

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

HELD

FEBRUARY 25, 1991

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

The Chairperson called the meeting to order at 4:40 P.M.

There were present:

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

**Herman Badillo
Blanche Bernstein
Sylvia Bloom
Gladys Carrion
Louis C. Cenci
Stanley Fink**

**William R. Howard
Harold M. Jacobs
Susan Moore Mouner
Calvin O. Pressley
Thomas Tam**

Robert A. Picken, ex officio

**Martin J. Warmbrand, Secretary of the Board
Robert E. Diaz, General Counsel and Vice Chancellor for Legal Affairs**

**Chancellor W. Ann Reynolds
Deputy Chancellor Laurence F. Muccolo
President Raymond C. Bowen
Acting President Joyce F. Brown
President Roscoe C. Brown, Jr.
Acting President Steven M. Cahn
Acting President Leo A. Corbie
President Ricardo R. Fernandez
President Leon M. Goldstein
President Matthew Goldstein
President Bernard W. Harleston
President Robert L. Hess
President Edison O. Jackson
President Augusta Souza Kappner**

**President Paul LeClerc
President Gerald W. Lynch
President Charles E. Merideth
President Isaura S. Santiago
President Kurt R. Schmeller
President Edmond L. Volpe
Sr. Vice Chancellor Donal E. Farley
Vice Chancellor Ira Bloom
Acting Vice Chancellor Mathew Goldstein
Vice Chancellor Jay Hershenson
Acting Vice Chancellor Tilden J. LeMelle
Acting Vice Chancellor Richard F. Rothbard
Dean Haywood Burns**

The absence of Mr. Del Giudice, Mr. LaMarre and Ms. White was excused.

BOARD OF TRUSTEES

A. HON. SHIRLEY ULLMAN WEDEEN -- APPRECIATION OF SERVICES: Upon motions being duly made, seconded and carried, the following resolution was adopted unanimously.

WHEREAS, The Honorable Shirley Ullman Wedeen served as the faculty ex-officio Member of the Board of Trustees from September 1986 to May 1990; and

WHEREAS, During her tenure on the Board, Professor Wedeen served with devotion and distinction on many Board committees, ranging from the Standing Committees on Academic Policy, Program and Research; Committee on Public Affairs, and the Long-Range Planning Committee, to such Ad Hoc or Special Committees as the search committee for a Chancellor, a president of New York City Technical College, and for a president of Eugenio Maria de Hostos Community College, and the Robert J. Kibbee Awards Committee, the Ad Hoc Committee on Diversity and Pluralism, the Ad Hoc Committee on Presidential Personnel Policies and the Task Force on Student Life; and

WHEREAS, Professor Wedeen brought to the deliberations of these committees the insights and judgements of a wide academic background, as well as an astute knowledge of college affairs; and

WHEREAS, During her four years on the Board, Professor Wedeen attended all Board Public Hearings and Borough Hearings; and

WHEREAS, Her commitment, energy, vision and comprehensive experience in the University have greatly contributed to the deliberations of the Board; and

WHEREAS, Professor Wedeen responded readily to every call on the Board for participation;

THEREFORE, BE IT HEREBY RESOLVED, That the Board of Trustees expresses its appreciation for her outstanding service.

Trustee Wedeen expressed her appreciation to the Board. She commented on her four years of work in making the thoughts and perceptions of the faculty, and of the Board known to one another, so as to enable them both to better serve the students.

The Chairperson also expressed his personal appreciation to Dr. Wedeen.

B. MAYOR ROBERT F. WAGNER: The Chairperson noted with regret the passing of Robert Wagner, who was responsible for the establishment of CUNY as a University, thirty years ago, was Chairperson of the Friends of CUNY, and former Mayor of New York City.

He commented on the Saturday Memorial Mass on February 16th at Saint Patrick's Cathedral, at which Cardinal Baum presided, and on the subsequent memorial service sponsored by Speaker Vallone and the City Council last Thursday. He asked for a moment of silence.

After the moment of silence, he called upon Trustee Badillo to comment on his experiences with the former Mayor. Trustee Badillo commented on the Mayor's commitment to free tuition and pride in the fact that his father had attended City College.

C. WELCOME TO ADMINISTRATORS FROM SHANGHAI UNIVERSITY: The Chairperson said he had the rare pleasure of introducing three distinguished Chinese educators who are present as part of the five-year old CUNY/Shanghai University Exchange Program. They will be visiting CUNY this week, studying a number of higher education management issues for possible adaptation in their own efforts to reform and modernize Chinese universities. He introduced Shanghai University Vice Chancellor Cao Zhongxian, Shanghai University College of Engineering Vice President Hou Yuchen, and College of International Business Dean, Diao Huiyao.

He expressed the hope that their visit would be productive and said that the University's Trustees, faculty and administrators have learned much from their visits to Shanghai University. He commended the detailed biographical information to the Trustees' attention.

D. COLLEGE HONORS: The Chairperson reported that the American Association of Community and Junior Colleges Minority Education Commission, in association with IBM, has awarded Borough of Manhattan Community College first place in the AACJC/IBM Awards competition for exemplary minority student success programs.

E. FACULTY HONORS: The Chairperson reported the following:

(1) Ana Celia Zentella, associate professor in the Department of Black and Puerto Rican Studies at Hunter College, has been invited by the Rockefeller Foundation for a residency this summer at the foundation's study and conference center in Bellagio, Italy, where she will work on her book Growing Up Bilingual in the Barrio: Intergenerational Perspectives.

(2) Charles Jacobs, Distinguished Professor of Music at Kingsborough Community College and The Graduate School and University Center, has been elected to membership in the National Arts Club.

(3) Phyllis Bigel, professor of physical education at Brooklyn College, was honored by the CUNY Council of Chairpersons of Health, Physical Education, Recreation and Dance for her outstanding leadership service, to New York students, athletes, and fellow professionals.

F. GRANTS: Lehman College has received \$3,087,784 for spring funding of the CUNY/Lehman-Hiroshima Campus from the Japanese NAC Corporation.

