

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

**HELD**

**AUGUST 1, 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  
Louls C. Cenci  
Michael J. Del Giudice**

**Stanley Fink  
William R. Howard  
Harold M. Jacobs  
Calvin O. Pressley  
Thomas Tam**

**Jean C. LaMarre, ex officio**

**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. Corble  
President Ricardo R. Fernandez  
President Leon M. Goldstein  
President Matthew Goldstein  
President Bernard W. Harleston  
President Edlson O. Jackson  
President Augusta Souza Kappner  
President Shirley Strum Kenny**

**President Paul LeClerc  
President Gerald W. Lynch  
President Charles E. Merldeth  
President John W. Rowe  
President Isaura S. Santiago  
President Kurt R. Schmeller  
President Edmond L. Volpe  
Sr. Vice Chancellor Donal E. Farley  
Vice Chancellor Ira Bloom  
Vice Chancellor Jay Hershenson  
Acting Vice Chancellor Tilden J. LeMelle  
Acting Vice Chancellor Richard F. Rothbard  
Dean Haywood Burns  
Dean Stanford R. Roman, Jr.**

The absence of Trustee Mouner was excused.

The Chairperson announced that there would be an executive session to discuss personnel matters following the regular meeting.

**A. ORAL REPORT OF THE CHANCELLOR:** Chancellor Reynolds thanked the members of the Committee on Fiscal Affairs, Facilities and Contract Review as well as the other Trustees who came to the lengthy and illuminating meeting on Tuesday. She called the Trustees' attention to the data which was prepared in response to the request of Trustees at that meeting. She asked Acting Vice Chancellor Rothbard to review the data and noted that several presidents would be called upon to report on the conditions at their respective campuses.

**Acting Vice Chancellor Rothbard** advised that the data essentially shows the role that the proposed tuition increases for the senior and community colleges will play in filling the overall budget gaps initiated in the Mayor's and the Governor's executive budgets and remaining in large part as a result of the adopted budget process. He noted that when this process started, there was a \$64 million shortfall in the senior college budget and a \$72.2 million shortfall in the community college budget. As a result of actions by the New York State Legislature, following negotiations with the Governor, as well as the City Council, following negotiations with the Mayor, CUNY received restorations towards those cuts of \$12 million in the senior colleges' and \$3.2 million in the community colleges' budgets. In addition the University anticipates a restoration of \$23 million to the community colleges originally scheduled by the City of New York as payment for the transfer of funding for associate degree programs at New York City Technical College and John Jay College.

The proposal before the Board on tuition, at \$400 per year for full-time students at senior colleges and \$300 per year for full-time students at the community colleges is estimated to generate \$26.2 million for the senior colleges and \$15.1 million for the community colleges. Even with the restorations and proposed increased tuition revenues, there will still be gaps of \$25.8 million at the senior colleges and \$25.9 million at the community colleges. Those gaps will have to be filled by programmatic cuts in the instructional and support services as well as maintenance, security and a whole host of services provided at the colleges.

The data also shows an analysis of the impact of the proposed tuition increase on students, taking into account the changes in TAP and Pell awards as a result of the tuition increase for full-time and part-time students, as well as the distribution of students according to how they are or are not aided by Pell and TAP or other programs. In addition, the data illustrates the relationship over the last dozen years between prior increases in tuition passed by the Board of Trustees and changes in enrollment. As he had indicated previously, there has been no measurable decrease in enrollment over time where tuition has been increased by the Board of Trustees.

He noted that the presidents would describe actions they have already taken and actions that would have to be taken were the tuition increase not to occur.

**President Shirley Strum Kenny** stated that the financial situation at Queens College is indicative of what is happening across the University. Queens College, after experiencing a declining enrollment for five years, has had increasing enrollments for the last five years, with an increase of 2,000 students from five years ago. The College now has the same number of students that it had a decade ago, but has 300 fewer lines. Two hundred sections were cut last year. In the past three years the classroom average has gone from 23.1 students to 25.2, and last year to 29.1.

This year, if the tuition increase occurs, the College will have to cut an additional 400 sections. If the tuition increase does not occur, the College will have to cut 1200 sections, or 27%. Library hours will have to be cut, as well as hours in the computer laboratories. There will be no alternative but to cut students. The decrease in hours will affect students who have to work in the day and come to school at night. Students about to graduate will also be affected when they cannot get the class sections they need to graduate. The damage to students will be very intense unless the College is able to provide sections to serve its current enrollment and the anticipated enrollment for next year.

**At this point Trustee Fink joined the meeting.**

**President Ricardo R. Fernandez** stated that in order to accommodate the initial cut, Lehman College is eliminating approximately 55 lines. It is estimated that the average class size in some remedial, developmental, and core courses will increase; in core classes from 27 to 34, and in academic skills and English composition, from 25 to 34. This is pedagogically objectionable, but given the resources available, it is what the college has to do. The college has cut 22 people from buildings and grounds over the last three years. The college is also reducing OTPS expenditures significantly. The point is this is the third year of cuts the College has had to sustain. The College is also reducing library, maintenance, maintenance contracts, and equipment expenditures significantly.

Were the college forced to implement another \$4 million reduction, the college would have to reduce an additional 60 lines. To save approximately \$600,000 in teaching, the college would have to fire all 24 substitute teachers that the college has hired for the coming year, fire all 22 provisional employees to generate savings of about \$300,000; reduce adjunct allocations from \$1.4 million to about \$1 million and through other reductions in OTPS and temporary services we would save another \$800,000 to bring the college to the \$2.1 that would be required. The College has significant numbers of majors in areas such as accounting, nursing, and psychology, and it is in these disciplines that most of the substitutes would have to be eliminated.

This means the elimination of about 375 course sections which would be over 20%. Class size would continue to rise and essentially the college would have to reduce enrollment rather than maintain its present relatively steady enrollment of 10,000 students.

**President Augusta Souza Kappner** Stated that as with some of the other colleges that have already spoken Borough of Manhattan Community College has been really suffering cuts for three years in a row now. On the community college side there is the double jeopardy of getting both the State cut and the City cut. Over the last two years we have been experiencing large cuts from the City in particular, and the result of this cumulative process has put us at a very critical point.

When I became president five years ago the College had approximately 12,500 students. Today enrollment is well over 15,000 students. In trying to manage the cuts that would take place even with the tuition increase we will probably have to raise class sizes to an average of 30 per class. This means many classes in which there will be sixty students to balance out the smaller labs and lack of sufficient lecture halls. In the fall our counselors will be carrying counseling loads of well over 1,000 students per caseload. This will be the third year that we haven't purchased any academic equipment or even purchased a book for our library. That places us very clearly in a situation where we should worry about the reaccreditation of the college.

