OF EMPLOYMENT to Baldonedo, C., Continuing Education Division, for "Uplift Skills Training and Employment Program."

e $393,212 US DEPARTMENT OF HEALTH AND HUMAN SERVICES to Hunt, B., Continuing Education Division, for "Microcomputer Training for Low Income Individuals."

f $293,905 US DEPARTMENT OF EDUCATION to Levine, R., Academic Affairs Division, for "Student Support Services."

g $293,000 US DEPARTMENT OF EDUCATION to Levine, R., Academic Affairs Division, for "Student Support Services."

h $245,000 NYS EDUCATION DEPARTMENT to Kahn, A., and Galvin, S., Academic Affairs Division, for "Liberty Partnership Program."

i $228,800 US DEPARTMENT OF EDUCATION to Levine, R., Academic Affairs Division, for "LaGuardia Upward Bound Program."

j $207,128 NYC HUMAN RESOURCES ADMINISTRATION to Schulman, J., Continuing Education Division, for "Job Club."

k $195,641 US NATIONAL INSTITUTES OF HEALTH to Wu, C., Academic Affairs Division, for "Bridges to the Future Program."

l $175,926 US NATIONAL INSTITUTES OF HEALTH to Wu, C., Academic Affairs Division, for "Bridges to the Future Program."

m $169,250 DEWITT WALLACE - READER'S DIGEST FUND PROPOSAL to Cunningham, C., and Kahn, A., Middle College High School, for "Middle College Consortium."

n $166,200 US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT to Heinemann, H., Cooperative Education Division, for "HSI Community Development Work Study Program."

o $162,661 FORD FOUNDATION to Carter, H., President's Office, for "Queens Urban Partnership Program."

p $153,079 NYS DEPARTMENT OF LABOR to Watson, S., Continuing Education Division, for "Project Achieve."

q $141,688 US DEPARTMENT OF EDUCATION to Kranis, J., Continuing Education Division, for "Interpreters for Individuals Who are Deaf."

r $119,000 NYS EDUCATION DEPARTMENT - VATEA to Bieber, J., Cooperative Education Division, for "Connections Career Access Program."

s $100,000 NYS EDUCATION DEPARTMENT to Miller, S., Continuing Education Division, for "CITY NYCALI Funding."

At this point Trustee Curtis rejoined the meeting.
H. ORAL REPORT OF THE DEPUTY CHANCELLOR: Deputy Chancellor Mucciolo reported the following:

1. The City has initiated a budget review process with assigned budget reduction targets as part of its typical preparations for the January 1998 Financial Plan. The community college target, subject to whatever takes place between now and the release of the financial plan, is ten million dollars. Vice Chancellor Macari testified earlier this month before the State Division of Budget (DOB) regarding the University's capital budget. Staff remains in close touch with DOB in order to advance the overall University budget request approved by this Board. I should also like to note that Vice Chancellor Mirrer and other University staff testified before the City Council's Education Committee on November 18th. Copies of her testimony have been sent to all trustees and to the presidents.

2. On December 4th, there will be an all day conference on teacher education involving the college presidents and deans of teacher education, which is being coordinated with Trustee Ruiz, Vice Chancellor Mirrer and the Office of Academic Affairs.

3. Finally, I should like to note that we are working with the Statewide Coalition for Higher Education that was formed last year so that we can present a unified approach wherever possible when the higher education sectors pursue issues in Albany. This coalition consists of Cornell, NYU, University of Rochester, Fordham, Bank Street, SUNY, and CUNY. It will provide another venue for the University to pursue the Board's priorities through intersector cooperation at the State level.

Chairwoman Paolucci noted that she has to say sadly that Deputy Chancellor Mucciolo will be leaving us very shortly. In fact this is his last meeting here, although he promises to come and sit around once in awhile. He is going to Northeastern University as Vice President for Finance, and we wish him the very, very best, and thank you. I just have to say that Deputy Chancellor Mucciolo has been extremely cooperative over these last two months in taking over tasks that were difficult in a time of difficulties, and he was with us all the way, and he also volunteered to stay to this point to help us out over the transition, so that we wouldn't be left with no one in position. So, I thank you in a very, very special way, Larry. Thank you.

Upon motions duly made, seconded and carried, the following resolutions were adopted: (Calendar Nos. 1 through 10)

NO. 1. UNIVERSITY REPORT: RESOLVED, That the University Report for November 24, 1997 (including Addendum Items) be approved:

(a) ADDENDUM: Withdraw the following:

D 8  THE CITY UNIVERSITY OF NEW YORK SCHOOL OF LAW - SPECIAL INCREMENT WITHIN TITLE (OTHER THAN NEW STEPS): The entries for Gloria Kopp and Sandra Carbone are withdrawn.

NO. 2. CHANCELLOR'S REPORT: RESOLVED, That the Chancellor's Report for November 24, 1997 (including Addendum Items) be approved:

(a) ERRATA: Revise the following:

P B-1  CENTRAL OFFICE - REVISION OF PREVIOUS ACTION TAKEN BY THE BOARD (INSTRUCTIONAL STAFF-ANNUAL): The end date for the substitute appointment of Mary Yepez is revised to read 11/30/97.

NO. 3. APPROVAL OF MINUTES: RESOLVED, That the minutes of the regular Board meeting of October 27, 1997 be approved:
NO. 4. COMMITTEE ON FISCAL AFFAIRS, FACILITIES, AND CONTRACT REVIEW: RESOLVED, That the following items be approved:

A. BOROUGH OF MANHATTAN COMMUNITY COLLEGE - PURCHASE OF COMPAQ DESKTOP WORKSTATIONS:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Borough of Manhattan Community College to purchase one hundred fifty (150) Compaq desktop workstations from Compaq Computer Corporation under existing General Services Administration Contract No. GS-35F4544G, pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $350,000, chargeable to AS Code 2-22001-309, during the fiscal year ending June 30,1998.

EXPLANATION: The College is continuing its program of replacing older desktop workstations with Pentium DeskPro Model 4000/3200 workstations and establishing student and faculty laboratories to facilitate the use of technology in the teaching and learning process. These facilities will be available as open laboratories when not scheduled for departmental instruction. This resolution has been reviewed and approved by the University Dean for Instructional Technology and Information Services.

B. BOROUGH OF MANHATTAN COMMUNITY COLLEGE - PURCHASE OF IBM DESKTOP WORKSTATIONS:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Borough of Manhattan Community College to purchase one-hundred ten (110) IBM desktop workstations from COMPUSA under existing General Services Administration Contract Number GS-6535F4050D, pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $247,500, chargeable to FAS Code 2-77001-309, during the fiscal year ending June 30, 1998.

EXPLANATION: The College is continuing its multi-year plan to equip each faculty member, and where appropriate, administrative staff, with a networked desktop workstation. This resolution represents phase III of the plan to deploy to faculty [40 workstations] and phase II of the effort [70 workstations] to provide administrative staff with access to campus information systems.

The College will deploy IBM PCs [Model 300-GL] and connect these workstations to its ATM network for communication purposes. These workstations are fully compatible with existing applications. The faculty departments to be served include the Library, and the Department of Student Affairs; the administrative units include Admissions, Registrar, Bursar, Testing, Career Planning and Placement, Tutoring, Campus Facilities, Security, and Human Resources. This resolution has been reviewed and approved by the University Dean for Instructional Technology and Information Services.

C. MEDGAR EVERS COLLEGE - INFORMATION TECHNOLOGY TELECOMMUNICATIONS SYSTEM:

RESOLVED, That the Board of Trustees of The City University of New York authorize Medgar Evers College to purchase a Meridian I Option 81C PBX phone system from Northern Telecom Inc. (Nortel), under existing General Service Administration Contract Number GS-35F-1130D, pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $400,000, chargeable to Capital Project Number HN-C005/ME079-097, CP-36966.

EXPLANATION: The current ROLM telephone system is obsolete and cannot be upgraded to meet the College's existing and projected telecommunications needs. The College proposes to install a more advanced telecommunications system to support voice, data, and video communications.

The Meridian I Option 81C PBX is modular, designed to be flexible, and will provide an open architecture allowing the College to add capacity and features to accommodate future advances in technology cost-effectively and efficiently. It provides advanced voice features, data, connectivity and local area network communications, and information services for PBX applications. The Meridian I Option 81C PBX will be the hub of the College's computer
telephony infrastructure from which many of the administrative functions such as on-line voice registration and advisement will be integrated.

This resolution has been reviewed and approved by the University Dean for Instructional Technology and Information Services.

D. MEDGAR EVER COLLEGE - INFORMATION TECHNOLOGY IBDN CABLE:

RESOLVED, That the Board of Trustees of The City University of New York authorize Medgar Evers College to purchase and install Integrated Building Distribution Network (IBDN) cable from Northern Telecom Inc. (Nortel), under existing General Service Administration Contract Number GS-35F-1130D, pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $200,000, chargeable to Capital Project No. HN-C002/ME075-097,CP-36957.