Other grants received by units of The City University since the last Board meeting:

1. The City College of New York: a. \$50,000 ONR to N. Aubry of the Levich Institute for Structure and dynamics of Bluff body wakes.

b. \$58,342 National Institutes of Health to R. Callender, Physics for Raman Vibrational studies of enzymes.

c. \$104,763 New York State Education Department to O. Patterson, Elementary Education for Skills and Language development program.

d. \$121,378 New York City Board of Education to A. Posamentier of Education Administration for Staff Training in Science and Mathematics.

e. \$300,000 Sloan Foundation to C. Watkins, Engineering-AD for the Program for the Retention of Engineering Students.

f. \$181,956 National Science Foundation to M. Weiner, Chemistry for a program for Teacher Preparation in Secondary School Science and Mathematics.

2. The City University Medical School at The City College of New York: a. \$56,967 World Health Organization to S. Meshnick, Microbiology for the role of oxidants in the mechanism of Qinghaosu.

3. Queens College: a. \$70,070 United States Department of Education/FIPSE to Dr. Mark Miksic, Physics for "The Explainer Career Ladder."

b. \$136,125 National Institutes of Health to Dr. Robert Engel, Chemistry for "Phosphoinositide and inositol phosphate analog synthesis."

c. \$200,000 Pew Charitable Trusts to Dr. Barry Commoner, Center for Biology of Natural Systems, for "Development of innovative procedures to achieve high rates of recycling in urban low-income neighborhoods."

4. York College: a. \$172,390 New York State Small Business Development to V.P. James C. Hall/Mr. James Heyliger, Adult and Continuing Education, for the Small Business Development Center.

b. \$50,000 New York State Department of Education to V.P. James C. Hall/Mr. Ronald C. Thomas for Access Site/VEA Single Parent/Homemaker.

5. New York City Technical College: a. \$92,190 New York State Education Department, Office of Professional Career Opportunity Program to Acting Dean Cheryl Smith for a Science and Technology Entry Program.

b. \$69,488 New York State Education Department, Office of Professional Career Opportunity Program to Acting Dean Cheryl Smith for Collegiate Science and Technology Entry Program.

6. Hunter College: a. \$77,500 Rockefeller Foundation to Joseph Pereira, Academic Skills for "Latinos, Applied Social Research and Public Policy."

b. \$669,843 National Institutes of Health to William Cohen, Robert Dotin, David Foster, Ann Henderson, Peter Lipke, Shirley Raps, Rivka Rudner and Thomas Schmidt-Glenewinkler, Biological Sciences; Max Diem, Richard Franck, Dixie Goss, Klaus Grohmann, David Mootoo, Gary Quigley, William Sweeney and Maria Tomasz, Chemistry; Steven Greenbaum, Physics and Astronomy; and Gordon Barr, Cheryl Harding, Victoria Luine and Susan Manning, Psychology for the Minority Biomedical Research Program.

c. \$67,104 ONR to Ann Henderson, Biological Sciences, for "Exposure of Human Cells to Electromagnetic Fields."

d. \$165,802 Institute of General Medical Sciences to Gary Quigley, Chemistry for "Nucleic Acid Structure and Environment."

e. \$122,450 American Planning Association to Eugenie Birch and Peter Salins for the "Editorship of the Journal of the American Planning Association."

f. \$96,785 National Institute for Child Health & Human Development to Cheryl Harding, Psychology, for "Hormonal Activation of Social Behavior."

g. \$123,345 National Institute for Child Health & Human Development to Victoria Luine, Psychology for "Serotonergic Systems and Hormone Dependent Sexual Behavior."

h. \$50,000 National Science Foundation to Nancy Siraisi, History, for "The Origins of Modern Anatomy and Physiology."

i. \$52,834 New York City Department of Mental Health to Angela Ryan and Ana Paulino, School of Social Work, for "Cultural Sensitivity Training."

j. \$52,000 Rockefeller Foundation to Frank Bonilla, Centro de Estudios Puertorriquenos, for "Migration and Poverty: The Puerto Rican Experience."

7. Lehman College: a. \$72,308 National Science Foundation to Victor Pan for "Algebraic and Numerical Computations with Matrices and Polynomials."

b. \$75,000 National Science Foundation to Eugene Chudnovsky for "Micromagnetism of Quantum and Disordered Systems."

c. \$85,250 New York State Division of Substance Abuse to Rosanne Wille for "Substance Prevention and Intervention Network in Schools/Pupils, Lawyers and Nurses Against Drugs SPINS/Plan."

d. \$106,000 DeWitt Wallace-Readers Digest Fund to Carla Asher and Richard Sterling for "National Writing Project Urban Sites Network."

e. \$442,000 New York State Department of Education to Anne L. Rothstein for the "Phoenix 1000" Liberty Partnership Program.

G. ORAL REPORT OF THE CHANCELLOR: The Chancellor presented the following report on matters of Board and University interest.

(a) She joined with the Chairperson, all of the Trustees, and the college presidents in honoring the memory of Mayor Robert Wagner, the founding father of CUNY. She said she treasured the memory of a lunch with him, hosted by Chairperson Murphy, and was grateful for that opportunity to learn from him of his deep love for the University.

(b) The University is continuing to work very hard on the State budget. A detailed letter on the subject was mailed to each of the Trustees. There are five more days in the "30-day" period. The University has three primary concerns. First, the \$500 tuition increase in the executive budget -- a \$40 million problem. Many Trustees have expressed the view that this increase is excessive and she shares that view. Second, the proposed cuts in State student financial aid, including cuts in TAP, Nursing, Regents, Liberty, and Empire Scholarships; this is approximately a \$12 million issue involving The City University, and also involves the private colleges and SUNY as well. Finally, the \$125 per FTE cut in community college base aid; the University is working closely with the community colleges from the State University system on this issue as well. There are additional individual issues requiring close attention, including the funding of New York City Technical College and John Jay College's associate degree programs and adequate support for the University's authorized position level. The University will be presenting detailed testimony in Albany on Tuesday, March 5, before the Assembly Ways and Means and Senate Finance Committees. On March 4, Trustee Howard has agreed to convene the Board's Fiscal Affairs, Contracts and Facilities committee meeting to review the University's budgetary options and strategies. She urged all the Trustees to attend, in addition to the regular members of the Fiscal Affairs, Facilities and Contract Review Committee, because the budget will be reviewed at length and the Trustees' wisdom and insight will be useful. The budget will probably not be adopted on April 1.