In trying to meet the \$4.8 million problem that we have as of today, we have dramatically cut the hours of all part-time non-teaching personnel who are the basic support staff to our financial aid area, registrar's area, testing area, tutoring area, and to all of those kinds of support services which are done with many part-time people. We are of course working on having administrators teach during the coming year to make up some of this shortfall.

Even with a tuition increase we are still losing 87 positions at the College, not 87 people who took early retirement and will be replaced. If we have to increase that figure to 137 lines, that number would exceed the 110 lines the College lost during the major retrenchment in 1976. Clearly we cannot manage to lose the 137 lines in this coming year.

As one of the presidents who has long opposed high tuition increases and who marched with students on April 30, we need revenue. There is nothing that I can do to manage a system at this point without revenue and I certainly can't manage the College with a cut the magnitude of \$7.6 million.

**President Leon M. Goldstein** stated that it is difficult to fully appreciate what the proposed budget cuts mean at the University in general and at Kingsborough Community College specifically. It is important to remember that the cuts occur in the context of substantial reductions already sustained throughout the system over a period of years, resulting in harrowing educational consequences. As of the past fall semester, class size at Kingsborough was at a 12 year high. One hundred positions have been left vacant, hundreds of class sections have been eliminated, reliance on adjunct staff continues to increase -- contrary to sound academic practices -- to the point where it is dangerous educationally. Library hours, counseling services, tutorial programs have all suffered, which means that the college's retention rates will go down and students will be dropping out in greater numbers. The college's maintenance and security have been reduced drastically. Even childcare, for so many years held harmless by the University, has been affected by the continuous cycle of budget cuts and the college's diminished capacity to find other means to make savings. The college is unable to purchase necessary equipment and supplies and safety at the college is endangered.

There should be no misunderstanding, in the face of cuts of the magnitude the college is facing in 1991-92, all programs will suffer. Most important, it is our students who will suffer most. The very fabric of our University, open access and full opportunity to all, regardless of race, ethnicity or economic standing, will not only suffer but be decimated if not destroyed. Given the Hobson's Choice of an education devoid of substance and support, in short a revolving door and in fact a fraud, and an increase in tuition of \$400 at the senior colleges and \$300 at the community colleges, there really is no choice. Kingsborough Community College will still have a \$4.8 million cut, with the loss of 48 positions, if tuition were imposed. Without a tuition increase, the college's cut would be \$7.6 million and a loss of 68 positions. I urge the Board of Trustees to approve the tuition increase.

At this point Trustee Del Giudice joined the meeting.

Chancellor Reynolds stated that the University deeply regrets the proposed increase which is the second one within a year but it is necessary to move the University through the next academic year. She pledged to the Board, as it had heard from the presidents and from the Central Office, to focus on keeping faculty in front of students, to give top priority to graduating students, and then priorities to upperclass students and to create a full educational program as best the University can for as many students as possible.

At the same time, the University Administration will be searching for ways to create more economies for the University that will render this a leaner but very effective University, fully cognizant of the mission which the Board has kept in its sight these many years.

Upon motions duly made, seconded and carried, the following resolutions were adopted (Calendar Nos. 1 through 2)

**NO. 1. COMMITTEE ON FISCAL AFFAIRS, FACILITIES AND CONTRACT REVIEW: RESOLVED,** That the following items be approved:

**A. REVISED TUITION SCHEDULE:** The resolution was moved and seconded.

Trustee Jean LaMarre said that it seemed strange to him that the Board would hear from the presidents and the chairman of the Fiscal Affairs committee but would not hear from the students, who are the constituency who are going to be the most affected by the tuition increase. He said he was taken somewhat aback that the Board did not even have a public hearing, and he has taken the Chairman to court on this same problem previously. It seemed a total disregard for student input which caused a great problem for him and it should for the other Trustees too. He requested that there be a roll call vote.

Trustee LaMarre read the following statement.

The Governor, members of the State Legislature, the Mayor and members of the City Council all seem to have lost perspective. Recent actions indicate that they no longer consider affordable education, quality public higher education for New York City to be a priority. Many of our elected officials are products of this University and that's what really shocks me the most. But you know, my mother always says people always tend to forget the people who do them favors.

You know, times have changed, but all too often the University has called on its so-called friends in government. These friends are all too willing to pass the buck, how else are you going to explain the John Jay and New York Tech incident, no one wants to take the responsibility for it. Today the Board of Trustees is being asked to do the dirty work; and that's exactly what it is, the dirty work of the State and the City. It's nothing but an order of execution and I for one refuse to pull the trigger. If we support this tuition increase then we are only sheep, blindly following the path of self-destruction, led by the whims of a misguided shepherd, our Governor. How could a governor that was preaching free tuition three years ago be such an aggressive advocate for this tuition hike, how can we ever trust him again it's time for students and educators to learn their ABC's, Anyone But Cuomo. We will not willingly be led like lambs to the slaughterhouse. I urge my colleagues on the Board of Trustees to act likewise. Please don't be Mario's little lambs.

Our students are being forced to pay a huge increase and I respectfully disagree with Vice Chancellor Rothbard's assessment that whenever we get a tuition increase enrollment goes up. That's what he said at the Fiscal Affairs Committee. I will tell you here today that this tuition increase is going to have a devastating impact on the students of this City University.

Or maybe as I was looking at the chart a few minutes ago I realized something. When we impose tuition, enrollment goes up. That's what the chart shows us. But you know, SUNY raises tuition approximately the same time that we raise tuition. So the marginal students at SUNY who can't afford their hike start coming here. But the people who are going to be impacted by this tuition increase are not the marginal students I'm talking about at SUNY, but the low-income Blacks and Latinos and Asian students here in New York City. Those are the kids we're

going to find on the unemployment lines, those are the kids you are going to find feeding off the state, those are the kids you're going to find waiting for you at train stations late at night. Those are the people. And you know, I always bring up the scenario because it's a very real one. No one is immune to this. Trustee Del Giudice was just outside, he couldn't even come in, he felt that rage, he sensed it. How are you going to leave here, they're out front, maybe you'll find a back exit.

In either case, I'm also concerned about the Board's recent practice of not holding public hearings prior to voting on critical issues like this. You have to have open meetings. You might not like those kids screaming in the back, it's okay, but you've got to give them an opportunity to see exactly how their lives are being determined. You have to give them an opportunity to come here and watch the very same process that affects their lives, you've got to give them that opportunity.

I was talking to someone just the other day, and not one of the so-called important people, not a president and not a vice chancellor, I was talking to the people who give you the dirt on this place. I was talking to the drivers, I was talking to the old lady who cleans the garbage at night, talking to the people who know how this University is really being run. And you know, I'm going to tell you something, they tell me very important things, they say, well Jean, a couple of years ago -- you may not know this because you were probably in high school then -- but there was a Trustee when tuition was being raised, you know he got up, he was sitting right over there, he got up and he said you know what, in 1976 on this date we are making a very big mistake, that is what he said, a very big mistake and you know what he did, he publicly resigned from this Board.