EXPLANATION: During the past three years, the College has been systematically working toward integrating its computing and information technology to enhance and improve its academic mission, student support services, and administrative operations. This project is the first part of a two-phase plan to provide integrated computer resources/telecommunications that will connect the academic and administrative components of the College to the University and other sites via the Internet. Basic cabling and installation of telecommunications equipment is crucial in moving the College forward and providing our students and faculty with the latest instructional technology.

This resolution has been reviewed and approved by the University Dean for Instructional Technology and Information Services.

E. QUEENS COLLEGE - CENTER FOR MOLECULAR AND CELLULAR BIOLOGY:

RESOLVED, That the Board of Trustees of The City University of New York approve the selection of the firm of Rafael Vinoly Architects, in association with Lockwood Green Engineers and Earl Walls Associates, to prepare programs, plans, specifications, and cost estimates for a Center for Molecular and Cellular Biology at Queens College, CUNY Project No. QC073-797; 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: A new Center for Molecular and Cellular Biology is being established at Queens College. The Center will occupy 25,000 NASF of new space. The consultant contract will be funded by City Reso A funds and it will be assigned to the Dormitory Authority of the State of New York (DASNY). The College has already secured funds from the City Council for the design. However, the construction will be funded by a 50/50 split of private and bonded funds; thus DASNY is required to administer the project.

The proposed firm was selected in accordance with law and the procedures established by the University.

At this point President Leon Goldstein read into the record the following letter of clarification regarding the allocation of faculty lines:

November 11, 1997

Dear Chairwoman Paolucci,

I am writing to you in my capacity as Chairman of the Council of Presidents' Fiscal Affairs Committee.

Yesterday, the New York Times, in an editorial titled, "Rebuild CUNY, but Fairly," wrote about the new initiatives taken in the distribution of new faculty positions. The editorial cautioned that the University not simply use
graduation rates as the sole criterion for student performance and that the faculty lines not be allocated solely on this basis. It emphasized that, "CUNY's mission - as written into State law - requires the system to accept a broad range of people, many of them new immigrants, non-English speakers and poorer students hobbled by exposure to the City's worst public schools."

Since there appears to be some misinformation as to what actually took place at the meeting of the COP's Fiscal Affairs Committee where faculty line allocations were discussed, and to which all college presidents were invited, I would like to take this opportunity to inform you and to clarify any misunderstandings. After a lengthy discussion during which Trustee Morning was present for the entire meeting, and Trustee Marino for part of the meeting, arriving late because of a plane delay, all presidents were invited to give their views regarding a document which had been previously distributed to the college presidents and which enumerated position allocations by college. A combination of methodologies and two options had been developed. They included the use of the following criteria:

- advance the University goal of increasing the percentage of instruction taught by full time faculty to 70%.
- allocate lines based on a measure that considers graduation rates.
- allocate positions as part of an incentive program.
- allocate full-time positions (up to 40 positions) for each faculty position created by a college through the redirection of non-teaching resources.
- allocate positions to support targeted programs to address University-wide priorities such as teacher education.

Prior to this meeting, a discussion was held at the COP's Academic Affairs Committee regarding their interest in the allocation of positions, since there were and remain important academic considerations in the allocation of lines. I proposed that in the future the COP's Fiscal Affairs Committee and the Academic Affairs Committee meet jointly to discuss these matters. All members of the Committee supported this arrangement. It is my understanding that, based upon discussions held at the last Board of Trustees meeting, it was also agreed that the Trustees serving on the Fiscal Affairs Committee and the Academic Affairs Committee also meet jointly to consider future recommendations from the presidents.

At the meeting of presidents various views were expressed, including allocating positions to colleges that are most in need. Some presidents proposed allocating positions to those colleges whose student performance is at the highest level. Others indicated that those programs already identified by the Trustees, such as teacher education, be allocated more positions in order to strengthen these programs. There was another recommendation that recommended criteria based on a year-to-year incremental increase in graduation rates. In short, it was clear, and everyone agreed, that the straight-line graduation rate criterion is only one of several criteria to be used for position allocations in the future.

By a show of hands, the presidents overwhelmingly adopted the proposal as presented, with approximately four presidents in dissent. However, it is important to be aware that the presidents were asked to vote not only on the document regarding the allocation of positions, but also voted on an additional resolution presented by me as chairman of the Committee. That proposal calls for the development of additional criteria and/or new criteria by the presidents, which would be recommended to the joint committee of the Trustees' Fiscal Affairs and Academic Affairs Committees. The resolution called for completion of the presidents' work by March. To this end, the meeting has been scheduled with President Bowen, chairman of the COP's Academic Affairs Committee, President Matthew Goldstein, the Presidential Liaison to the Board's Academic Affairs Committee, President Edison Jackson, the Presidential Liaison to the Fiscal Affairs Committee, myself, and Vice Chancellors Rothbard and Mirrer in order to begin discussions on this matter.

There are a number of important issues to be dealt with by the presidents and then by the Board of Trustees. Aside from substantive criteria and the academic issues, it is essential to define "college needs" and to set priorities for the position allocations. In addition, there is the issue of the vested interest of each college president vis-a-vis his or her college. Regardless of the problems we face in resolving these issues, I want to assure you that the new criteria will
be developed, and that a revised process will be followed. I can assure you that the presidents will work in the best interest of the University and especially the students whom we serve.

With best regards.

Sincerely,
Leon
Leon M. Goldsein
President

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

A. HUNTER COLLEGE - ESTABLISHMENT OF THE SCHOOL OF ARTS AND SCIENCES:

WHEREAS, The creation of a School of Arts and Sciences at Hunter College is a key element in Hunter College's reorganization that would facilitate Hunter's educational goals of providing an integrated approach to knowledge, reinforcing the strengths of a traditional liberal arts education and providing a sound foundation for professional study; therefore be it

RESOLVED, That effective July 1, 1998, the Division of Social Sciences, the Division of Humanities and Arts, and the Division of Sciences and Mathematics at Hunter College be merged to constitute the new School of Arts and Sciences.

EXPLANATION: This resolution pertains to the establishment of the School of Arts and Sciences. The three existing divisions (Division of Social Sciences, Division of Humanities and the Arts, and the Division of Sciences and Mathematics) will be merged to constitute the new School of Arts and Sciences. Hunter College will establish a Dean of the School of Arts and Sciences with two Assistant Deans and one Assistant to the Dean along with appropriate administrative staff. The Assistant Dean for Academic Affairs and Undergraduate Opportunities shall be responsible for the day-to-day operations in the academic area, as well as enhancing undergraduate opportunities and will chair an Interdisciplinary Program Council. The Assistant Dean for Research Planning and Facilities will be responsible for administrative, budgetary, and planning issues related to sponsored and other research, as well as issues related to laboratory instruction in the School of Arts and Sciences. An Assistant to the Dean will be responsible for matters involving budget and personnel. The current level of support staff in the three existing divisions will continue in the new School of Arts and Sciences. Only the Dean of the School of Arts and Sciences will be a member of the Executive Compensation Plan. Two of the three present Deans are expected to return to their tenured faculty positions and the third has indicated he will retire from the College January 1, 1998. The proposed reorganization will not affect the tenure or seniority rights of any faculty and will not result in any lay-offs.

After eleven months of discussions and consultation with the Hunter College community, including the Hunter College Senate, meetings open to all faculty members, staff, and students of Hunter College, the President believes that this reorganization establishing a new School of Arts and Sciences is academically sound and superior to the present organization and provides Hunter College with the best possible organization as it prepares to enter the next century.

Under the new plan, the Arts and Sciences, the central focus of the College's undergraduate education, will provide an integrated approach to knowledge and education. There will be greater communication between and among departments, increased faculty interaction, and the academic goals of improved research, service and teaching will be facilitated with the proposed structure. Furthermore, important curricular matters relating to the arts and sciences will be more readily resolved with this unified structure. In addition, greater attention will be focused on the retention of students as they move from general interest in the arts and sciences to becoming majors in the specific disciplinary areas, as well as in Hunter's professional programs.
The three existing divisional Personnel and Budget Committees will be maintained. Each will be chaired by the Dean of Arts and Sciences and communication should increase between these Committees while not sacrificing their present autonomy and uniqueness. In addition, the creation of a School of Arts and Sciences Curriculum Committee to replace existing divisional committees, and a School of Arts and Sciences Advisory Committee (comprised of all department chairs and representatives from the interdisciplinary programs to advise the Dean on school wide issues and policy) will increase the probability of curricular and other issues being resolved. The Interdisciplinary Program Council will facilitate interaction between these programs, as well as helping to integrate these programs with other arts and sciences programs.

Finally, although limited, the administrative savings available to the College will be used to increase the number of full time faculty in the School of Arts and Sciences.