(c) The Chancellor reported that she had attended the student leadership conference for CUNY and SUNY over the weekend. She appeared on a panel with SUNY Chancellor Johnstone and Assemblyman Sullivan. Assemblyman Sullivan was very supportive of the University's position, and incidentally, of the College Preparatory Initiative, which will be taken up by the Board later in the meeting.

At this point Trustee Carrlon joined the meeting.

(d) The University is in touch with all the key legislative leaders, Speaker Miller, Senator Marino, Assemblyman Vann, Assemblyman Weprin, Senator Lombardi, and Senator LaValle. The University is also coordinating a steady stream of activities including a letter writing drive to legislators; legislators' visits to campuses (with wonderful support from presidents); and coordinated visits to Albany, as well as expressions of support from labor, business, civic, and educational leaders. The University also participated in key coalitions such as the Black and Puerto Rican Caucus Conference.

(e) On the City level, the Governor and the legislature approved the "Safe Streets Safe City Program," which includes \$19 million for The City University Cadet Corps over six years. She thanked the Trustees, the community college presidents, and Presidents Jackson and Lynch for their efforts. The University also had the personal intervention of Mayor Dinkins, Commissioner Lee Brown, City Council Speaker Peter Vallone, and Finance Committee Chairperson Herbert Berman. This funding will support a thousand cadets to create an educated, diverse and very committed police force of the future for the City. She met on Friday with the Mayor and all of the Deputy Mayors on various CUNY issues, and they continue to be supportive and helpful to the University.

(f) She commented on Washington issues, saying that she had met with Congressman Bill Ford on the Higher Education Reauthorization Act issue, and said the University will be working closely with the New York Congressional delegation. The University welcomed former Tennessee Governor Lamar Alexander as the new Secretary of Education.

(g) Finally, on Phase 1 of Admissions for Fall 1991, the earliest preliminary data that the University has shows an increase in community college applications of 4.3% over last year; the University is at about the same level as last year for the senior colleges.

(h) She concluded her report by saying that the University's thoughts remain with all of those members of the CUNY family and their loved ones presently serving in the Persian Gulf. The University has about 160 people in the Gulf. The University hopes for and prays for peace and that the CUNY people come back safe and sound as soon as possible.

Upon motions duly made, seconded and carried, the following resolutions were adopted or action was taken as noted: (Calendar Nos. 1 through 5)

NO. 1. UNIVERSITY REPORT: The resolution was moved and seconded.

Trustee Jacobs requested an explanation of the University 1992 contracts for security in light of the review of University policy on security. He expressed concern over tying the University's hands by approving contracts too far in advance.

Chancellor W. Ann Reynolds encouraged Trustee Jacobs' persistence on this issue and said that President Edison O. Jackson's committee has brought in a report on security and the University is presently moving to implement a different type of security arrangement with trained peace officers on three campuses to begin with. She said she hoped to have it a little further along and perhaps could report to the Board on this at the March meeting.

Vice Chancellor Ira Bloom said that the contracts are what are called "requirements contracts" with maximum authorization of what can be spent, but that the University is not obligated to spend the full amount of the contract.

Trustee Jacobs expressed concern over the costs of commencements and noted that some colleges have two commencements a year, often at costly rented locations. He inquired if the University does not have space that could be used instead.

Chancellor W. Ann Reynolds responded that she is concerned about this issue as well, since she has attended several commencements. She cited the example of LaGuardia's commencement, held in an insufficiently large Hunter College auditorium. Staff has started to look into locating a large, inexpensive location. On the positive side, students are cherishing commencements again and are coming to graduation ceremonies in large numbers with their family members. Staff has looked into the possibility of using armories or movie theaters for this purpose.

The following resolution was adopted.

RESOLVED, That the University Report for February 25, 1991 (including Addendum Items) be approved as revised as follows:

(a) Part D -- ADDENDUM:

(1) Add the following:

D9. The Central Office -- Printing of the Freshman and Transfer Applications and Code Sheets -- 1992 -- Contract Renewal:
RESOLVED, That the Board of Trustees of The City University of New York approve the specifications and contract services and allow the Office of Admission Services to exercise its first option to renew the contract for the printing and delivery of the Freshman and Transfer Applications and Code Sheets at an approximate cost of \$55,000 for the fiscal year 1991 - 92, chargeable to the budget code 213501200, Vice Chancellor for Student Affairs and Special Programs.

EXPLANATION: The Freshman and Transfer Applications and code sheets are required materials to facilitate the admissions process for the colleges. They are distributed by the Office of Admission Services: To all high schools in the New York area; to all CUNY units; to all agencies that conduct admissions counseling; to colleges outside CUNY; and to all students applying for CUNY through the Office of Admission Services.

D10. The Central Office -- Printing of the Transfer Admissions Guide -- 1992: RESOLVED, That the Board of Trustees of The City University of New York approve the specifications, contract documents, and award of contract to the lowest responsible bidder for printing and delivery of The Transfer Admissions Guide for the Office of Admission Services, at an approximate cost of \$70,000 for the fiscal year 1991-1992, with the option to renew for two additional consecutive periods at an estimated additional cost of approximately 10%, chargeable to the budget code 213501200, Vice Chancellor for Student Affairs and Special Programs.

EXPLANATION: The Transfer Admissions Guide for the Office of Admission Services is widely distributed: To all agencies that conduct college admission counseling; to all CUNY units; to colleges outside of CUNY; and to all students who apply for transfer admission through the Office of Admission Services.