I was going to resign today, but I didn't. And I didn't only for the fact, only because I am elected to be here and I have an obligation. That is why I am still here. But I would have long since resigned because I don't want to be part of this process, a process that has very little regard for people. You can give me all the facts and figures and numbers you want, but people is what we are talking about, real people.

Finally, later on, when the Chairman deems necessary or appropriate, I'll offer a resolution that would I hope allow for a rollback in tuition to pre-1991 levels if deemed fiscally feasible, and have the University officially support legislation in Albany that would phase in a return to free tuition. And again, I know I made a lot of people uncomfortable and I apologize, it's just my little problem. But let me just say this; I hope that today even if you do vote for this, you say to yourselves, by God I can't do this one more time. Thank you.

**Trustee Robert Picken read the following statement.**

Unfortunately, the decision that the Board is asked to make has been forced on it, at well past the last minute. State and City decisions have resulted in this Board not having sufficient information to put into place for the 1991-92 academic year policies which have been thoughtfully developed, fully reviewed, and available for public discussion. We have little idea of the impact of the changes we are considering, and the necessity to develop short-term responses to City and State conditions has not allowed us to contemplate the long-term policy implications of a tuition increase for the University as a system and for students individually.

The University Faculty Senate has been unswerving in its advocacy of a return to free tuition and has all too often had to oppose further increases in tuition. This opposition stems from a belief that the academic programs of the University are appropriately funded from tax-levy sources, not through user fees. The governmental approach that became fashionable during the Reagan years of encouraging the funding of public services through user fees flies in the face of the mission of The City University, which is to provide an opportunity for higher education to those who would not otherwise have such an opportunity. This mission cannot be achieved if the costs of the system are to be borne by those we seek to educate. We know that the majority of students and their families are not able to pay the full costs of a college education and may well feel that the rewards that come from immediate entry into the workforce are greater than those that come from higher education. As we increase the attractiveness of such a decision, there will be a great loss to each individual student who chooses not to enroll in the University as well as a loss to the City and State. It must be pointed out as well that the burden of the present increase will fall most heavily, not on the 55,562 full-time students who are eligible for the Tuition Assistance Program and for Pell Grants, but on the some 145,000 students who are not: part-time students, whose aid has not been increased, graduate

students, foreign and non-resident students, students from middle class families who are struggling desperately to meet the bill.

The reduction in financial support for the University is also part of a larger, equally troubling, anti-intellectual trend nationwide. Support for higher education generally as well as support for libraries, cultural institutions, and the like, is being reduced at all levels of government and those of us charged with responsibility for safeguarding our cultural heritage have not made a persuasive enough case for their centrality to the economic, social, and intellectual life of our cities. Nor have we highlighted the life of the mind in a way that encourages students to consider age-old questions from new perspectives as well as fostering in our society a respect for such study and a willingness to bear the necessary costs.

I am afraid that given the present situation the University has been put in, this Board has no reasonable alternative except to accede to the dictates of State and City and raise tuition; not to do so would mean the immediate loss of programs, students, and staff. But we know that increasing tuition will not solve the University's financial problems. We have raised tuition in the past and we are no better off. The revenues raised by this increase will only slow the rate of decline of our system. The University must build on its relationships with the Board of Education, with the business community, and use its larger constituency to increase political support for the programs we offer. As Trustee Fink has consistently pointed out, political support for the system is the only way to forestall increased efforts to off-load the costs of the University onto students through even higher tuition.

There is one element in the proposal before the Board that is, to me, particularly disheartening; the distinction that is to be created once again between the senior and community colleges. We only just eliminated the last vestiges of differential undergraduate tuition which has plagued us in one way or another since the end of free tuition. For those of us who have fought the tide and tried to increase the awareness of CUNY as one system, the fact that we are now again beginning to divide the University into subsystems with different characteristics is an ominous milestone. I hope it is not the first of many such decisions.

**Trustee Badillo noted that, since to his knowledge the City had not made any restorations for New York City Tech and John Jay College, the data should reflect this fact. He asked if there was any evidence that the City would be able to restore the additional \$23 million for the two colleges.**

**Acting Vice Chancellor Rothbard responded that the cut is now characterized as a cut to New York City Tech and John Jay and as such, the City can move those funds back into the community colleges from which they had originally intended to take them.**

**Chancellor Reynolds added that although the administration has been working very heavily with City officials, using every strategy that could possibly be mustered literally day and night, as of this moment there is no further information. The second part of the agenda for today is to declare financial exigency for New York City Tech and John Jay.**

**Trustee Badillo further noted that the data shows a budget cut of \$25.8 million at the senior colleges resulting in 800 lost positions while at the community colleges the larger cut of \$25.9 million results in only 400 lost positions and asked how this could be.**

**Acting Vice Chancellor Rothbard responded that the community colleges have chosen to implement the reductions they've received in a different way. For instance, the senior colleges have 700-plus retirees under the Retirement Incentive Initiative, and those are available to be retained as vacancies. Many of those, of course, may have to be hired back because they're in critical areas where only one or two people are occupying a position. At the community colleges there are roughly about 270 positions from the Retirement Incentive Initiative, therefore the community colleges would have to go much further into the area of layoffs in order to achieve a greater portion of the savings through faculty or support staff. So the community colleges have chosen to make savings in other areas such as hours, which they make greater use of than the senior colleges in the classrooms; in terms of college assistants, which are used to support library, financial aid counseling and other operations; and in supplies and equipment and maintenance of the facility than have the senior colleges.**

**Trustee Badillo asked which would be more damaging to the students if there is a judgment.**

Chancellor Reynolds responded that the University's community colleges have taken by far the worst brunt of the cuts this year. They have been cut both at the State level and the City level and the City's situation has been especially drastic to them, coming on the heels of further cuts. In addition, we keep seeing increased community college enrollment where we were up almost 6% last fall, we project major increases in enrollment in the community colleges this fall as well.

Trustee Badillo said that was his point and questioned if there were any way to ameliorate the situation so there would be a balance so that community colleges, which really affect most of the Black and Hispanic communities, don't wind up being hurt more.

Acting Vice Chancellor Rothbard said that unfortunately, as a technical legal matter, there is no way to move resources between the senior college budget and the community college budget, since the State of New York provides the senior college budget with State tax-levy funds and the City ultimately provides the community college budget through the City's process with the Mayor's Executive Budget and the City Council. Whatever budget is passed for the community colleges falls on the community colleges squarely and can't be shared with the senior college side of the University.