A resolution concerning changes in the governance of Hunter College as a result of this reorganization has been forwarded to the Committee on Faculty, Staff and Administration. The resolution maintains the three separate Personnel and Budget Committees, each to be chaired by the Dean of the School of Arts and Sciences, and requests a waiver for any provisions in the Bylaws of the Board of Trustees which would conflict with this administrative reorganization.

REPORT OF COMMITTEE CHAIRWOMAN RUIZ:
The committee also heard reports on teacher education from President Moses and President Caputo. The Committee will be discussing this again at a special meeting of the Academic Affairs Committee, which is scheduled for December 1st. We will also be having a retreat with the presidents in order to discuss teacher education, since it is an urgent matter for the Committee and for the colleges as a whole.

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

A. HUNTER COLLEGE - GOVERNANCE OF THE NEW SCHOOL OF ARTS AND SCIENCES - COMMITTEES ON PERSONNEL AND BUDGET:

Resolved, That the Board of Trustees approve the following provisions to apply to the School of Arts and Sciences, effective July 1, 1998:

a) The School of Arts and Sciences shall have three Personnel and Budget Committees (P & B), each of which shall be chaired by the Dean of the School of Arts and Sciences with voice, but without vote. The three School P & B Committees shall be for:

1. Humanities and The Arts
2. Sciences and Mathematics
3. Social Sciences

b) Each of the three School P & B Committees shall be composed of the chairpersons of those departments previously assigned to each of the pre-existing respective divisions, and shall receive recommendations from the P & B Committees of those departments.

c) The chairpersons of the departments in the School of Arts and Sciences shall sit on the College-wide P & B Committee with full voice and vote.

d) The Dean of the School of Arts and Sciences shall sit on the College-wide P & B Committee with voice, but without vote; and be it further,

RESOLVED, That any inconsistent provisions of Article 8 and 9 of the Board Bylaws be waived.
EXPLANATION: This resolution pertains to the three existing divisions (Division of Social Sciences, Division of Humanities and the Arts, and the Division of Sciences and Mathematics) which will be merged to constitute the new School of Arts and Sciences. Hunter College will establish a Dean of the School of Arts and Sciences with one Assistant Dean for Academic Affairs and Undergraduate Opportunities and one Assistant Dean for Research Planning and Facilities. The Assistant Dean for Academic Affairs and Undergraduate Opportunities will be responsible for the day-to-day operations in the academic area, as well as enhancing undergraduate educational opportunities, and will chair an Interdisciplinary Program Council. The Assistant Dean for Research Planning and Facilities will be responsible for administrative, budgetary, and planning issues related to sponsored research and other research, as well as issues related to laboratory instruction in the School of Arts and Sciences. An Assistant to the Dean will be responsible for matters involving budget and personnel. The current level of support staff in the three existing divisions will continue in the new School of Arts and Sciences. Only the Dean of the School of Arts and Sciences will be a member of the Executive Compensation Plan. Two of the three present Deans are expected to return to their tenured faculty positions and the third has indicated he will retire from the college January 1, 1998.

There are no changes in any departmental structure or the department personnel and budget committees. Each of the three Personnel and Budget Committees of the School of Arts and Sciences will be organized as in the current divisional structure and will continue to meet as such. But instead of having three separate deans presiding over them, these Personnel and Budget Committees will now be presided over by the Dean of the School of Arts and Sciences. The chairs of each of the departments in the School of Arts and Sciences shall continue to be members of the college-wide Personnel and Budget Committee. The Dean of the School of Arts and Sciences shall also be a member of the College-wide Personnel and Budget Committee, with voice but without vote; before all three deans of the Divisions were members of the College-wide Personnel and Budget Committee. In addition, there will be a School of Arts and Sciences Curriculum Committee chaired by the Dean of Arts and Sciences and comprised of all department chairs and representatives from the Interdisciplinary Program Council.

Under the new plan, the arts and sciences, the central focus of the college’s undergraduate education, will provide a more integrated approach to knowledge and education. There will be greater communication between and among departments, increased faculty interaction, and the academic goals of improved research, service and teaching will be facilitated with one Dean to oversee and administer the three former divisions. In addition, important curricular matters relating to the arts and sciences will be more readily resolved with a unified structure.

Since there will be three Personnel and Budget Committees within the School, each chaired by the Dean of the School of Arts and Sciences, communication will increase between these Committees while not sacrificing their present autonomy and uniqueness. In addition, the creation of a School of Arts and Sciences Curriculum Committee and a School of Arts and Science Advisory Committee will increase the probability of curricular and other issues being resolved. The Interdisciplinary Program Council will facilitate interaction between these programs as well as helping to integrate these programs with other arts and sciences programs.

Finally, although limited, the administrative savings available to the College will be used to increase the number of full time faculty in the School of Arts and Sciences.

In order to provide for three School Personnel and Budget Committees within the School of Arts and Sciences, between the departmental and College-wide Personnel and Budget Committees, the applicability of Articles 8 and 9 of the Board Bylaws is waived.

B. HUNTER COLLEGE - ESTABLISHMENT OF THE MARIE L. HESSELBACH CHAIR:

RESOLVED, That the Board of Trustees of The City University of New York approve the establishment of The Marie L. Hesselbach Chair in the Department of Biological Sciences at Hunter College.

EXPLANATION: Dr. Marie L. Hesselbach, Hunter College, Class of 1936, has contributed $508,000 to create an endowment in the Hunter College Foundation to be used to establish and support The Marie L. Hesselbach Chair in the Department of Biological Sciences at Hunter.
The purpose of the Dr. Marie L. Hesselbach Chair in the Department of Biological Sciences will be to recognize exceptional scholarship and research in biological sciences. The holder of the chair will be recommended to the President for final approval by the Dean of Sciences and Mathematics or his successor, in consultation with the Chair of the Department of Biological Sciences and the Provost of the College. It is anticipated that the first holder of the Chair will be selected by January 1998.

The income from the endowment shall be used at the discretion of the Dean and Chair of the Department to provide an annual salary supplement and funds for research support and the purchase of equipment and supplies.

C. BARUCH COLLEGE - ESTABLISHMENT OF THE SIDNEY HARMAN WRITER-IN-RESIDENCE VISITING PROFESSORSHIP:

WHEREAS, Sidney Harman has been a loyal alumnus, friend, and supporter of Baruch College; and

WHEREAS, Sidney Harman (Class of 1939) has provided wise counsel and shown a deep commitment to Baruch College; and

WHEREAS, Sidney Harman has provided a gift of $1 million dollars to the Baruch College Fund to endow a Visiting Professorship within the Department of English; therefore be it

RESOLVED, That the Board of Trustees of The City University of New York approve the establishment of the Sidney Harman Writer-in-Residence Visiting Professorship in the School of Liberal Arts and Sciences at Bernard M. Baruch College of The City University of New York.

EXPLANATION: This Distinguished Professorship will play a crucial role at Baruch enriching the already exciting writing program within the Department of English. Each year, the College will appoint a gifted poet, novelist, essayist, journalist, playwright, or screenwriter who will work directly with the faculty and the College’s most talented undergraduates.

The Sidney Harman Writer-in-Residence Visiting Professorship will also serve as a magnet for the community, encouraging dialogue about the art and craft of writing through public readings and lectures. The Harman Visiting Professor will have an impact across Baruch’s three schools, fostering an especially meaningful collaboration between business and the humanities. The Professor will be in residence for one year and will be at the pinnacle of his/her profession with a sterling international reputation.

The College has already received $200,000 of the pledged one million dollars. The remainder will be given to the College in annual increments of $200,000.

A committee of outstanding Baruch scholars will be established to recommend a candidate to the Dean of the School of Liberal Arts and Sciences who will forward the recommendation to the Baruch College-wide Personnel and Budget Committee and to the President for approval. The College anticipates that the first Sidney Harman Writer-in-Residence Visiting Professor will be appointed for the 1998-99 academic year.

TRUSTEE EVERETT stated that it was sort of very quickly that we went over half a million dollars and a million dollars. I think these are very substantial gifts to the University, and I think we need to be very grateful to those alumnus, and people who participated over the years in the University, for their concern about our students and their willingness to help us move forward. I think there needs to be a word of appreciation for gifts of that magnitude.
D. THE CITY UNIVERSITY OF NEW YORK - THE ESTABLISHMENT OF A ONE-YEAR LIMITATION ON
APPOINTMENTS TO ACTING ADMINISTRATIVE POSITIONS IN THE EXECUTIVE COMPENSATION PLAN:

RESOLVED, That the Board of Trustees approve limiting appointments to acting administrative positions in the Executive Compensation Plan to one year (12 months) from the time of initial appointment to the acting title or from January 1, 1998, whichever is later.