D11. York College -- Administrative Designation -- Committee Approval Not Required (Affirmative Action Report on File -- Executive Compensation Plan):

<u>Dept. Title</u>	<u>Last Name</u>	<u>First Name</u>	<u>Salary Rate</u>	<u>Effective Date</u>
Administrative Affairs (Acting Dean for Administrative Affairs)	Clark	Allan	\$89,000	2/19/91

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

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

NO. 2. CHANCELLOR'S REPORT: The resolution was moved and seconded.

Trustee Bernstein raised a question regarding appointments of HEOs, whether they are replacements or new appointments for an increase of HEOs?

Deputy Chancellor Mucciollo responded that there are a number of actions in the February reports which are reappointments, there are a number of actions that, for technical reasons, appear to be new hires but actually involve people who are already on the payroll. In the case of genuine new appointments without prior service, they are typically filling positions that are already in place and in fact, the number of filled positions in the HEO series has declined recently because of budget constraints.

Trustee Bernstein asked that this information be included in the memo that the Deputy Chancellor's office provides on University and Chancellor's Reports.

Trustee Jacobs commented that this was raised at the last Faculty, Staff, and Administration committee meeting, but Vice Chancellor Ira Bloom said that his report to that committee indicated just that no HEO waivers had been granted, not that there were no HEO appointments.

The following resolution was adopted:

RESOLVED, That the Chancellor's Report for February 25, 1991 (including Addendum Items) be approved as revised as follows:

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

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

NO. 3. APPROVAL OF MINUTES: RESOLVED, That the minutes of the executive and regular Board meeting of January 28, 1991 be approved.

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

A. THE CITY UNIVERSITY OF NEW YORK -- COGENERATION SYSTEM SCREENING REVIEW FOR CUNY CAMPUSES: -- Trustee Howard stated that one of the committee members had raised the question of whether the University is following State guidelines and said that he would like to withdraw this item and send it back to committee. The resolution was withdrawn.

B. NEW YORK CITY TECHNICAL COLLEGE -- LEASE OF SPACE:

RESOLVED, That the Board of Trustees of The City University of New York approve a five-year lease of space for approximately 10,800 square feet of space at 383 Pearl Street, Brooklyn, New York, for use by the Brooklyn Educational Opportunity Center administered by New York City Technical College and funded solely from State funds received pursuant to an agreement with the State University of New York; and be it further

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board of Trustees to execute the appropriate lease document, after approval by the General Counsel and Vice Chancellor for Legal Affairs.

EXPLANATION: The Brooklyn Educational Opportunity Center (B.E.O.C.) is administered by New York City Technical College pursuant to a contract between The City University of New York and the State University of New York.

Since 1967, the B.E.O.C. has been leasing space at 470 Vanderbilt Avenue, Brooklyn, New York (the current lease will expire on August 31, 1996). The B.E.O.C. is interested in opening a satellite center in Downtown Brooklyn. A suitable facility has been found at 383 Pearl Street that will provide classroom and office space for the Center.

The proposed Agreement will be for five-years commencing upon the completion of initial alteration work by the Landlord. The base annual rent will be \$162,000 per annum (\$15/SF).

Landlord will provide hot and cold water, heat, exterior and structural repairs.

Tenant will pay for electricity and routine maintenance. Tenant will also pay for its share of annual increases in real estate taxes and operating costs.

All Tenant costs under this lease will be funded by State funds received pursuant to the agreement with the State University of New York. The lease provides that the lease may be terminated if funding from the State University of New York is terminated.

Trustee Jacobs asked if there was a binding contract with the State on this lease and what would be the effect on the students if the lease were terminated.

Senior Vice Chancellor Donal Farley responded that there is a provision in the lease that if money is not forthcoming from the State University the lease is terminable. President Charles W. Merideth said that he did not anticipate termination of the lease, but that the college would provide space for the program if necessary, however, it might be necessary to downsize the program in that eventuality. Deputy Chancellor Muccolo noted that the Educational Opportunity Center has both its programs and its site funded by the State University, and the two are linked.

C. THE CITY COLLEGE -- DEMOLITION OF WAGNER HALL:

RESOLVED, That the Board of Trustees of The City University of New York approve the contract documents prepared by the firm of Stephen J. Kagel Associates and authorize the Office of Facilities Planning, Construction and Management, after public advertising and receipt of bids, to award contracts to the lowest responsible bidder for furnishing all labor, materials and equipment required for the demolition of Wagner Hall, Project No. CC802-083, at a total estimated construction cost of \$250,000 chargeable to the State Capital Construction Fund.

EXPLANATION: This project consists of the removal of Wagner Hall (South Campus) to accommodate the new Athletic Field construction. This demolition will result in maintenance and security savings.

The plans and specifications have been reviewed and approved by the College and the Office of Facilities Planning, Construction and Management.

On March 22, 1982, Cal. No. 4.H., the Board of Trustees adopted a resolution that approved the selection of the architectural firm of Stephen J. Kagel Associates for preparation of the now considered documents.

D. HERBERT H. LEHMAN COLLEGE -- CONSTRUCTION OF PHYSICAL EDUCATION BUILDING AND OUTDOOR ATHLETIC SPACE:

RESOLVED, That the Board of Trustees of The City University of New York accept final contract documents and construction cost estimate of \$44,227,000 for the Physical Education Building and related outdoor athletic spaces for Herbert H. Lehman College as prepared by Rafael Vinoly Architects, P.C.; and be it further

RESOLVED, That The City University Construction Fund be requested to authorize the Dormitory Authority of the State of New York, after public advertising and receipt of bids, to award contracts to the lowest responsible bidders for the aforesaid New Building and Athletic Facilities.

EXPLANATION: The State Capital Construction Budget included funding authorization to construct a new physical education building and outdoor athletic facilities at Lehman College. The State Dormitory Authority has sold bonds to fund the cost of construction and equipping the facility.

The new building will provide 154,500 gross square feet for the Physical Education program and will replace existing obsolete facilities.

Sitework will provide a main campus entrance to the building and college walk. Outdoor tennis courts will also be constructed. The plans have been reviewed and accepted by the College, the Office of Facilities Planning, Construction and Management and the Dormitory Authority of the State of New York.