The Chairperson asked if there was anything that has been done or can be done in terms of the Central Administration costs and programs that might be passed on to the community colleges or may have been passed on previously, because this has been a multi-year scenario.

Chancellor Reynolds said Central Office costs have been trimmed considerably over the last nine months and the plan is to continue to do more. The Administration's discretion to use funds between community colleges and senior colleges is somewhat limited.

Acting Vice Chancellor Rothbard said that the City pays about 25% of the cost of central operations according to a formula that is in statute. To the extent Central Office savings are made, about 25% therefore can be returned to the community colleges.

Trustee Badillo asked if this is a fair ratio, and what Acting Vice Chancellor Rothbard thought. Acting Vice Chancellor Rothbard said that the City thinks it should be lower and the State thinks it should be higher. At the time the formula was created, during the State takeover, it was a fair ratio, it probably bears some reexamination since there are probably some additional costs now that did not exist at that time that the City is not paying its share for. In terms of savings, what is not seen in the data is that in addition to the Central Office's share of the reductions in the senior college budget there was a separate line item reduction to the Central Office of \$1.5 million which is being implemented. On the other side of the coin, the Administration has been engaged, along with the Fiscal Affairs Committee, in trying to pursue University-wide opportunities for efficiencies for the colleges, communities and seniors alike, particularly in the area of purchasing, so that we can, by virtue of the volume of the University, save money in purchases, maintenance and other activities, and have begun that in the areas of computers, insurance and some others and will be moving aggressively on that in the future as well.

Trustee Howard asked the Chancellor what the diversity of this institution would be like after all of these cuts have been made and if this has been examined at all, or how is it being handled. Chancellor Reynolds responded that this Board and the University are very committed to that issue and actually all of the data point to the fact that the University's diversity will continue to grow even more, because the University's population comes in mostly from New York City where the K-12 population is now 75% minority. The University's population is almost two-thirds minority and she expects to see this number get even higher. Most particularly, the University is seeing increased numbers of Asian immigrants come into the City. She further noted that after the University moves through this she wants to present a plan to the Board in the fall to think about CUNY's future student body and the future wave of immigrants. She expressed hope that the Board would urge the Administration to look at this a little more fully, so Trustee Howard's question can be answered a little more precisely and, more critically, be ready for all of these students in the 1990's.

Trustee Bernstein asked for an explanation of the data showing the impact of the tuition increase on students at various income levels. Acting Vice Chancellor Rothbard responded that of the approximately 174,500 undergraduate students at the University, 99,000 of them are full-time. Of these 99,000 full-time students 55,000 receive support under the Tuition Assistance Program and under the Pell program. Those 55,000 students represent 56% of all full-time undergraduates. He wanted to make it very clear that there certainly will be students who are going to be affected by the tuition increase, but of the Pell recipients, those in greatest need among the full-time students, 72.8% of them will not pay anything additional as a result of the tuition increase. In fact they will receive an additional benefit of \$50 as a result of the increase in the TAP and the Pell Award program.

That's full-time, undergraduate students. It is not part-time students, or non-degree students, or non-resident students, or graduate students. He reminded the Board that following the tuition increase to non-resident students several years ago the Board directed the Chancellor to establish a program to assist foreign students in greatest need and the University did that out of other resources. That program continues and will continue for the neediest foreign students.

Trustee Fink said that he listened very carefully to his colleagues, Trustee LaMarre's comments, and the reason he did that was because he was responsible in 1979 for making certain that there was a student representative on the Board of Trustees. Prior to that time there were no student representatives on the Board of Trustees. He wanted Trustee LaMarre to know that when he speaks Trustee Fink reflects very carefully on the vote that he made and his support for having a student placed as a member of this Board. Tonight, hearing how articulate and eloquent Trustee LaMarre was, he was gratified that he supported that particular position and made that become a reality, even though he does not agree with many of the things Trustee LaMarre says. The first thing he wouldn't agree with is that students are not being heard, because that's why Trustee LaMarre is here. He is the only person really democratically representing a group of people. All the rest of the Trustees have been appointed either by the Governor or the Mayor. He commented that in the halcyon days of The City University, to which people longingly refer, there were no student representatives on the Board.

He said that although they were in different positions he agreed with most of Trustee LaMarre's premises and assumptions, and the premise that education, particularly higher education in the public setting ought to be provided. He had heard Trustee LaMarre articulate the other evening that public education like the delivery of good health services, ought to be a right. He did not think that any member of the Board of Trustees disagreed with that. He did not think that Trustee LaMarre would have any problem getting the Board of Trustees to support his resolution with the notion that if and when the State and City governments' fiscal affairs are such that those people see fit to make more money available to the University, the Trustees would roll back tuition. He does not disagree with Trustee LaMarre's notion that many of the decisions were taken out of the hands of the Board of Trustees. This Board does not really set public policy for a public University, the public policy is set by the men and women who serve in the Legislatures of two governments and the chief executives of those two governments. Even though he was not happy with where he found this Board and the things they have to do as a result of what happened, he could not be unmindful that these are not such great times. Those people made some decisions with which he did not necessarily agree, but he did not think they did it with any malice or venality. They were doing what, in terms of the total budget picture, their hearts and minds believed was correct.

The point he wanted to make was that he and Trustee LaMarre did not have too much of a disagreement, except when they get to the bottom line--Trustee LaMarre won't pull the trigger by voting for it, and he won't pull the trigger by not voting for it. He thinks that even students in a great university can learn something from people who went to that University years and years ago. He just finds, in the final analysis, that he has to disagree with the conclusion, and he's afraid to pull that trigger and have the presidents tell him about all the horror stories they're going to have if the Trustees don't do this, of all the members of the staff that are going to be laid off, and all of the pedagogical services that aren't going to be delivered to the young men and women who now come to The City University. He did not like the position he was in.

As someone who went to The City University; graduated from The City University, and probably would not have had a college education were it not for The City University; and as someone who has spent a good part of their adult life fighting for The City University to be an entity, because he really believes that those men and women and boys and girls who are going there today will be the leaders of tomorrow, and he really believes that The City University is the greatest single engine that the City and State of New York have to maintain and create a society that people allegedly want to have. For all those reasons he was afraid to pull that trigger by not voting for this tuition increase, as much as he did not like it, as much as it offended him and as much as he wished that Trustee LaMarre's resolution calling for a rollback of tuition would come to fruition.

Trustee Everett said she wanted to tell the student Trustee that this was a very painful time, because even when and if they did vote for this tuition increase there would still be a major gap that had to be filled, that would cause additional pain. We came from a place where we were needy and we are going to a more needy situation, whatever we do here today. She said she sat there hoping that someone was going to call her out of the meeting for an emergency phone call so she wouldn't have to lift her hand when the time came. But the point was that they had to raise their hands because that was their job--to try to do the best they could for the Institution, the students in the Institution, the people of the City of New York. She wanted to be on record as saying that this was one of the most difficult and painful kinds of things the Trustees are called on to do, but sometimes they have to put their personal feelings aside and do what they see is absolutely necessary to do.