EXPLANATION: Acting appointments are usually of short duration pending a search for a permanent appointment. The one-year limitation will afford colleges the opportunity to engage in a comprehensive recruitment process to fill available Executive Compensation Plan positions. The Office of Faculty and Staff Relations will monitor the time limitations on such appointments and promulgate appropriate guidelines to implement this policy.

E. THE CITY UNIVERSITY OF NEW YORK - AMENDMENT TO THE SALARY PLAN REPORT REGARDING
PRESIDENTIAL HOUSING:

RESOLVED, That the Board of Trustees approve an amendment to the Salary Plan Report adopted on October 26, 1987, (Cal. No. E1.D.), to modify the housing provisions for Senior and Community College Presidents effective March 1, 1998 as follows:

<table>
<thead>
<tr>
<th>TABLE 12: THE PRESIDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
</tr>
<tr>
<td>[Community College Presidents, in lieu of University housing, receive a housing allowance of $1,420 per month]. Senior College Presidents, in the absence of University provided housing, and Community College Presidents, in lieu of University housing, receive a housing allowance of $3,000 per month. Any President serving in an Acting capacity will receive a housing allowance of $2,000 per month for the duration of the Acting appointment.</td>
</tr>
</tbody>
</table>

NOTE: Matter in brackets to be deleted; matter underlined is new.

EXPLANATION: In accordance with the provisions of Chapter 263 of the Laws of 1987, The City University of New York adopted a Salary Plan for staff in the Executive Compensation Plan, in consultation with the New York State Division of the Budget and the Governor's Office of Employee Relations.

In accordance with the Bylaws of the Board of Trustees, and pursuant to the Salary Plan Report, University housing is provided for Senior College Presidents while Community College Presidents receive a housing allowance of $1,420 per month, an amount which was established in 1983. The proposed amendment to the Salary Plan Report for Senior and Community College Presidents reflects the increase in housing costs in the metropolitan area during the last fourteen (14) years.

NO. 7. COMMITTEE ON STUDENT AFFAIRS, AND SPECIAL PROGRAMS: RESOLVED, That the following item be approved:

A. THE CITY UNIVERSITY OF NEW YORK - STUDENT AFFAIRS MISSION STATEMENT:

RESOLVED, That the Board of Trustees approve The City University of New York Student Affairs Mission Statement, as follows:

The strength of The City University of New York is derived from the diversity of its students and from each College's distinctly defined institutional character. As a consequence, each College offers discrete campus-based services and programs which reflect its unique mission, character, and student populations. The Student Affairs divisions of each College provide quality services and programs which support the academic mission of the University and enhance student learning and development.
The primary objectives of the services and programs are to support students' academic achievement and persistence to graduation; to provide opportunities for career development; to enhance students' intellectual, aesthetic, and social growth; to facilitate critical thinking skills; and to promote civic responsibility.

PRESIDENT BOWEN stated that the Council of Presidents were very much in favor of this particular mission statement because it reflects all of the student activities, the counseling, etc., that take place on the individual campuses. And I think this is in keeping with the way the Board is moving to empower the students within each campus rather than from a central administrative point of view.

NO. 8. AD HOC COMMITTEE ON PRESIDENTIAL SEARCH GUIDELINES: RESOLVED, That the following items be approved:

CHAIRWOMAN PAOLUCCI stated that two sets of guidelines will be considered. First, the presidential guidelines, and then something slightly different to look at in terms of chancellor guidelines, which I don't think we've ever had before.

TRUSTEE BABBAR thanked Committee members, Trustee Cook, Trustee Murphy, Trustee Rios, Trustee Cooper, Trustee Potts and now Trustee Biswas, and for part of the time Trustee Price who was with us to initiate the Committee. What we simply have tried to do is to ensure that the intent of the New York State Education Law Article 125 is strictly followed, especially in reference to Section 6206 (7.a.). The basic approach we took was to make sure the Board was completely in charge of these searches. Essentially we tried to streamline the process.

A. THE CITY UNIVERSITY OF NEW YORK - PRESIDENTIAL SEARCH GUIDELINES: RESOLVED, That the revision of the 1995 guidelines for Presidential Searches be adopted as amended:

INTRODUCTION

The Education Law of the State of New York invests in the Board of Trustees/CUNY the authority to appoint and dismiss an appointed executive when warranted.

"The Board of Trustees shall appoint the Chancellor of The City University who shall be the chief educational and administrative officer of The City University and who shall serve at the pleasure of the Board of Trustees."1 "The Board of Trustees shall establish positions, departments, divisions and faculties; appoint and in accordance with the provisions of law fix salaries of instructional staff and non-instructional employees therein;..."2

The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to identify qualified women and minorities for consideration by the Search Committee.

THE PROCESS

When a vacancy occurs, or is certain to occur, the Chairperson of the Board of Trustees shall establish a Search Committee to seek a new president.

[Simultaneously, should circumstances warrant, the Chancellor shall recommend an individual to the Board for] [appointment as acting or interim president until such time as a president is appointed. The interim president shall] [not be a candidate for the presidency.]

1 NYS Education Law, Article 125, Section 6206 (6) last sentence (See Chancellor Search Guidelines)
2 NYS Education Law, Article 125, Section 6206 (7.a.)
The Education Law of the State of New York invests in the Board of Trustees the legal responsibility for the selection and appointment of the presidents of the University. Cognizant of its legal responsibilities and desirous of fulfilling its communal, as well as legal obligations, the Board of Trustees seeks to assure that it will have significant advice and guidance from the colleges and the University when embarking on a Search for a president.

An interim president shall not be a candidate for the presidency for the same institution for which he/she is interim president.

A primary responsibility of the Search Committee shall be to attract and recruit highly qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New York City. Members of the Board, the Chancellor and presidents, the faculty, staff, and students of the University, as well as community and academic leaders from outside the University may submit nominations to the Search Committee.

Composition of the Committee:

In order to provide for adequate participation by representatives of the institution in which a presidential vacancy exists, the Chairperson of the Board shall establish a Presidential Search Committee and designate the Chairperson of the Search Committee. The Search Committee shall be composed of the following members:

Board Members: at least three members of the Board of Trustees, appointed by the Chairperson of the Board. [and the Chairman of the Board as an ex-officio member of the Search Committee.] The Chairperson and the Vice Chairperson of the Board shall also serve as members of the Search Committee. Whenever possible, one Board member appointed to a Search Committee should reside in the same borough as the campus seeking a president.

Faculty: three faculty members from the college, elected as determined by the appropriate faculty governance body of the college concerned. Only faculty as defined in the Board Bylaws may serve as faculty representatives (members) on the Search Committee or vote in the election for such faculty representatives.

Students: two students from the college, as recommended by the president and appointed by the Chairperson of the Board, generally, but not necessarily, the presidents of student [governing bodies, such as the day session and evening session student governments,] governments, or if there is only one student government, another elected student leader, provided, however, that the president should consult the appropriate student governance bodies on the selection.

Alumni: one alumnus from the college, generally, but not necessarily, the president of the alumni organization of the college concerned. Where there is no formal alumni organization, the Chancellor may designate an active alumnus to be appointed by the Chairperson of the Board to serve with the Search Committee;

President: the president of one of the colleges of the University, appointed by the Chairperson of the Board.

[The Board Chair may appoint additional members to the Search Committee to achieve balance in terms of academic discipline, representation of various campus constituencies, and diversity.]

Internal Staffing and/or Outside Consultant:

Staff support shall be provided to the Search Committee [through an] on request, by the Office of Executive Search and Evaluation (OSEE). Representatives from OSEE, chosen to serve as indicated, shall be selected by the Chairperson of the Board and shall report to the Search Committee. Where deemed necessary selected individuals

1 "Faculty" defined as having "faculty rank" or "faculty status" (based on Sections 8.1, 8.2, and 6.2(a), and 6.3(a) of the Board Bylaws). Under the Board Bylaws, faculty primarily includes those in the titles of professor, associate professor, assistant professor, and instructors and lecturers (after reappointment for a third year). The President, vice-presidents, and deans have faculty rank but shall not participate as faculty. College Laboratory Technicians and HEO series personnel do not hold faculty rank or faculty status.

2 If there is no official faculty governance body established by the college's approved governance plan, then the faculty representatives to the Search Committee shall be elected by the faculty members of the college governance body.
including outside firms may be called upon to provide advice in matters pertaining to the search. [It shall be the] [responsibility of this staff, on behalf of the Board of Trustees and Chancellor, to implement these guidelines and] [coordinate and manage all aspects of the Search. The person in charge of the Office of Executive Search and] [Evaluation shall be selected by and report to the Chair of the Board and the Chancellor, seeking guidance as] [necessary from the Chair of each Search Committee.]

The Chancellor will serve as a resource throughout the Search process, especially in the identification and [recruitment of potential candidates, and shall attend the initial meeting of the Search Committee, meetings for] [candidate selection, and candidate interviews.]