It is recommended that the final contract documents and cost estimate be accepted and authorization to invite bids and award contracts for the construction of this facility be given.

E. BOROUGH OF MANHATTAN COMMUNITY COLLEGE -- ROCKWELL/WESCOM 5801 PBX TELEPHONE SYSTEM: -- Resolution Tabled.**F. BARUCH COLLEGE -- RENOVATION OF EXISTING BUILDING (SITE A):**

RESOLVED, That the Board of Trustees of The City University of New York accept final contract documents and construction cost estimate of \$72,663,945 for the renovation of an existing building, Site A, 141-155 East 25th Street, New York City at Baruch College, CUNY Project No. BA759-085, as prepared by Davis Brody & Associates, Architects; and be it further

RESOLVED, That the City University Construction Fund be requested to authorize the Dormitory Authority of the State of New York, after public advertising and receipt of bids, to award contracts to the lowest responsible bidders for this project.

EXPLANATION: The State Capital Construction Budget included funding authorization for complete renovation of an existing building to provide approximately 173,440 net assignable square feet of space comprised of a library, educational and administrative computer centers, administrative offices and media center. The State Dormitory Authority has sold bonds to fund the cost of construction and equipping the facility.

The final plans, specifications and cost estimates have been reviewed by the College, the Office of Facilities Planning, Construction and Management and the Dormitory Authority.

It is recommended that the final contract documents and cost estimate be accepted and authorization to invite bids and award contracts for the construction of this facility be given.

On September 29, 1986, Cal. No. 7.(A).(2), the Board of Trustees adopted a resolution that approved the selection of the firm of Davis Brody & Associates, Architects, for this project.

On May 24th, 1988, Cal. No. 7.A, the Board of Trustees approved the preliminary plans, outline specifications and preliminary construction cost estimate.

Trustee Howard stated that he had been assured that all tenants had been relocated.

ADDED ITEM

G. BOROUGH OF MANHATTAN COMMUNITY COLLEGE -- ELEVATOR AND ESCALATOR SERVICES:

RESOLVED, That the Board of Trustees of The City University of New York approve the contract documents and specifications and authorize the Borough of Manhattan Community College to advertise for, receive, open and award a contract to the lowest responsible bidder for furnishing elevator and escalator services and repairs from July 1, 1991 to June 30, 1992 with a one-year option to renew at the same rates, terms, and conditions at an estimated cost of \$160,000 chargeable to Code 2-17701-400, contractual services and/or such other funds as may be available.

EXPLANATION: The present contract expires June 30, 1991 and continued service is required.

NO. 4X. COMMITTEE ON PUBLIC AFFAIRS: RESOLVED, That the following report be noted:**A. REPORTS:** Trustee Bloom reported on the following matters.

1) Trustee Bloom reported that on Wednesday, March 6, The City University will be sponsoring the 3rd annual Jobs Fair at the New York Penta Hotel in Manhattan. Almost 100 corporate and agency employers are scheduled to participate. Last year, over 3,000 recent CUNY graduates and seniors were assisted. This year Chancellor Reynolds has invited the Trustees to a breakfast that morning, March 6, at 9:30 a.m. with the employers, recent graduates, and Mayor Dinkins. She commended Vice Chairperson Edith Everett for inspiring this event and urged Trustee attendance. CUNY's role in moving students into the job market will be prominently featured and a special "Jobs Fair" outreach to the media is being coordinated.

2) This month, the University is celebrating Black History month and the display in the building lobby is one example of many activities in CUNY to honor the accomplishments and lives of African Americans. Women's History month begins in four days. She urged everyone to pay special attention to the contributions women have made and will continue to make. Asian-American Heritage month will be celebrated in April and Trustee Bloom will describe the planned events at the next meeting.

3) She urged everyone to attend the Adult Student Recognition Awards ceremony scheduled for Monday, March 18, at 9:30 a.m. in room 1700 of the Graduate School.

4) She reported that she had attended a ceremony last Thursday sponsored by the Italian American Institute. Trustee Louis Cenci presented scholarship awards to outstanding CUNY students. Chancellor Reynolds presented citations to outstanding civic leaders. Trustee Mouner, Trustee Picken, and President Fernandez of Lehman College attended.

NO. 5. COMMITTEE ON LONG-RANGE PLANNING: RESOLVED, That the following item be adopted:**A. COLLEGE PREPARATORY INITIATIVE:** The resolution was moved and seconded.

The Chairperson reported on the meeting of the Long-Range Planning Committee of the Board of Trustees which took place on January 15th to discuss the establishment of a college preparatory curriculum in line with the proposal described by Chancellor Reynolds to the Trustees on a number of occasions. The Board Committee also considered the work of the Advisory Committee on School Collaboration, chaired by Acting President Joyce F. Brown. There was a very productive discussion and the Committee adopted the resolution.

The Chairperson said that this resolution builds upon the long-standing partnership that exists between the Board of Education and The City University of New York. The University has been very successful in developing numerous innovative programs like the Middle College High Schools, College Now, and the Student Mentor Program, to name just a few. The University has also benefitted from the successful work of the Board's task force that produced the teacher education reform initiative, chaired by Vice Chairperson Edith Everett.

Both the University's past efforts and this current proposal reflect the close and intrinsic relationship between the City University and the school system. The College Preparatory Initiative is an effort to fulfill the completeness of the continuum

of education that must exist in the City of New York if all students are to be provided with maximum opportunities to reach their potentials. He called upon Chancellor Reynolds to discuss the details.

Chancellor W. Ann Reynolds said that she was pleased to bring this initiative before the Board and drew the Trustees' attention to materials before them on the topic. She noted that she had had conversations with many individual Board members. She stressed that this is to be a long-term process for The City University of New York throughout the 1990's. It is a growing partnership between The City University of New York and the public schools. Chancellor Fernandez has been extraordinarily helpful and the commitment fits in with many of the goals of the Board of Education. She thanked Dr. Picken and the Faculty Senate for ongoing hard work, they will be coming forth in early April with a report on what the high school course preparation should consist of. She has spoken with Chancellor Fernandez and his staff regarding the next step, which should be over the summer putting together our subject matter faculty along with teachers from the public schools to define the subject matter and how it can be implemented.