**The following resolution was adopted:**

RESOLVED, That The City University of New York adopt the revised schedule of student tuition charges effective for the first full semester following August 1, 1991; and be it further

RESOLVED, That such revised schedule shall increase full-time undergraduate resident tuition from \$725 per semester to \$925 per semester at the senior colleges and to \$875 per semester at the community colleges. Part-time undergraduate tuition rates shall be set proportional to the revised full-time rates using 12 credits per semester as the full-time equivalent credit load. Nonresident and graduate tuition rates, both full and part-time, shall be increased in keeping with the full-time undergraduate increases as per the attached schedule; and be it further

RESOLVED, That the Board of Trustees authorize the Chancellor to make such administrative revisions as may be necessary to The City University Tuition and Fee Manual to appropriately and efficiently implement the tuition and fee schedules, policies, and regulations adopted by the Board.

EXPLANATION: the 1991-92 Governor's Executive Budget called for a tuition increase at the senior colleges of \$500 per year or \$250 per semester for full-time students and proportional increases for part-time students, as well as substantial cutbacks in State aid for senior and community colleges and in student financial aid. The 1991-92 State budget finally adopted by the legislature and signed by the Governor permits a tuition increase of less than \$250 per semester. The recommended full-time student tuition increases are \$200 per semester and \$150 per semester at the senior and community colleges respectively.

The Executive Budget required the University to generate new tuition revenue of \$40 million and to implement reductions of \$24 million in the senior college budget. The adopted State budget includes a lump sum restoration of \$12 million, thereby permitting a smaller tuition increase. Similar funds provided to SUNY have been applied to offset program cuts; SUNY tuition rates have been increased by \$500-\$750 per year.

The adopted City and State budgets contain various reductions totaling \$64 million for the community colleges, including \$23 million attributable to associate degree program costs at New York City Technical College and John Jay College. The recommended tuition increase of \$150 per semester will reduce the community college shortfall by \$15 million.

**REVISED TUITION SCHEDULE**

<u>Undergraduate</u>	<u>Resident</u>	<u>Nonresident</u>
Senior College		
Full-time	\$925	\$2,225
Part-time	77	187
Community College		
Full-time	875	1,163
Part-time	73	89
<u>Graduate</u>		
Full-time Graduate Level I	1,302	2,550
Half-time Graduate Level I	677	1,731
Master's Part-time	112	215
Doctoral One Course Registration	112	215

Note: All rates are per semester or, in the case of part-time enrollment, per credit. Rates include both degree and nondegree students.

Trustees Badillo, Bernstein, Bloom Cenci, Del Guidice, Everett, Fink, Howard, Jacobs, Murphy, Pressley and Tam voted YES. Trustee Carrion and Trustee LaMarre voted NO.

The Chairperson said that the Trustees had to look at this challenge in a multi-year context and the sense was that it is not going to get better. Undoubtedly this was one of many very difficult choices the Trustees may have to make in the period immediately ahead.

Trustee LaMarre submitted the following resolution:

**NO. 2. EQUAL ACCESS AND OPPORTUNITY FOR STUDENTS:** WHEREAS, The City University of New York is supported as an independent and integrated system of higher education on the assumption that the University will continue to maintain and expand its commitment to academic excellence and to the provision of equal access and opportunity for students, faculty, and staff from all ethnic and racial groups and from both sexes, according to the education law of New York State, and

WHEREAS, Both the State and City Governments have enacted severe budgetary reductions at The City University, and, in particular the State budget included a proposal for a \$500 tuition increase, and

WHEREAS, the long-term vitality and well-being of both the State and the City are inextricably linked to a healthy, academically sound and accessible City University of New York, and

WHEREAS, the imposition of substantial financial restraints on the University, resulting from the State and City fiscal crisis, directly impacts on the fulfillment of the historic educational mission of CUNY and its constituent colleges, therefore,

BE IT HEREBY RESOLVED, that the Board of Trustees of The City University of New York strongly urges the Governor, the New York State Legislature, the Mayor, and the City Council of New York to provide adequate financial support to CUNY to permit both the lowest tuition possible and protection of the integrity and quality of its academic programs and student services, and

BE IT FURTHER RESOLVED, that the Board strongly urges the State and City policy makers to provide this support because low-cost public higher education is indispensable to the development of an educated citizenry, social equity, and a healthy economy, and

BE IT FURTHER RESOLVED, that the Board of Trustees urges the State and the City to enact legislation, at the earliest possible time when the fiscal crisis abates, that provides a phased-in return to free tuition.

The Chairperson remarked that the late Leo Benjamin, a strong advocate for free tuition, would have appreciated the Board's approval of Trustee LaMarre's resolution.

The Chairperson requested that the following statement be entered into the record:

**Statement by Professional Staff Congress President Irwin Pollshook:**

The Professional Staff Congress deplors the proposed declaration of fiscal exigency at John Jay College of Criminal Justice and New York City Technical College. If implemented, it would set in motion a disruption that is peremptory and gratuitous in the lives of thousands of students and hundreds of members of the instructional staff.

The budgetary shortfall cited in the resolution is real. Twenty-three million dollars in operating funds must be restored and, if they are not, measures equivalent to those contemplated in the resolution may indeed become necessary. They are not necessary now.

Both the City and the State have contingency funds that could be made available to the two institutions. We have been working with the university to recover those funds; they have been forthcoming in the past. Neither the City nor the State has formally authorized the destruction of these programs, yet their fiscal indifference amounts to a renunciation of the statutory obligation of the University to provide access to the residents of New York City on behalf of the City and State.

Recourse by the City and State to an interim rescue would give all these entities the time to formulate a permanent solution to an intergovernmental fiscal conflict that is jeopardizing the integrity of New York City Tech and John Jay. I pledge to the university the full and considerable resources of the Professional Staff Congress and its labor affiliates in achieving that end.

Government must not peremptorily, willfully and irreparably damage the integrity of its institutions and the lives of the students and instructional staff to whom it owes its primary responsibility.

At this point Calendar No.1.B. was considered:

**B. DECLARATION OF FINANCIAL EXIGENCY -- NEW YORK CITY TECHNICAL COLLEGE AND JOHN JAY COLLEGE OF CRIMINAL JUSTICE:**

RESOLVED, That the Board of Trustees of The City University of New York hereby declares that a state of financial exigency exists for New York City Technical College and the John Jay College of Criminal Justice for the 1991-92 fiscal year; and be it further

RESOLVED, That in accordance with the declaration of financial exigency, implementation of The Guidelines and Procedures for Discontinuance of Instructional Staff Personnel Mandated by Financial Exigency is hereby authorized at New York City Technical College and the John Jay College of Criminal Justice.