The Board or its Committee may, where it deems necessary, call upon selected individuals, including outside firms, [to provide it with advice and guidance in matters pertaining to the Search, such as carrying out a pre-Search study,] [to supplementing efforts by the staff and Search Committee to identify and recruit potential candidates and] [providing background checks.]

PROCEDURES

Analysis of Campus Needs and Priorities:

[Prior to the first meeting of the Search Committee, the Chancellor shall designate an individual or individuals to visit] [the campus, confer with appropriate constituencies, and prepare a report to the Search Committee, the Board of] [Trustees and the Chancellor containing an analysis of campus needs and priorities in a timely manner. This pre-] [Search study should inform the Search Committee's preparation of an advertisement for the presidential position.]

Soon after the formation of the Search Committee, the Chairperson of the Search Committee and the Chairperson of the Board, in consultation with the Chancellor, will designate an individual(s) and/or consultant(s) to visit the campus, confer with appropriate constituencies, and prepare a report for the Search Committee, indicating discreet needs and priorities that will help in the preparation of an effective advertisement for the position.

Announcing the Vacancy and Processing the Applications:

Announcements of a presidential vacancy shall be placed in the appropriate media, and shall be communicated to educational and related institutions through correspondence and through targeted recruitment based on the findings of the pre-search report. [A primary responsibility of the Search Committee shall be to attract and recruit highly] [qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New] [York City. Members of the Board, the presidents, and the faculty, staff, and students of the University should be] [actively encouraged to assist in the identification of potential candidates for consideration by the Search] [Committee. The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to] [identify qualified women and minorities for consideration by the Search Committee.]

All applications, with supporting materials as requested in the job description, are to be sent to:

Secretary of the Board of Trustees
The City University of New York
535 East 80th Street, Room 302
New York, NY 10021

Screening of Applicants:

The Search Committee shall reduce the applicant pool to approximately seven individuals. [to be interviewed.] The candidates will be [invited for] interviewed [with] by the Search Committee upon the stated request of a minimum of [four] five members of the Search Committee, at least [two] three of whom must be members of the Board.
At the conclusion of the preliminary interviews, the Search Committee will [assess the candidates, selecting three or four outstanding candidates to visit the college. In the rare instance when the entire Committee cannot achieve consensus on which three or four candidates to invite to campus visits, only Board members will be eligible to vote on the selection of these candidates; they will be expected to take into consideration the views of the representatives of campus constituencies.] select three or four to visit the college. If the Committee does not arrive at a consensus or reaches an impasse, Board members of the Search Committee will select the candidates who will visit the campus.

Campus Visits:

Arrangements will be made for those candidates [invited by the Search Committee] to meet with groups or individuals on the campus.

Groups of not more than [15] 10 persons shall be selected by the faculty, students, chairpersons, alumni/foundation/college-related organizations, staff, and senior administrative staff of the college. Meetings with any other constituency or for any other purpose must be approved by the Chair of the Search Committee [staff, who shall may consult [as necessary] with the [Chair of the Search Committee and the] Chancellor. Each campus group shall make a concerted effort to select individuals from as wide an array of its constituency as possible. No person should sit with more than one representative group. (Example: A professor who chairs a department should not sit with both a faculty group and a group of chairpersons.) [Once selected, substantially the same individuals should meet with all candidates invited to the campus. The purpose of these meetings is to encourage candidates to remain interested in pursuing the presidency and to provide advisory opinions of each candidate’s merit to the Committee, the Chancellor, and the Board.] The college representatives thus selected will meet with all candidates invited to the campus.

Each campus group shall present its view in a brief report to the [Chancellor and] Chairperson of the Search Committee within three days of the last campus visit.

[This final group of candidates will be given an opportunity to tour the campus and may meet with members of the [executive staff of the University. They will also be provided with information about issues and expectations related to CUNY presidencies, as well as information about compensation and other terms and conditions of employment.]

Search Committee Recommendations:

After the campus visits, [each member of the Search Committee may prepare a summary of his/her views on each of the candidates. Within two weeks of the final campus visit, the written summaries of the Search Committee [members shall be submitted to the Chancellor and the Board of Trustees for review and consideration.] the written conclusions of the Search Committee, recommending no more than three top candidates, shall be submitted to the Chairperson of the Board of Trustees and the Chancellor for review and consideration.

[Interview with the Board of Trustees ]

[The final group of candidates will be interviewed by the Board of Trustees, and the Chancellor.]

Final Interview:

The candidates recommended by the Search Committee shall be interviewed by the entire Board at some time prior to the next scheduled Board meeting, at which time a choice will be made in executive session.
Appointment:

As soon as possible after the Board has chosen its candidate, the Chancellor will notify the candidate in writing of the Board's decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.

[Chancellor's Recommendation:]

[The Chancellor, after reviewing the written assessments of the members of the Search Committee, the views of the] [campus groups, interviewing the candidates, and soliciting such other information as may be necessary, shall] [prepare recommendations for the Board.]

[Once the Board of Trustees has made an appointment, the president-elect should receive a formal letter of] [appointment, together with the Board resolution, which delineates the terms and conditions of employment.]

[Exceptions to these Guidelines:]

[Special situations may occur when, for example, there is a candidate of proven distinction from within the] [University, a former University executive, or a candidate of national prominence from outside the University, or an] [exceptional candidate from a recent CUNY presidential Search. Under such circumstances, the Board Chair and] [the Chancellor, after full consultation with the leadership of campus constituencies, may decide to suspend these] [guidelines for a specific presidential Search and substitute a shortened process. A protocol for such a process] [should be developed by the Ad Hoc Committee and approved by the Board.]

NOTE: Matter underlined is new; [matter in brackets is to be deleted]. (See Appendix B)

B. THE CITY UNIVERSITY OF NEW YORK - CHANCELLOR'S SEARCH GUIDELINES: RESOLVED, That the following guidelines for the Chancellor's Search be approved:

INTRODUCTION

The Education Law of the State of New York invests in the Board of Trustees/CUNY the authority to appoint and dismiss an appointed executive when warranted.

"The Board of Trustees shall appoint the Chancellor of The City University who shall be the chief educational and administrative officer of The City University and who shall serve at the pleasure of the Board of Trustees." 1 "The Board of Trustees shall establish positions, departments, divisions and faculties; appoint and in accordance with the provisions of law fix salaries of instructional staff and non-instructional employees therein;..."2

The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to identify qualified women and minorities for consideration by the Search Committee.

THE PROCESS

When a vacancy occurs, or is certain to occur, the Chairperson of the Board of Trustees shall establish a Search Committee to seek a new [president] chancellor.

An interim [president] chancellor shall not be a candidate for the [presidency] chancellor [for the same institution for which he/she is interim president.]

---

1 NYS Education Law, Article 125, Section 6206 (5) last sentence
2 NYS Education Law, Article 125, Section 6206 (7.a.) (See Presidential Search Guidelines)
A primary responsibility of the Search Committee shall be to attract and recruit highly qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New York City. Members of the Board, the [Chancellor and] presidents, the faculty, staff, and students of the University, as well as community and academic leaders from outside the University may submit nominations to the Search Committee.

Composition of the Committee:

In order to provide for adequate participation by representatives of the institution [in which a presidential vacancy exists], the Chairperson of the Board shall establish a [presidential] Chancellor's Search Committee. [and designate the Chairperson of the Search Committee.] The Search Committee shall be composed of the following members:

Board Members: at least [three] five members of the Board of Trustees, appointed by the Chairperson of the Board. The Chairperson of the Board of Trustees shall serve as Chairperson of the Search Committee and the Vice Chairperson of the Board shall [also] serve as [members] Vice Chairperson of the Search Committee. [Whenever possible, one] Board members appointed to [a] the Search Committee should reside in [the same] each of the five boroughs [as the campus seeking a president].

Faculty: [three] two faculty\(^3\) members; the Chairperson of the University Faculty Senate and one other faculty member. [from the college, elected as determined by the appropriate faculty governance body\(^4\) of the college concerned.] Only faculty as defined in the Board Bylaws may serve as faculty representatives (members) on the Search Committee [or vote in the election for such faculty representatives.] Whenever possible, one faculty representative (member) should be from a senior college, and one faculty representative (member) should be from a community college.

Students: two students; the Chairperson of the University Student Senate and one other student representative (member) [from the college, as recommended by the president and] appointed by the Chairperson of the Board. Generally, but not necessarily, [the] a president(s) of [the] a student government(s), or [if there is only one student government,] another elected student leader[], provided, however, that the president should consult the appropriate student governance bodies on the selection] should serve as the second student representative (member). Whenever possible, one student representative (member) should be from a senior college, and one student representative (member) should be from a community college.

Alumni: [one alumnus from the college, generally, but not necessarily, the president of the alumni organization of] [the college concerned. Where there is no formal alumni organization, the Chancellor may recommend an active] [alumnus may be appointed by the Chairperson of the Board to serve with the Search Committee.]