Acting President Joyce Brown, chairperson of the task force, reported that the committee had worked diligently throughout the semester for the presentation before the Long-Range Planning Committee and the resolution on the table. The committee had the benefit of the experience of individuals from California who participated in a similar process. California is in the eighth year of a ten-year process, with compelling evidence of the success of the program. She commented on the mesh of intentions between the Board of Education and The City University of New York.

President Isaura Santiago Santiago, a committee member, addressed the concern regarding requirements for entrance into the University and speaking to the issue of high school preparation as a buzzword for excluding students or reducing enrollment, which is opposed. She commented on the poor preparation at the high school level and on criticism from taxpayers that they are paying twice to educate the same students with skills, unsuccessfully in high school and remedially in the University. She is more compelled by the University's social obligation, that as an advocate for minority students in the City in the 1980's the University tried to bring about change in the high schools by exposing the number of high school dropouts and by exposing the extent to which language barriers precluded some students more than others from participating in their educations. That often fell on deaf ears, and when it didn't the University got special funds. She said that college involvement in high schools has had success, and although the colleges cannot take over all of the high schools they can play a role of advocacy. She called for involving the Board of Education in a relationship that will focus on the substance of instruction. She commented that the schools Chancellor has sole authority over high schools. She said that public involvement in the high schools is in the best public interest. She spoke of the colleges' interest in making sure that the process does not turn into one of exclusion and that the time frame be reasonable to hold the Board of Education accountable for implementing these programs, and for the faculty to address the internal questions of access and service to minority students.

President Robert L. Hess said that he was very much impressed by the body of empirical knowledge, which suggests that a move such as this will greatly strengthen the success potential of students. He alluded not only to California's evidence, but that derived from his prior experience at the University of Illinois, whose office of institutional research year after year demonstrated the strongest correlation between the breadth and the success of the high school educational experience with that of success in colleges and universities. He also referred to the experience of Brooklyn College in implementing its Core Curriculum to introduce both structure and coherence into the undergraduate experience, as he believed that the current proposal will introduce structure and coherence at the high school level, to the benefit of the University. He said critics of Brooklyn College's proposal were afraid it would act against the interests of minority students. The college's experience has been directly the opposite. Retention rates have risen and the success rate of minority students is virtually identical to that of non-minority students. He said the success of the proposal will enable the University to more successfully discharge its mission to this City and its various populations. He said the Brooklyn communities have evinced overwhelming support for the concept of this project.

Chancellor W. Ann Reynolds concluded that the effort to work in a continuum with the public schools, to involve the University's own faculty, to make clear fully what college preparation entails, is a fine process as well for the student who is heading directly into the workforce at the end of high school. The emphasis upon mastering math skills, English skills, foreign languages and so forth is necessary for a well educated high school graduate, whether that individual chooses to go directly into employment or to enter higher education. She said that based on the experience of other states, and here cited President Raymond C. Bowen's experience in Tennessee, the University will start to see a major increase in enrollment;

because of both increased retention and an increase in the college-going rate, principally by minority students who will be better prepared and more committed to attending college.

Trustee Cenci said he had spent a number of years with the Board of Education and the high schools. In that time there have been many attempts to arrive at some kind of cooperative effort for the improvement of learning. This is the most exciting kind of initiative that he can remember in his time. The time has come, not only for the enrichment of life of the individual student, but the world of work has changed so dramatically, that unless we do something to upgrade our youngsters' skills, their careers are going to be in serious jeopardy. His experience in education tells him that students who drop out of school, minorities or otherwise, constitute a pool of great talent, and somehow these students are not being reached. He thinks that by raising expectations and teaching to a higher level and expecting a higher level of achievement, we will get achievement. What impresses him about the plan is its note of understanding and compassion. He concluded that the University and the high schools have a pool of talent among their educators that have not yet come together, that at last there will be a dialogue, and that the plan will place more of the responsibility for learning on the high schools where more of it can be done. He said he is excited about the plan and wished the Chancellor well.

Trustee Badillo said this is a resolution impossible to vote against because it tells the Board of Education that they should prepare students in high school and that the University is willing to work with them to do so. He expressed concern that this proposal will require a vast restructuring of the high schools in the Board of Education, since it will involve the elimination of the total curriculum of some schools and the retraining of many teachers, and said he does not see that the Board of Education is involved in this plan. Chancellor Fernandez has not made any public statements to date, nor is there any Board of Education statement of intent, nor is there a Board of Education budget. He has not found the Board of Education to be receptive to such a massive restructuring. He said the SEEK program was developed at the University when the Board of Education would not do it in the Board of Education; where it has always belonged. He said he would feel and be much more secure when he sees that the Schools Chancellor has publicly approved it and when the Board of Education and the United Federation of Teachers have publicly voted for it as well.

Chancellor Reynolds responded that she shared his concerns, but stressed that she worked for the Board of Trustees and that her first concern was that this Board be thoroughly informed on the issue and committed to it. The resolution in question simply indicates the Board's intent, and initiates collaboration between the two systems' faculty and staff. She stressed that the plan will come back to the Board in January of 1992, and will provide time for the Board of Education to express its commitment.

Trustee Picken read the following statement:

The University Faculty Senate, representing the faculties of the community colleges, the senior colleges, and the graduate schools of The City University of New York, remains unequivocal in its support of the University's twin goals of access and excellence. The faculty's commitment to excellence has been demonstrated by the high standards of achievement which have been maintained for graduation. However, these standards of excellence have been maintained at great human and institutional cost. Due to the inadequate preparation of a significant number of incoming students, colleges have necessarily had to provide instruction at a pre-college level, and many students have had to spend a disproportionate amount of time completing their studies. Many have unfortunately become discouraged and dropped out. While open access provides admission to the University, genuine access to successful performance in college continues to elude a sizeable proportion of entering students whose high school curricula have not given them the foundation essential for success in college-level courses.

