The meeting was called to order at 5:42 p.m.

There were present:

**Committee Members:**
- Hon. Wellington Z. Chen, Chair
- Hon. Hugo M. Morales, Vice Chair
- Hon. Jill O'Donnell-Tormey
- Prof. Karen Kaplowitz, faculty member
- Ms. Chikaodila Onyejiuka, student member
- President Russell K. Hotzler, COP liaison

**University Staff:**
- Chancellor James B. Milliken
- Executive Vice Chancellor and University Provost Vita Rabinowitz
- Vice Chancellor Matthew Sapienza
- Vice Chancellor Gillian Small

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

**Trustee Observer:**
- Hon. Terrence Martell

**Trustee Staff:**
- Senior Vice Chancellor and Secretary Jay Hershenson
- Ms. Towanda Lewis
- Ms. Fenella Ramsami

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Committee Chair Wellington Chen welcomed Executive Vice Chancellor and University Provost Vita Rabinowitz, Trustee Jill O'Donnell-Tormey—a new member of the Committee, as well as Ms. Chikaodila Onyejiuka, the new student representative.

The agenda items were considered and acted upon in the following order:

I. **ACTION ITEMS:**

A. **APPROVAL OF THE MINUTES OF THE MEETING OF JUNE 1, 2015.** The minutes were approved as submitted.

B. **POLICY CALENDAR**

1. **Baruch College – MIA in International Affairs.** Executive Vice Chancellor and University Provost Vita Rabinowitz stated that the proposed MIA program at Baruch College will offer students four complementary concentrations: international nongovernmental organizations; western hemisphere affairs; trade policy and global economic governance; and a fourth that can be tailored to a student's particular interest. The program will be housed in the School of Public Affairs, and in addition to capitalizing on the research and teaching strengths of that faculty in areas such as international nonprofits, international public administration and diplomacy, the program will also benefit from the talents of the faculty in the Zicklin School of Business and the Weisman School of Arts and Sciences who will teach courses relevant to the program as well. A market research firm was hired to conduct a feasibility study for the College and their research found that prospective student and employer demand for the Masters in International Affairs degree is strong. Even with the small differential tuition the College will be seeking, its location and the
possibility of part-time study as well as hybrid classes, are a major selling point. The research firm also reinforced that Baruch College has strong name recognition. A review of relevant job announcements for which graduates of this program would be suited for found opportunities at such institutions as the United Nations, the World Bank, the Asia Society, the U. S. Department of State, the World Economic Forum, and the International Food Policy Research Institute.

In response to a question from Chairperson Benno Schmidt, School of Public Affairs Dean David Birdsell stated that the College is expecting, after three years, a steady state of enrollment of approximately 160-180 students.

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

2. Brooklyn College – MFA in Sonic Arts and MFA in Media Scoring. Dr. Vita Rabinowitz stated that this fall Brooklyn College launched an MFA in Cinema Arts and an MA in Cinema Studies at their new state-of-the-art facilities, Steiners Studios, located near the College. The proposed MFA in Sonic Arts and Media Scoring to be offered by the Conservatory of Music in Brooklyn will complement these existing programs in the new Feuerstein School of Cinema Studies allowing the College to offer a wider range of professional graduate programs directly related to employment in various aspects and venues within the entertainment industry. The program in Sonic Arts will provide professional training and advanced knowledge in the production of artistic and commercial sound for positions that have been created in the commercial media world due to innovations brought about by the internet, MP3 files, and iPods. Sound design, audio design, and digital media design are all professional fields that will be looking to hire graduates of this MFA degree. The MFA in Media Scoring will admit trained musical composers interested in pursuing a career in music scoring or a related field. New York City is one of the world’s major centers of artistic and commercial audiovisual production and employment prospects for composers proficient in the techniques of media scoring that are rising.

In response to a question from Trustee Hugo Morales, Brooklyn College (BC) Dean Maria Ann Conelli stated that the College is very interested in reaching out to international colleagues and cohorts in regards to programs in cinema studies. The College has been exploring possibilities in the Caribbean, not only in the Dominican Republic but also in Cuba, as well as looking at partners in Asia.

In response to another question from Trustee Morales, BC Dean Conelli stated that the College will provide an update on this program at an upcoming meeting of this committee.

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

II. INFORMATION ITEMS:

A. The Twenty-First Century Cuny Investment and Performance Proposal

Chancellor James Milliken stated that he has requested Vice Chancellor Matthew Sapienza to head up a process on performance funding which was initiated at the request of Governor Andrew Cuomo in the last legislative session—$12 million for CUNY and $18 million for SUNY. The University increased the amount of funding provided because it was originally only for the senior colleges. Now it will be for the community colleges as well. While this was not CUNY’s idea, it is a good idea and a terrific opportunity for the University. It builds on the success of CUNY’s performance management system and gives the University a good head
start. The six areas identified by the legislation are all central to CUNY's mission and in the future, if the University demonstrates success, there will be additional opportunities for CUNY. It is not a secret that states across the country are continuing to invest in performance funding as opposed to enrollment-based or other kinds of funding. This initiative gives the University an opportunity to encourage innovation at the campus level, and to invest in priorities that the campuses have in mind with regard to these six areas. It is one-time funding, so it is in CUNY's interest to have a process that moves quickly and makes these investments at the campuses. In October, this item will come back to this Committee to be approved for submission to the full Board. The final allocations would also be presented to the Board.