EXPLANATION: On May 23, 1983, the Board adopted the current Guidelines and Procedures for Discontinuance of Instructional Staff Personnel Mandated by Financial Exigency to govern discontinuances of appointments in effect for reasons of financial exigency. The Guidelines delegated to the president of each of the colleges, in consultation with appropriate faculty committee(s), the responsibility to advise the Chancellor of budgetary or financial difficulty the magnitude of which suggests that the Guidelines and Procedures for Discontinuances of Instructional Staff Personnel Mandated by Financial Exigency may need to be invoked. The Guidelines delegate to the Chancellor -- having determined in consultation with the president(s) of the affected colleges that financial exigency is likely to necessitate retrenchment of members of the Instructional Staff, and after consultation with the Council of Presidents, officials of the University Faculty Senate, the Professional Staff Congress/CUNY, and the University Student Senate -- the responsibility to recommend that the discontinuance of Instructional Staff Personnel whose appointments are in effect be authorized by the Board.

Prior to 1990-91, the State of New York fully funded all program costs at New York City Technical College and John Jay College of Criminal Justice. In 1990-91, the State withdrew funding for certain associate degree program costs at these two colleges; however, for the 1990-91 fiscal year the City of New York assumed the responsibility for funding the costs of these programs.

In 1991-92, New York City Technical College and the John Jay College of Criminal Justice now face a severe financial crisis because of the failure of the State of New York in the adopted Budget for 1991-92 to provide funding for their associate degree programs and the lack of a commitment, up to the present time, from the City of New York to fund these programs, resulting in a \$19.5 million shortfall in the budget of New York City Technical College and a \$3.5 million shortfall in the budget of the John Jay College of Criminal Justice. These shortfalls are in addition to cutbacks already mandated in the adopted budget for the senior colleges. The Presidents of New York City Technical College and the John Jay College of Criminal Justice, after consultation with the appropriate college committees, have advised the Chancellor that unless efforts to restore funding are successful, financial exigency will necessitate, among other cost saving measures, the discontinuance of Instructional Staff Personnel whose appointments are in effect. After consultation with the appropriate University-wide officials, the Chancellor is recommending that the Board of Trustees declare a state of financial exigency for New York City Technical College and the John Jay College of Criminal Justice.

Chancellor Reynolds stated it was with a heavy heart that she brought the declaration of financial exigency for New York City Technical College and John Jay College of Criminal Justice to the Board. She stressed that this was part of a process stemming from the historic failure emanating about a year and a half ago of the State to support \$23 million in programming at New York City Technical College and John Jay College. A year ago, the Legislature, led by Speaker Miller, was instrumental in working out an arrangement with the City whereby the City offered up some one-time funds to defray those costs. This year the University worked very hard on this issue in the fall, and it was hoped at that time that at the State legislative level there would be an opportunity to defray those programs. It did not work out at the State level and ultimately, when it was left in front of the City, the City chose to arrange this \$23 million obligation as a further cut in the community college budget. She noted that New York City Technical College and John Jay College of Criminal Justice are not designated community colleges. New York City Technical College has been designated a senior college since the early 1980's and John Jay College has a long history of being a senior college. She pointed out that when students pay tuition at those colleges it is paid as senior college students.

She said you never know what people are like until you go through a difficult and harrowing time with them. That is certainly true of President Charles W. Merideth and President Gerald W. Lynch. She and the two presidents have been moving along on this issue day and night for the last month, both have been superb, Both gentlemen have been superb and have met often with their faculty and staff constituencies. Together we have all worked with City leaders, City Council people and Borough President Golden. She reported that the City was working at negotiations in hopes that this problem could be dealt with, but they have not thus far been able to come up with a solution.

The guidelines, passed by this Board in 1983, indicate that if the University does not have sufficient funding to pay for programs, part of the process requires this Board to declare financial exigency and then the University proceeds to have each campus develop a plan, which requires some time. She indicated to the Board, in all candor, that should this move ahead, the University would be developing a plan, implementing it in the fall and terminating the faculty and the people responsible for administering these programs at those two colleges. The University would barely be under the wire to do so because it requires six months for non-tenured faculty. She pledged to the Board that her efforts and those of the two presidents would be tireless on first of all an interim solution through some sort of City funding for the immediate future and more or equally critically, working to solve this problem and getting the State funding which they are entitled to fully restored for these two colleges.

**Statement of President Charles W. Merideth:**

It is with a heavy heart that I speak to you today on the impending effects of a \$19.5 million reduction in this year's operating budget for New York City Technical College.

New York City Technical College, the technical college of The City University of New York has been in the vanguard of technical education in the United States for close to fifty years. It does not take the intelligence of a rocket scientist or the skills of an accountant to measure the devastating effects of snatching \$19.5 million out of an operating budget of \$39 million. There will be no fine lines for me to draw or delicate decisions for me to make. Violence will be done to students, violence will be done to faculty and staff, violence will be done to the institution.

New York City Technical College is not an afterthought in the story of higher education in this City or this State. City Tech educates 11,000 students year in and year out and sends them out to real paying jobs that support the businesses and professions of our region. In the main, these students are Black and Hispanic and Asian, people who are grasping for a piece of the American dream. City Tech graduates 48% of all of the minority engineering technicians in New York State and 17% nationwide. Please pay heed to those statistics, ladies and gentlemen. 48% state wide, 17% in our nation. Over 600 graduates of City Tech are CEO's, presidents, or owners of their own companies. Further, of the 42 programs that we currently offer, 13 are not offered at any of the other CUNY institutions, and 11 others are offered at only one other CUNY institution. Even the programs that are duplicated at other places are ones where there are large enrollments both at City Tech and the other CUNY institutions and also represent programs designed to meet national professional shortages such as nursing. To close these programs will leave most of these students with very few if any options.

Further, the college is far from being marginal. All of our professional programs are accredited not only by the appropriate national and State agencies, but also by each of the professional accrediting agencies. In allied health areas, the performances of our students meet or exceed the national averages. For example, in 1980, our students' performance on the State and national licensing exam in nursing, 84% of the students sitting for the licensing exam passed with an average score of 89. In dental hygiene, 97% passed with an average score of 88 and 100% passed the practical part of the exam. In radiological technology, 96% of students sitting for the licensing exam passed with an average score of 83 in comparison with a national average of 78.

The press is filled with articles about the need for trained technicians for the 90's. The Federal Bureau of Labor Statistics recently reported a growing need for technicians in computer systems repair, mechanical engineering technology, electrical engineering technology and telecommunications. Ladies and gentlemen, New York City Technical College, among its varied offerings, has programs in computer systems repair mechanical engineering technology, electrical engineering technology and telecommunications.