The key element for realization of CUNY's promise of equal access to excellence and equal opportunity for all students to benefit from a college-level education will be the provision for a pre-college-entrance preparation by the secondary schools that is designed to fulfill the expectations that the University has for students going into first-year college courses. Equal opportunity for all students admitted to the freshman year at one of the community or senior colleges of City University has meaning only if all are equally equipped to do college-level work. Timely completion of a college education will be facilitated if high school graduates have acquired the requisite skills and background knowledge. The chief obstacle preventing a fair start and fair chance in a college education can be removed through a concerted

articulation effort undertaken by the joint faculties of the high schools and The City University of New York under the auspices of their respective Chancellors and with the support of interested New York public and private agencies and businesses, as well as parents and other committed citizens.

I firmly believe that the Board's action in approving the policy resolution under consideration will signal a recommitment on the part of our University to ensuring not only that all high school graduates can find a place in one of our colleges, but that all those students who come to us have open to them any field they may choose and have a genuine opportunity of successfully completing the studies they undertake. Just as no student's success in college should be limited by inadequate preparation, no student's educational opportunities or career mobility should be aborted or constrained by the limited horizons of youthful innocence, ignorance of available choices, lack of a college preparatory foundation, peer or parental pressures, or premature judgment that may circumscribe or even preclude a more informed choice of the major area of study at a later period.

While the challenge of this initiative is formidable and long overdue, my colleagues and I are encouraged by successful examples of similar joint initiatives aimed at improving college preparatory curricula in the high schools by other university systems and their local secondary education institutions across the nation. The development of an appropriate college preparatory curriculum for over 32,000 students who graduate from New York City public secondary schools each year will require intensive collaboration and sustained dialogue between high school and CUNY faculty, who together are ultimately responsible for maintaining a continuum between the two sides of the bridge that connects secondary and higher education. The task will demand mutual respect and good will and especially the shared determination to reach a consensus that will clarify for high school students and their parents what CUNY enrollees will have to know and be able to do to succeed in mastering college-level work. As responsible educators, we can do no less than to inform our prospective students what will be expected of them.

For the past two and a half months, at the Chancellor's invitation, a broadly representative committee of the University Faculty Senate has been working intensively to define the levels of knowledge and identify the competencies students need to participate fully in introductory college courses. It is expected that this committee will soon complete its work and that its recommendations will be transmitted to the Chancellor by April 1, as she has requested. The recommendations will not represent an increase above the current Board of Education unit requirement for high school graduation but will rather identify high school courses that will empower students to succeed in their college courses.

The process of clarification required in the construction of this curriculum will provide an opportunity for the faculties of both the high schools and the colleges to reexamine the content and pedagogy of their current curricula. I anticipate that this will stimulate reconceptualization of course structures and generate fresh curriculum and pedagogical strategies.

Finally, I wish to commend the Chancellor for having accomplished something of a miracle. For the first time that I can recall in nearly twenty years, everyone in the University--students, faculty, administrators--are talking about, discussing, debating an academic issue. Everywhere I go--college cafeterias, student unions, faculty clubs, committee meeting rooms--the college preparatory curriculum is on everyone's mind. I am confident that we are embarked on a renewal and revitalization of the educational enterprise within our City and that this policy resolution marks the beginning of a auspicious new chapter in the history of The City University's service to all New Yorkers.

Trustee Carrion said that although the plan has evoked great concern in her community, she embraces it because of her recognition that the high schools have failed the students and because this plan will force the high schools and the Board of Education to come to terms with the minority students who are now the majority and who have been mis-educated. These college preparatory courses are not available right now in high schools that serve predominantly African American and Latino students. When they are available they are limited and students are tracked out of these courses. Guidance counselors do not counsel these students. This plan will make it very clear to all students and to parents exactly what is required for

success to make sure that the promise of open admissions and of college education is a real promise and that our students do graduate. She is very committed to working to make this a reality.

Trustee Fink joined with Trustee Carrion's support of the concept and agreed that it will force other institutions to do what heretofore they have not done well. He expressed his concern that other attempts have not been successful, such as drop-out prevention, initiated by then-Assemblyman Jose Serrano. He said he would feel more comfortable with word from the Board of Education that they are buying into the program. He queried the logistics of the year; including allowing for the needs of non-traditional students, the development of curriculum by the Faculty Senate and their implementation by the appropriate faculty bodies. Trustee Fink observed that according to the timetable, the next time the Board as a Board has input is January of 1992. He asked if it was her plan in January to give the Board one set of expectations and thereafter the Board will be asked to vote upon any exceptions for each unit, or in January will she give them a broad set of expectations with some changes for specific institutions requested by each college's academic policy group?

The Chancellor responded that the document being prepared by the University Faculty Senate for April 1991 is fairly specific and detailed on what the college expectation should be. She has asked that there be a series of meetings and conferences with the faculty senates on each campus and that step is inherent. The University wants to give each campus a chance to review the plan and reflect on it. The conference with Chancellor Fernandez was for the purpose of having the Board of Education enable their teachers to work with our faculty in planning groups over the summer, to reach agreement on what the curriculum will be, and to create bonding, because the University cannot just decree that the public schools do this. The University wants to give the college faculty bodies a chance to deal with the problems of non-traditional students. Parts of this process will be brought before the Board Committee on Academic Policies, Program and Research and Long-Range Planning committee. In response to a further question from Trustee Fink, she said the plan brought to the Board in January of 1992 will include any exceptions. The Chancellor also indicated the desire that the plan will include a provision for monitoring its implementation each year.

Trustee Fink requested the Board be given some lead time up to that meeting to consider the plan before the final plan is presented so that the Trustees can resolve any problems they may have with the plan.

The Chancellor suggested that the University come in with an interim report -- with the clear proviso that it is interim -- at the November Board meeting.

The Chairperson noted that although there is no regularly scheduled December meeting, in addition to November the Board may have some opportunity to consider this in December.