***REPORT FROM CHANCELLOR J. B. MILLIKEN, EXECUTIVE VICE CHANCELLOR AND UNIVERSITY PROVOST V. RABINOWITZ, AND VICE CHANCELLOR M. SAPIENZA***

In response to a question from Trustee Morales, Vice Chancellor Matthew Sapienza stated that as mentioned earlier, it was Governor Cuomo's initiative that was put into the budget this year. It is not certain that it will also be included next year, so this year CUNY is planning only on one-time funding but the Governor's Executive Budget for FY 2017 which will be presented in January, will perhaps include additional funding for performance.

Chancellor Milliken added that this initiative would not necessarily die. The University could not invest in ongoing costs with no expectation for continued funding, but it could invest in preliminary costs for program development or something else that has a one-time investment potential.

In response to a question from University Faculty Senate (UFS) Chair and Trustee Terrence Martell, Vice Chancellor Sapienza stated that a one-stop shop for registration and financial aid could be eligible for the performance funding, as long as it is not a large investment in terms of reimagining physical space—that would use operating funds—and it certainly can be tied to increased retention rates and access by having enhanced services to students.

In response to another question from UFS Chair and Trustee Terrence Martell, Vice Chancellor Sapienza stated that if the full Board approves the performance funding at the November Board meeting, the colleges will need the continued support of the system office to help them accelerate the process of any contracts or any dollars that need to be put in place throughout the year, obviously staying within state procurement rules.

Chancellor Milliken added that support will encourage innovation and entrepreneurial behavior by the colleges. CUNY will not tighten down the requirements to the point that they cannot operate; however, there will be accountability for how they spend the funds and what the results will be.

In response to a question from UFS Chair and Trustee Martell, Dr. Rabinowitz stated that for the most part the performance funding has to be spent by July 1st.

In response to a question from Trustee Jill O’Donnell-Tormey, Dr. Rabinowitz stated that given that the money is coming late, the University is developing a formative evaluation so that CUNY will have benchmarks about whether certain things have been put in place and whether programs or individuals are meeting their marks. The University will have to measure these outcomes because, as the Chancellor mentioned, there is some indication that Governor Cuomo will again have performance funds in his next Executive budget, and it will not be a continuation of the $12 million, as the state will be looking to see how well the University spent this money.
In response to another question from Trustee O’Donnell-Tormey, Dr. Rabinowitz stated that the money that is allocated now for performance funding cannot be used in future years.

Chancellor Milliken stated that the obligation of the Committee is to review and act on a plan that will allow CUNY to make investments designed to improve performance in the next six years.

Chairperson Benno Schmidt stated that this timeline is difficult, and the University needs to be more flexible in moving forward with the proposals that are submitted before November 1st. The Executive Committee can make the final decisions for the Board of Trustees instead of waiting until the next scheduled Board meeting on November 23rd.

Prof. Karen Kaplowitz stated that the Committee should be mindful of the fact that some colleges are better resourced than others and to have the wherewithal to come up with the proposals quickly because of the comparatively large number of staff and faculty. Since the University has a rolling deadline and this is a competition, CUNY does not want a situation where the better-funded colleges have the advantage to get their proposals in and receive funding first. As a result, support should be provided to each college so that they will have more time to implement if the deadlines are moved up.

Chairperson Schmidt stated that as discussed in the Committee on Fiscal Affairs meeting, the Central Administration is already starting to work with the colleges on developing these proposals, and providing expertise and manpower to the colleges. The University is also encouraging colleges to form consortia. He added that CUNY needs to proceed with caution if some approvals are already done, ensuring that there is flexibility for a chance of slower movement, however meritorious are the proposals to be approved in the end.

In response to a question from Prof. Kaplowitz, Dr. Rabinowitz stated that the University envisioned the October 1st Board action to be an approval of the process that CUNY would follow which includes review committees and the like. She added that she is thrilled with Chairperson Schmidt’s new proposal but the University envisioned the second approval on November 23rd to be based on proposals that are being funded in the allocations.

Chancellor Milliken stated that there is only one requirement in the legislation and that is for the Chancellor to recommend the performance funding to the Board.

Chairperson Schmidt stated that there needs to be a review possibility as it is important to get faculty and students’ reaction as a way of improving the quality of the proposals.

In response to a question from Chairperson Schmidt, Chancellor Milliken stated that given the short timeline, it is beneficial for the performance funding to be discussed, both with the Committee on Academic Policy, Program, and Research, as well as with the Committee on Fiscal Affairs.

The meeting was adjourned at 6:19 p.m.