The Chancellor, or in his/her absence, the Chairperson of the Council of Presidents' Committee on Student Affairs, may recommend one alumnus, generally, but not necessarily, the president of an alumni organization to be appointed by the Chairperson of the Board of Trustees to serve with the Search Committee.

President: the presidents of [one] two of the colleges of the University, one from a senior college and one from a community college, appointed by the Chairperson of the Board.

---

\(^{3}\) Faculty defined as having "faculty rank" or "faculty status" (based on Sections 8.1, 8.2, 6.2(a), and 6.3(a) of the Board Bylaws). Under the Board Bylaws faculty primary include those in the titles of professor, associate professor, assistant professor, and instructors and lecturers (after reappointment for a third year). The president, vice-presidents, and deans have faculty rank but shall not participate as faculty. College Laboratory Technicians and HEO series personnel do not hold faculty rank or faculty status.
Internal Staffing and/or Outside Consultant:

Staff support shall be provided to the Search Committee, on request, by the Office of Executive Search and Evaluation (OESE). Representatives from OESE, chosen to serve as indicated, shall be selected by the Chairperson of the Board and shall report to the Search Committee. Where deemed necessary selected individuals including outside firms may be called upon to provide advice in matters pertaining to the search.

PROCEDURES

Announcing the Vacancy and Processing the Applications:

Announcements of a [presidential] chancellor's vacancy shall be placed in the appropriate media, and shall be communicated to educational and related institutions through correspondence and through targeted recruitment based on the findings of the pre-search report.

All applications, with supporting materials as requested in the job description, are to be sent to:

Secretary of the Board of Trustees
The City University of New York
535 East 80th Street, Room 302
New York, NY 10021

Screening of Applicants:

The Search Committee shall reduce the applicant pool to approximately seven individuals. The candidates will be interviewed by the Search Committee upon the stated request of a minimum of five members of the Search Committee, at least three of whom must be members of the Board.

Final Interview:

The candidates recommended by the [Chancellor and the Chairperson of the Board of Trustees] Search Committee shall be interviewed by the entire Board at some time prior to the next scheduled Board meeting, at which time a choice will be made in executive session.

Appointment:

As soon as possible after the Board has chosen its candidate, the [Chancellor] Chairperson of the Board of Trustees will notify in writing the candidate of the Board’s decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.

NOTE: Matter underlined is new; [matter in brackets is to be deleted]. (See Appendix C)

Chairwoman Paolucci announced that the Trustee members of the Search Committee for Chancellor are Trustees Kenneth Cook, Alfred Curtis, John Morning, James Murphy, Nilda Soto Ruiz, Sandi Cooper, and Mizanoor Biswas. I will chair the Committee and Vice Chairman Herman Badillo will serve as Vice Chair.

The Trustee members of the Presidential Search Committee for New York City Technical College are Trustee Edith Everett, who will serve as Chairwoman of the Committee, Trustee Kenneth Cook, who will serve as Vice Chairman, Trustee Susan Mounir, myself and Vice Chairman Herman Badillo.
NO. 9. HONORARY DEGREES: RESOLVED, That the following honorary degrees, approved by the appropriate faculty body and recommended by the Deputy Chancellor, be presented at the commencement exercises as specified:

**COLLEGE DEGREES**

THE GRADUATE SCHOOL AND UNIVERSITY CENTER

Dr. David Ho
Doctor of Science

Mr. Gregory Long
Doctor of Humane Letters

(To be awarded at the May, 1998 Commencement)

Upon motion duly made, seconded and carried, the meeting was adjourned at 5:24 P.M. to go into Executive Session.

SECRETARY GENEVIEVE MULLIN
The Executive Session was called to order at 5:30 P.M.

There were present:

Anne A. Paolucci, Chairwoman
Herman Badillo, Vice Chairperson

Satish K. Babbar
John J. Calandra
Kenneth E. Cook
Michael C. Crimmins
Alfred B. Curtis, Jr.
Edith B. Everett
Ronald J. Marino

Sandi E. Cooper, ex officio

John Morning
Susan Moore Mounier
James P. Murphy
George J. Rios
Nilda Soto Ruiz
Richard B. Stone

Secretary Genevieve Mullin
Acting Vice Chancellor and Acting General Counsel Roy P. Moskowitz

Md. Mizanoor R. Biswas, ex officio

Upon motions duly made, seconded and carried, the following resolution was approved:

E1. THE CITY UNIVERSITY OF NEW YORK - DESIGNATION OF INTERIM CHANCELLOR:

RESOLVED, That Christoph M. Kimmich be appointed Interim Chancellor of The City University of New York, effective December 1, 1997, with an annual salary at the applicable salary plan level, subject to financial ability, and that during the period of his service as Interim Chancellor, Dr. Kimmich be granted a leave from his position of Provost and Vice President of Academic Affairs at Brooklyn College.

EXPLANATION: This appointment is made with the understanding that the Interim Chancellor shall not be a candidate for the position of Chancellor.

Upon motions duly made, seconded and carried, the Executive Session was adjourned at 7:38 P.M. to go into Public Session.

SECRETARY GENEVIEVE MULLIN
The Public session reconvened at 7:40 P.M.

There were present:

Anne A. Paolucci, Chairwoman
Herman Badillo, Vice Chairperson

Satish K. Babbar
John J. Calandra
Kenneth E. Cook
Michael C. Crimmins
Alfred B. Curtis
Edith B. Everett
Ronald J. Marino

Susan Moore Mounier
James P. Murphy
George Rios
Nilda Soto Ruiz
Richard B. Stone

Sandi E. Cooper, ex officio
Md. Mizanor Biswas, ex officio

Roy Moskowitz, Acting General Counsel and Acting Vice Chancellor for Legal Affairs
Hourig Messerlian, Executive Assistant
Kisha Fuentes

Upon motions duly made, seconded and carried, the following resolution was approved:

NO. 10. THE CITY UNIVERSITY OF NEW YORK - POLICY ON UNIVERSITY DEGREE REQUIREMENTS:

WHEREAS, On June 26, 1995 the Board of Trustees adopted a "Resolution of the Committee on Long Range Planning," by which the Board enacted the proposals contained in the document titled "University Budget Planning and Policy Options"; and

WHEREAS, Item 27 of the above Long Range Planning Resolution ("LRP 27") provided as follows:

It shall be University policy that, effective September 1, 1996, all bachelor's degree programs will require a maximum of 120 credits for graduation; all associate degree programs will require a maximum of 60 credits. Colleges may be granted waivers from the Office of Academic Affairs for undergraduate degree programs that require additional credits for certification or accreditation from outside professional organizations or for other compelling educational reasons. This policy brings CUNY into conformity with national practices and reduces the cost of tuition by up to $1,080; and
WHEREAS, In August 1995, Irwin Polishook, as President of the Professional Staff Congress, and others, commenced a legal action against the University pursuant to Article 78 of the New York Civil Practice Law and Rules, styled Polishook, et al. v. The City University of New York, et al., N.Y. County Clerk's Index No. 95/119332 (the "Petition" or the "Polishook litigation"), seeking, among other things, to vacate LRP 27; and

WHEREAS, The New York State Supreme Court, New York County, issued an Order and Judgment on April 30, 1996 that vacated the Board's June 26, 1995 resolutions that had been challenged in the Petition, including LRP 27, and remanded the matter to the Board; and

WHEREAS, The University appealed the Supreme Court's decision to the Appellate Division, First Department; and

WHEREAS, The Appellate Division issued a decision on December 19, 1996 that reversed the Supreme Court's Order and Judgment and denied the Petition in all respects, except with respect to LRP 27, which the Court vacated on the ground that it did not "perceive a rational basis for Long Term Initiative 27"; and

WHEREAS, The University appealed the Appellate Division's decision to the New York State Court of Appeals, thereby staying the Appellate Division's decision; and

WHEREAS, The parties to the Polishook litigation wish to resolve the matter without further legal action, for the benefit of the students, the faculty, and the University as a whole; and

WHEREAS, The Board originally adopted LRP 27 on June 26, 1995 after a period of internal review, on the grounds that: the University-wide degree requirement of 120 credits for the bachelor's degree and 60 credits for the associate degree would be consistent with national norms; campuses would be better able to target their limited resources; and students would benefit because of changing student financial aid eligibility; and

WHEREAS, LRP 27 states that "Colleges may be granted waivers from the Office of Academic Affairs for undergraduate degree programs that require additional credits for certification or accreditation from outside professional organizations or for other compelling educational reasons," and that such waivers were granted under this procedure; and