MetroTech is rising before our eyes in downtown Brooklyn. One of the major reasons the Forest City Ratner Group decided to build this ambitious complex in that very location and one of the major drawing cards for its prospective tenants such as Chase Manhattan Bank, Brooklyn Union Gas, and Security Industries Automation Corporation (SIAC), was the presence of City Tech. They see us as the vital link that would both upgrade the skills of their present employees and also provide a cadre of entry level workers.

I did not accept the presidency of New York City Technical College just 17 months ago in order to preside over its demise or to stand idly by and allow others to dismantle it piece by piece.

I come to you today not to ask for your support. That, I know, is in place. I do come, however, to ask you and, if necessary, to plead with you, to use all of your influence with the State and the City to save an institution that is vital to this region. You are the Trustees of the third largest university in the United States. You are invested with an awesome responsibility but with an equal measure of power. Together we can and must find a way to allow City Tech to continue educating the students of today for the world of tomorrow.

The Chairperson remarked that President Merideth brought up an important point. A key reason why the City of New York and the leadership of the Borough of Brooklyn have been able to convince so many corporations to stay in New York and to put their important facilities in downtown Brooklyn; including MetroTech, where Chase Manhattan Bank will have 5,000 employees, has been the availability of a viable City Tech institution as part of that community, and that ought to be emphasized over and over to the public and the Mayor and the City Council. He knows that President Merideth is reaching out to the presidents of those companies that are there, and hopefully they too can join in the chorus of support for adequate funding for New York City Technical College and John Jay College.

President Merideth responded that they already had; the CEOs of Chase Manhattan, Brooklyn Union Gas, SIAC, and all the tenants of MetroTech, have sent letters to Mayor Dinkins asking for full restoration of the funds for both John Jay College and New York City Technical College.

**Statement by President Gerald W. Lynch:**

John Jay has had an enrollment increase in the last three years of 16.5%, with this reduction we will have a reduction of 14% and with the additional \$3.5 million we have another 15%. It will be a mortal blow. Let me tell you what will happen.

1,800 students would be turned away. Of those 1,800, 600 are in law enforcement, most of them police officers. Who are the rest of them? They represent the City of New York, a third are Hispanic, a third are African American and third white and others. They come from all of the boroughs. They are all planning to go into public service, either police science, corrections or security. Those are the programs which would be cut out, which are not available anywhere else in the City of New York, public or private institutions.

In addition to that, those police officers who are there, must now have a two-year degree to become a sergeant. This was put in by Ben Ward and continued by Commissioner Brown. Therefore, they would not be able to become sergeants unless they could get this degree someplace else and there is no other place to get it. In addition, John Jay has a day/night schedule, as many of you know, with the same course given by the same faculty member in the morning and in the evening. And a police officer, a correction officer, a firefighter working rotating shifts can come either in the morning or in the evenings. There is no other college that does that, therefore these men and women could not go to another college, even if they chose to.

Let me say a word just about John Jay. It was founded to support the criminal justice field. We were, three years ago, rated number one out of the 71 Masters programs in criminal justice by the American Society of Criminology and the Academy of Criminal Justice Sciences. Thanks to this Board, we have the largest Ph.D. program in this country, housed at John Jay. Thanks also to this Board we have the largest library on criminal justice in the world.

This cut would devastate all of those programs. Last year at this time Chancellor Reynolds, having just arrived, announced that she wished to look forward to ways of having a safer City and safer campuses. Working with her

and her staff, we have developed a CUNY Cadet Program, which has been funded by its first \$500,000. The largest number of students are in the associate programs at John Jay. All of them would be out of college.

The other thing the Chancellor asked us to do is the Security Training Institute, which this Board has asked for years that John Jay get involved with, and we're working with the Vice Chancellors and others to develop the security training for the University. That would be affected.

Now, what about the faculty? 71% of the faculty would be affected, the non-tenured faculty are in the protected classes. 44% of those are African American and other groups, one third are women. They would all have to let go.

We provided the training for MetroTech. We have provided training for the Health and Hospitals Corporation, for all 1,100 members of their police force. We have done a whole variety of things that would be affected so that the entire criminal justice lifeline of the City, which we are, indeed, as we should be, would be destroyed. We are the major focus of educated people going into the criminal justice field. The Mayor has called for a safer city and safer streets. And it is those thousands of students that come from John Jay mainly that would be in those organizations and that would be destroyed.

I thank you for your attention. I would just like to say as an ending, that with Yogi Berra it's deja vu all over again for a lot of us at John Jay. We have been through this before. But what I would like to say is to applaud the Chancellor and the Board for your leadership in assuring that we will get a solution to this problem and we will all work together to find it.

**Trustee Picken asked that the following statement by the John Jay faculty be entered into the record:**

**John Jay College Faculty Letter:**

Dear Trustees:

On behalf of the faculty of John Jay College of Criminal Justice we wish to express our alarm at the series of events that has led to the proposed Board resolution authorizing retrenchment at John Jay and at New York City Technical College.

John Jay is a senior college that has offered associate and baccalaureate degrees since its creation 26 years ago. The four associate degree programs at John Jay College and 31 associate degree programs at New York Technical College were developed by the faculties of the two colleges and were approved by the CUNY Board of Trustees and ultimately by the State Regents. By refusing to fund these associate degree programs, the State Legislature has made not fiscal policy but de facto educational policy and, as a result, these 35 degree programs will be terminated without consultation with the faculties and without public debate. We are asking that the Board of Trustees not legitimize the State Legislature's action which is an abrogation of the Board of Trustees' prerogative to set educational policy for the City University.

At John Jay, 1800 students would be denied access. At New York Tech 4500 students would be denied access. The City University's Historical mandate has been to provide quality higher education to the poor and to the working class. But at John Jay, 600 police officers would be denied access to the only CUNY college that offers criminal justice, security, and corrections associate degree programs. And John Jay is the only CUNY college that offers classes on a day/night schedule to accommodate the rotating shifts of police officers, firefighters, corrections personnel, and other law enforcement officers. Our entire college is organized according to the needs of law enforcement students.

Furthermore, John Jay's student population is two-thirds African-American and Latino, and one-third white. New York Tech's population is 75 percent African-American and Latino, and 25 percent white. These are the two senior colleges whose associate degree programs were not funded by the State for two consecutive years. Yet the state continues to fully fund the associate degree programs at the eight senior colleges in the SUNY system and the associate degree programs at CUNY's College of Staten Island, as well it should because of the legal mandate to do so. Those senior CUNY and SUNY colleges whose associate degree programs have been funded by the state

have student populations that are less than 10 percent African-American and Latino. This inequity shocks us as it must shock you.