Trustee Tam said he applauded the proposal, which is long overdue. He expressed appreciation for the Chancellor's desire to work closely with the Board of Education, particularly since he believed that more than 50% of the teachers at the public schools are educated at CUNY. He expressed the hope that attention can be paid to the training of students on CUNY campuses who aspire to be public school teachers. He pointed out that news of the University initiative has generated a lot of erroneous understanding in the media and various circles and hoped that steps would be taken to enlighten the public on the nature of the initiative.

At this point Trustee Howard left the meeting.

Trustee Pressley expressed concern that the University is opening itself up to a trap out of which it will not get for a generation. He cautioned that the desire for standards should not become a rationalization for lack of progress with regard to retention and graduation rates. On the other hand, the University should be looking to the argument for standards as an argument for change in the status quo, and keep moving to improve retention and graduation rates regardless of what the Board of Education does. He has widely discussed the need for higher standards in the high schools and higher graduation standards for the high schools. There is 90% agreement that college graduates need a more comprehensive educational experience. They need to read, write, and calculate, but they also need to think. Their education needs to be broadened and their options need to be increased. He offered one more note of caution. CUNY has one system, and should not have a community college system and a four-year system. Much attention must be given to articulation, the Board should not become gatekeepers, keeping community college graduates from the four-year institutions.

At this point Trustee Howard rejoined the meeting.

Trustee Bernstein said she hesitated to add to the Chancellor's burden in regard to the Board of Education, which requires the students to be told at the high school level what they will need in college and will propel them to take intermediate algebra, French, English literature, etc. But she thought that high school is a late stage at which to have to persuade students to deal with more difficult intellectual disciplines. Part of the problem of the students in the high schools is the inadequate education they get in the first eight years of elementary school. She thinks the task at the high school level will be extremely difficult unless some work is also done in the elementary schools so 14-year-old students will have a comprehension of reading and some of the minor complications of arithmetic. She realized that this is almost "talking about pie in the sky," but this is a long range project, and she did not want to wait all that long to try to do something in the elementary schools, or the University will live with this problem forever.

Chancellor W. Ann Reynolds said that she thinks that it is a mandate that the University has to strengthen its efforts with all sectors of the public schools, particularly eighth graders. In addition the University has a committee chaired by President Bernard W. Harleston working on science, that committee is very focussed on the elementary school, because the University really has to target that population. The University will be mindful of Trustee Bernstein's concerns in the time ahead.

Trustee Everett expressed accord with the views presented earlier. She was reminded of an interview with Dr. Kenneth Clark, who upon being asked if he favored increased money for remediation, replied that on the contrary, he thought they "should get it right the first time." She said that that is what this discussion is about, getting it right the first time. She raised the need for revisiting the question of language and English proficiency students, a growing segment of our University. That population needs a lot more help than they're getting, the whole topic needs to be reevaluated, the testing program, the diagnosis of their needs, and the establishment of a curriculum that in fact serves the needs of the students not the needs of the Institution. She concluded that she knows we have a chancellor who will see to it.

Trustee Howard drew attention to the increasing number of meetings without student representation, and he would like to assure the students that the Chancellor will have a conversation with the appropriate student representatives to this Board and said that the student representative should be participating in this decision.

The Chairperson said that students had held a meeting in Albany over the weekend and were only just arriving, that Trustee LaMarre was in transit, but will get a full briefing on this because student input on this issue is critical. He reminded the Board that this is a collaborative effort and will not work unless there is a joint effort between the Board of Education and the Board of Trustees. He said this Board has enacted and nurtured the Open Admissions policy for almost a quarter of a century and this Board has the oversight function and the responsibility with respect to Open Admissions. Whatever the Board does in the program in question must be consistent with and complementary to that very long tradition which goes back to the SEEK and College Discovery Initiatives, which goes back to Open Admissions policy, that is the beacon, that is the criterion that must be accommodated constructively. But the University must leverage the entire public education system in this City for all of its citizens. The Board must keep in mind that the University is not the only game in town. To the extent that our efforts with the Board of Education improve the academic experience and capabilities of the thousands and thousands of young people who go to the high schools, the world will be spectacular for them in terms of options for higher education. The University must know going in, that this is fundamentally a public policy/public service thrust that we're about as well as an academic pedagogical matter.

The following resolution was adopted:

RESOLVED, That the Board of Trustees of The City University of New York reaffirms its policy of open admissions for all New York City high school graduates to a college of the University; and be it further

RESOLVED, That the Chancellor take the steps necessary to prepare for the recommendation of a comprehensive pattern of college preparatory subjects to the Board for consideration at its January, 1992 meeting to be implemented on a phased-in basis beginning with the Fall, 1992 semester or thereafter; and be it further

RESOLVED, That the University's faculty and staff collaborate with the faculty and staff of the New York City Board of Education in the planning of this initiative; and be it further

RESOLVED, That the University vigorously pursue its efforts to increase the number and quality of preparation of students who train for teaching careers, especially as needed to support the new curricular expectations; and be it further

RESOLVED, That the Chancellor report to the Board annually, beginning in 1993, regarding the implementation of the college preparatory initiative.

EXPLANATION: Because there is a strong correlation between the completion of a college preparatory curriculum and academic performance and success in college, the University will define its expectations of high school academic preparation for students enrolling in its colleges. Students who have not fully satisfied these expectations will be admitted, in accordance with current admissions policies, but will be expected to take the courses in the necessary subject areas in college, typically for college credit. The new curricular expectations will be phased-in over a period of four or more years and will take into account the needs of non-traditional students.

The University Faculty Senate is coordinating the development of the specific curricular expectations. The appropriate faculty body at the colleges will implement these expectations consonant with each college's academic policies and make exceptions where necessary, subject to approval of the Board of Trustees. This initiative will build upon the existing partnership between the University and the Board of Education to strengthen efforts to meet the educational needs of New York City residents. The Chancellor's Advisory Committee on School System Collaboration will continue to monitor this initiative and assist in the process of consultation with all of the relevant constituencies of the University.

Upon motions duly made, seconded and carried, the meeting was adjourned at 6:15 P.M.

SECRETARY MARTIN J. WARMBRAND