WHEREAS, The Board acknowledges that: "compelling educational reasons" means, for these purposes, strengthening and enhancing the specific academic objectives of a program and meeting the educational needs of enrolled students; the waiver standard of compelling educational reasons shall take into account the specific needs of degree programs or the college's general degree requirements; each college faculty senate is encouraged to review current degree requirements where it appears that those requirements are not meeting a program's academic mission or students' needs, and, where appropriate, to submit recommendations that meet the criteria described above to the Office of Academic Affairs; any changes in degree requirements should be implemented to take account of the reasonable expectations of currently enrolled students who have relied on current requirements in planning their education and fulfilling graduation requirements; and the educational interests of students are paramount in this regard; and

WHEREAS, The University has agreed to withdraw and discontinue its appeal of the Appellate Division's December 19, 1996 Decision and Order to the extent it vacated LRP 27; and

WHEREAS, Petitioners have reviewed and support this Resolution and agree that this Resolution now has a rational foundation, based on the waiver process that will take place under the standards described above; and further agree that they will not bring any legal action or proceeding to challenge this Resolution; now, therefore, be it

RESOLVED, That the Board reaffirms that it is and shall remain University policy that all bachelor's degree programs require a maximum of 120 credits for graduation, and all associate degree programs require a maximum of 60 credits. Colleges may continue to be granted waivers from the Office of Academic Affairs for undergraduate degree programs that require additional credits for certification or accreditation from outside professional organizations or for other compelling educational reasons, as explained above; and be it further
RESOLVED, That the Board, in the exercise of its authority to govern and administer the University pursuant to N.Y. Education Law § 6204[1], in connection with the Board's making educational policy, recognizes and reaffirms that the faculty, in accordance with CUNY Bylaws § 8.6. shall be responsible, subject to guidelines, if any, as established by the Board, for the formulation of policy relating to the admission and retention of students including health and scholarship standards therefore, student attendance including leaves of absence, curriculum, awarding of college credit, and granting of degrees; that this responsibility is to be exercised through the college faculty senates pursuant to Board Bylaws or college governance plans approved by the Board, or the University Faculty Senate in accordance with CUNY Bylaws § 8.13, which states: "There shall be a university faculty senate, responsible, subject to the board, for the formulation of policy relating to the academic status, role, rights, and freedoms of the faculty, university level educational and instructional matters, and research and scholarly activities of university-wide import. The powers and duties of the university faculty senate shall not extend to areas or interests which fall exclusively within the domain of the faculty councils of the constituent units of the university"; and that such policies will then be considered by the Board or its appropriate committees in making policy decisions relating to educational matters.

Upon motions duly made, seconded and carried, the Meeting was adjourned at 7:42 P.M.
INTRODUCTION

The Education Law of the State of New York invests in the Board of Trustees/CUNY the authority to appoint and dismiss an appointed executive when warranted.

"The Board of Trustees shall appoint the Chancellor of The City University who shall be the chief educational and administrative officer of The City University and who shall serve at the pleasure of the Board of Trustees."¹ "The Board of Trustees shall establish positions, departments, divisions and faculties; appoint and in accordance with the provisions of law fix salaries of instructional staff and non-instructional employees therein;..."²

The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to identify qualified women and minorities for consideration by the Search Committee.

THE PROCESS

When a vacancy occurs, or is certain to occur, the Chairperson of the Board of Trustees shall establish a Search Committee to seek a new president.

An interim president shall not be a candidate for the presidency for the same institution for which he/she is interim president.

A primary responsibility of the Search Committee shall be to attract and recruit highly qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New York City. Members of the Board, the Chancellor and presidents, the faculty, staff, and students of the University, as well as community and academic leaders from outside the University may submit nominations to the Search Committee.

Composition of the Committee:

In order to provide for adequate participation by representatives of the institution in which a presidential vacancy exists, the Chairperson of the Board shall establish a Presidential Search Committee and designate the Chairperson of the Search Committee. The Search Committee shall be composed of the following members:

Board Members: at least three members of the Board of Trustees, appointed by the Chairperson of the Board. The Chairperson and the Vice Chairperson of the Board shall also serve as members of the Search Committee. Whenever possible, one Board member appointed to a Search Committee should reside in the same borough as the campus seeking a president.

Faculty: three faculty³ members from the college, elected as determined by the appropriate faculty governance body⁴ of the college concerned. Only faculty as defined in the Board Bylaws may serve as faculty representatives (members) on the Search Committee or vote in the election for such faculty representatives.

---

¹ NYS Education Law, Article 125, Section 6206 (5) last sentence (See Chancellor Search Guidelines)
² NYS Education Law, Article 125, Section 6206 (7 a.)
³ "Faculty" defined as having "faculty rank" or "faculty status" (based on Sections 8.1, 8.2, and 6.2(a), and 6.3(a) of the Board Bylaws).
⁴ Under the Board Bylaws, faculty primarily includes those in the titles of professor, associate professor, assistant professor; and instructors and lecturers (after reappointment for a third year). The President, vice-presidents, and deans have faculty rank but shall not participate as faculty. College Laboratory Technicians and HEO series personnel do not hold faculty rank or faculty status.
⁵ If there is no official faculty governance body established by the college's approved governance plan, then the faculty representatives to the Search Committee shall be elected by the faculty members of the college governance body.
Students: two students from the college, as recommended by the president and appointed by the Chairperson of the Board, generally, but not necessarily, the presidents of student governments. or if there is only one student government, another elected student leader, provided, however, that the president should consult the appropriate student governance bodies on the selection.

Alumni: one alumnus from the college, generally, but not necessarily, the president of the alumni organization of the college concerned. Where there is no formal alumni organization, the Chancellor may recommend an active alumnus to be appointed by the Chairperson of the Board to serve with the Search Committee;

President: the president of one of the colleges of the University, appointed by the Chairperson of the Board.

Internal Staffing and/or Outside Consultant:

Staff support shall be provided to the Search Committee on request, by the Office of Executive Search and Evaluation (OESE). Representatives from OESE, chosen to serve as indicated, shall be selected by the Chairperson of the Board and shall report to the Search Committee. Where deemed necessary selected individuals including outside firms may be called upon to provide advice in matters pertaining to the search.

PROCEDURES

Analysis of Campus Needs and Priorities:

Soon after the formation of the Search Committee, the Chairperson of the Search Committee and the Chairperson of the Board, in consultation with the Chancellor, will designate an individual(s) and/or consultant(s) to visit the campus, confer with appropriate constituencies, and prepare a report for the Search Committee, indicating discreet needs and priorities that will help in the preparation of an effective advertisement for the position.

Announcing the Vacancy and Processing the Applications:

Announcements of a presidential vacancy shall be placed in the appropriate media, and shall be communicated to educational and related institutions through correspondence and through targeted recruitment based on the findings of the pre-search report.

All applications, with supporting materials as requested in the job description, are to be sent to:

Secretary of the Board of Trustees
The City University of New York
535 East 80th Street, Room 302
New York, NY 10021

Screening of Applicants:

The Search Committee shall reduce the applicant pool to approximately seven individuals. The candidates will be interviewed by the Search Committee upon the stated request of a minimum of five members of the Search Committee, at least three of whom must be members of the Board.

At the conclusion of the preliminary interviews, the Search Committee will select three or four to visit the college. If the Committee does not arrive at a consensus or reaches an impasse, Board members of the Search Committee will select the candidates who will visit the campus.

Campus Visits:

Arrangements will be made for those candidates to meet with groups or individuals on the campus.
Groups of not more than 10 persons shall be selected by the faculty, students, chairpersons, alumni/foundation/college-related organizations, staff, and senior administrative staff of the college. Meetings with any other constituency or for any other purpose must be approved by the Chair of the Search Committee, who may consult with the Chancellor. Each campus group shall make a concerted effort to select individuals from as wide an array of its constituency as possible. No person should sit with more than one representative group. (Example: A professor who chairs a department should not sit with both a faculty group and a group of chairpersons.) The college representatives thus selected will meet with all candidates invited to the campus.

Each campus group shall present its view in a brief report to the Chairperson of the Search Committee within three days of the last campus visit.

Search Committee Recommendations:

After the campus visits, the written conclusions of the Search Committee, recommending no more than three top candidates, shall be submitted to the Chairperson of the Board of Trustees and the Chancellor for review and consideration.

Final Interview:

The candidates recommended by the Search Committee shall be interviewed by the entire Board at some time prior to the next scheduled Board meeting, at which time a choice will be made in executive session.

Appointment:

As soon as possible after the Board has chosen its candidate, the Chancellor will notify the candidate in writing of the Board's decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.
INTRODUCTION

The Education Law of the State of New York invests in the Board of Trustees/CUNY the authority to appoint and dismiss an appointed executive when warranted.

"The Board of Trustees shall appoint the Chancellor of The City University who shall be the chief educational and administrative officer of The City University and who shall serve at the pleasure of the Board of Trustees."

The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to identify qualified women and minorities for consideration by the Search Committee.

THE PROCESS

When a vacancy occurs, or is certain to occur, the Chairperson of the Board of Trustees shall establish a Search Committee to seek a new chancellor.

An interim chancellor shall not be a candidate for the chancellor.

A primary responsibility of the Search Committee shall be to attract and recruit highly qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New York City. Members of the Board, the presidents, the faculty, staff, and students of the University, as well as community and academic leaders from outside the University may submit nominations to the Search Committee.

Composition of the Committee:

In order to provide for adequate participation by representatives of the institution, the Chairperson of the Board shall establish a Chancellor's Search Committee. The Search Committee shall be composed of the following members:

Board Members: at least five members of the Board of Trustees, appointed by the Chairperson of the Board. The Chairperson of the Board of Trustees shall serve as Chairperson of the Search Committee and the Vice Chairperson of the Board shall serve as Vice Chairperson of the Search Committee. Board members appointed to the Search Committee should reside in each of the five boroughs.

Faculty: two faculty members; the Chairperson of the University Faculty Senate and one other faculty member. Only faculty as defined in the Board Bylaws may serve as faculty representatives (members) on the Search Committee. Whenever possible, one faculty representative (member) should be from a senior college, and one faculty representative (member) should be from a community college.

Students: two students, the Chairperson of the University Student Senate and one other student representative (member) appointed by the Chairperson of the Board. Generally, but not necessarily, a president of a student

---

1 NYS Education Law, Article 125, Section 6206 (5) last sentence
2 NYS Education Law, Article 125, Section 6206 (7 a.) (See Presidential Search Guidelines)
3 Faculty defined as having "faculty rank" or "faculty status" (based on Sections 8.1, 8.2, 6.2(a), and 6.3(a) of the Board Bylaws).

Under the Board Bylaws faculty primary include those in the titles of professor, associate professor, assistant professor; and instructors and lecturers (after reappointment for a third year). The president, vice-presidents, and deans have faculty rank but shall not participate as faculty. College Laboratory Technicians and HE0 series personnel do not hold faculty rank or faculty status.
government, or another elected student leader should serve as the second student representative (member). Whenever possible, one student representative (member) should be from a senior college, and one student representative (member) should be from a community college.

Alumni: The Chancellor, or in his/her absence, the Chairperson of the Council of Presidents' Committee on Student Affairs, may recommend one alumnus, generally, but not necessarily, the president of an alumni organization to be appointed by the Chairperson of the Board of Trustees to serve with the Search Committee.

President: the presidents of two of the colleges of the University, one from a senior college and one from a community college, appointed by the Chairperson of the Board.

Internal Staffing and/or Outside Consultant:

Staff support shall be provided to the Search Committee, on request, by the Office of Executive Search and Evaluation (OESE). Representatives from OESE, chosen to serve as indicated, shall be selected by the Chairperson of the Board and shall report to the Search Committee. Where deemed necessary selected individuals including outside firms may be called upon to provide advice in matters pertaining to the search.

PROCEDURES

Announcing the Vacancy and Processing the Applications:

Announcements of a chancellor's vacancy shall be placed in the appropriate media, and shall be communicated to educational and related institutions through correspondence and through targeted recruitment based on the findings of the pre-search report.

All applications, with supporting materials as requested in the job description, are to be sent to:

Secretary of the Board of Trustees
The City University of New York
535 East 80th Street, Room 302
New York, NY 10021

Screening of Applicants:

The Search Committee shall reduce the applicant pool to approximately seven individuals. The candidates will be interviewed by the Search Committee upon the stated request of a minimum of five members of the Search Committee, at least three of whom must be members of the Board.

Final Interview:

The candidates recommended by the Search Committee shall be interviewed by the entire Board at some time prior to the next scheduled Board meeting, at which time a choice will be made in executive session.

Appointment:

As soon as possible after the Board has chosen its candidate, the Chairperson of the Board of Trustees will notify in writing the candidate of the Board's decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.
### Name of Recipient

<table>
<thead>
<tr>
<th>Name of Recipient</th>
<th>Honorary Degree granted</th>
<th>College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nash, Jack</td>
<td>Doctor of Humane Letters</td>
<td>Baruch</td>
</tr>
<tr>
<td>Rubin, Robert E.</td>
<td>Doctor of Laws</td>
<td>Baruch</td>
</tr>
<tr>
<td>Subotnick, Stuart</td>
<td>Doctor of Laws</td>
<td>Baruch</td>
</tr>
<tr>
<td>Kramer, Donald</td>
<td>Doctor of Humane Letters</td>
<td>Brooklyn</td>
</tr>
<tr>
<td>Lee, Spike</td>
<td>Doctor of Fine Arts</td>
<td>Brooklyn</td>
</tr>
<tr>
<td>Davis, Ossie</td>
<td>Doctor of Humane Letters</td>
<td>City</td>
</tr>
<tr>
<td>Gelb, Arthur</td>
<td>Doctor of Humane Letters</td>
<td>City</td>
</tr>
<tr>
<td>Golden, William T.</td>
<td>Doctor of Science</td>
<td>City</td>
</tr>
<tr>
<td>Kleinrock, Leonard</td>
<td>Doctor of Science</td>
<td>City</td>
</tr>
<tr>
<td>Ogata, Sadako</td>
<td>Doctor of Humane Letters</td>
<td>City</td>
</tr>
<tr>
<td>Cahill, Kevin M.</td>
<td>Doctor of Humane Letters</td>
<td>CUNY</td>
</tr>
<tr>
<td>Fung, Margaret</td>
<td>Doctor of Laws</td>
<td>CUNY Law</td>
</tr>
<tr>
<td>Greenhouse, Linda</td>
<td>Doctor of Laws</td>
<td>CUNY Law</td>
</tr>
<tr>
<td>Jones, Nathaniel R.</td>
<td>Doctor of Laws</td>
<td>CUNY Law</td>
</tr>
<tr>
<td>Cunningham, Evelyn</td>
<td>Doctor of Humane Letters</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Golden, William T.</td>
<td>Doctor of Humane Letters</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Ho, David Dr.</td>
<td>Doctor of Science</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Long, Gregory</td>
<td>Doctor of Humane Letters</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Moreau, Jeanne</td>
<td>Doctor of Fine Arts</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Papert, Frederic S.</td>
<td>Doctor of Humane Letters</td>
<td>G.S.U.C.</td>
</tr>
<tr>
<td>Dixon, Margaret Dr.</td>
<td>Doctor of Humane Letters</td>
<td>Hunter</td>
</tr>
<tr>
<td>Herbert, Bob</td>
<td>Doctor of letters</td>
<td>Hunter</td>
</tr>
<tr>
<td>LeClerc, Paul</td>
<td>Doctor of letters</td>
<td>Hunter</td>
</tr>
<tr>
<td>Wasserstein, Wendy</td>
<td>Doctor of letters</td>
<td>Hunter</td>
</tr>
<tr>
<td>Zucker-Franklin, Dorothea</td>
<td>Doctor of Science</td>
<td>Hunter</td>
</tr>
<tr>
<td>Baugh, Constance</td>
<td>Doctor of Humane Letters</td>
<td>John Jay</td>
</tr>
<tr>
<td>Canada, Jeffrey</td>
<td>Doctor of Humane Letters</td>
<td>John Jay</td>
</tr>
<tr>
<td>Feelings, Tom</td>
<td>Doctor of Humane Letters</td>
<td>John Jay</td>
</tr>
<tr>
<td>Ferre, Rosario</td>
<td>Doctor of Humane Letters</td>
<td>John Jay</td>
</tr>
<tr>
<td>Monahan, John</td>
<td>Doctor of Laws</td>
<td>John Jay</td>
</tr>
<tr>
<td>Nygreen, Glen Dr.</td>
<td>Doctor of Humane Letters</td>
<td>Lehman</td>
</tr>
<tr>
<td>Prance, Ghilean T.</td>
<td>Doctor of Science</td>
<td>Lehman</td>
</tr>
<tr>
<td>Richardson, Bill</td>
<td>Doctor of Humane Letters</td>
<td>Lehman</td>
</tr>
<tr>
<td>Gargano, Charles A.</td>
<td>Doctor of Laws</td>
<td>N.Y.C.T.C.</td>
</tr>
<tr>
<td>Kugler, Israel</td>
<td>Doctor of Humane Letters</td>
<td>N.Y.C.T.C.</td>
</tr>
<tr>
<td>Cluman, Richard</td>
<td>Doctor of Humane Letters</td>
<td>Queens</td>
</tr>
<tr>
<td>Cronkite, Walter</td>
<td>Doctor of Humane Letters</td>
<td>Queens</td>
</tr>
<tr>
<td>Hennekens, Charles C.</td>
<td>Doctor of Science</td>
<td>Queens</td>
</tr>
<tr>
<td>Simon, Paul</td>
<td>Doctor of Humane Letters</td>
<td>Queens</td>
</tr>
<tr>
<td>Tyson, Neil DeGrasse</td>
<td>Doctor of Science</td>
<td>York</td>
</tr>
</tbody>
</table>