It is terribly troubling to us, as faculty who are proud to teach at a University that embraces the ideals of diversity and equity, that the result (if not the intention) of the legislators' action is that African-American and Latino students will be denied access to colleges that offer programs and degrees offered at no other CUNY college. And who put their lives on the line every day will find their lifeline to higher education severed by a fiscal tug of war between the city and the state.

We urge the Board of Trustees to devote its considerable powers to preventing this from happening. To permit one college to be severely damaged and another to be decimated is to ultimately undermine the concept of a university and to undermine the confidence and trust that the students and faculty of all the CUNY colleges have in CUNY's Board of Trustees.

Karen Kaplowitz, Ph.D., President, John Jay Faculty Senate  
Robert Crozier, Ph.D., Chair, John Jay Council of Chairs

#### **Statement by Trustee Picken**

The entire faculty of City University is deeply concerned for the 6,300 students and 250 colleagues in the affected associate degree programs at New York City Tech and John Jay. Their plight is the clearest indication of the unwillingness of public policy makers to appreciate the variety of programs offered by The City University and the benefit of those programs to the individual student as well as to the City and State.

I cannot question the necessity of this resolution given the present circumstances. The University's position that it will not distribute this particular cut across all the community colleges is the only one that it can responsibly take. If elected officials have made a policy decision that they will not fund these programs, there is little we can do but accept their decision. This is a public University, and they are, with regard to funding decisions, the ultimate policy makers. But they are answerable for their actions to the electorate. We must place squarely in the legislators' laps the responsibility for the elimination of these programs and the disruptions in the lives of the students. Let them explain why poor and minority students in New York City are being denied opportunities for career training that are available at Farmingdale or Alfred or any of the other SUNY four-year colleges in which the State funds comparable programs.

Regrettably, in the present case, it is not altogether clear that elected authorities have made a conscious and informed decision. It would appear that the students and faculties of City Tech and John Jay have been the victims of a political and bureaucratic shell game. What seems to me to be one of the most important points here is that the University has not been successful in convincing legislators of the value of these programs and that they, the legislators, are responsible for the decisions that have been made. I know that during the past month there has been a great deal of work undertaken to avert the outcome we now confront. However, I fear that during the past year, although we knew the issue remained to be resolved, we have been unduly complacent, perhaps anticipating the type of white knight that rode to our rescue last year. With the exception of a few small news items, I have looked in vain for a public discussion of the impact of this policy decision. Trustee Fink has regularly urged the Board and the Administration to convey to policy makers and the public the consequences of their decisions. I fear that we have not acted on that counsel and now face the repercussions of our inaction.

During the past year, this Board and the Chancellor have had many successes in conveying the needs of the students of the University to policy makers in a difficult financial environment. However, I fear that our inability to make clear the impact of the policy decisions on New York City Tech and John Jay forebodes ill for our future efforts to protect and strengthen the University as we seek to meet the needs of our students and our City.

The Chairperson observed that while the University has not been successful to date, very clearly it has been a top priority in terms of our Albany efforts throughout the entire session, as it was previously, and those efforts continue. He said that not to

controvert the previous speaker but because it was important to be said. The University has worked very hard and must continue to work very hard together on this issue.

Trustee Howard asked how the graduating class at the two colleges would be affected. Chancellor Reynolds responded that approximately 1,500 students at John Jay College and 4,500 at New York City Technical College are in affected programs, but it was pointed out by the presidents that those are FTE numbers, the headcount is closer to 2,000 students for John Jay College and 6,000 at New York City Technical College.

Trustee Howard asked Senior Vice Chancellor Donal Farley regarding the purchase of 125 acres of land, which the University has title to on Staten Island, by Staten Island University Hospital, for \$15 million, and could that be used to ameliorate the situation in the short term. The Senior Vice Chancellor indicated that offer was no longer viable. Trustee Howard then suggested that land could be transferred back to the State for a short term. The Senior Vice Chancellor said that if there was a buyer the University could enter into a negotiation, but that the State's position would probably be that any monies derived from the sale would accrue to the State not the University. In addition, the site is a designated wetlands area and the requisite Environmental Impact Statement would take time to process. Trustee Howard suggested that the State may be interested in purchasing that land for wetlands and the Senior Vice Chancellor said that his office will advance the proposal to the Division of the Budget.

Chancellor Reynolds lauded the Senior Vice Chancellor for his heroic efforts in finding ways that the Dormitory Authority could be helpful during all of this and several arrangements similar to the one Trustee Howard described were used. In the final package before the Legislature -- where the University did get significant restorations so that the University did not have to raise tuition as much as it might otherwise have, and some of the community college based aid and so forth. That package was put together by the Legislature using some construction funds that were aimed for SUNY that were then used to help all of higher education in the State. So the University does continue to plumb that route.

Trustee Jacobs remarked that these two colleges are extremely important to the City of New York and to the University. He asked if there is anything prohibiting the University from fundraising from private sources. He said the University dedicates rooms and auditoriums for millions of dollars why don't we dedicate the colleges for the students. Perhaps it would be good for the University to have a professional fundraiser, who could earn his keep and raise millions of dollars.

The Chairperson remarked that the founder of the Benihana restaurants is an alumnus of New York City Technical College and is probably contacted by that college.

Chancellor Reynolds said that she and President Charles W. Merideth have had several conversations about prospective fundraising and he was getting some plans under way. The University was also moving on that initiative for the entire system. However, very experienced fundraisers have told her that people who wish to contribute money to higher education do so generally for specified purposes and programs that are very dear to them. It was almost impossible to get individuals to contribute to operating funds for the University, especially following this kind of trade-off between the State and City when no one argues either at the State or City level that these are valid and worthwhile programs. The issue has become who is going to fund them.

Trustee Tam said that he was disturbed that the University had to raise tuition but he was even more concerned about the fact that because of the failure of the State and the City to support programs at the two institutions, they were, de facto, making the decision to eliminate some programs that are highly successful and productive and unique. In that sense they were taking away a lot of the decision-making authority of the Board and the Central Office in terms of making decisions about what to do with the programs and he protested against that.

Trustee Pressley said that he is concerned that the University is continuing to put pressure on the City and the State and wondered where the University is in terms of the Municipal Assistance Corporation issues.

Chancellor Reynolds said that the University has brought up that issue to City Budget Director Michel and Deputy Mayors Stelssel, Mollen and Lynch. She stressed that negotiations were still ongoing, and that there was a big meeting on MAC issues just last night. She was told that MAC funding was not forthcoming at this point. The City was worried about bonding issues.

and other things and the University has been deflected from that. On the other hand, the University's appeal to the City continued unabated. She said the City has indicated that it wants to try to find funding for the University, but they have not as of this date. She felt that the Board did need to move ahead on the next step, because of the necessity, as prudent fiscal managers of the University.

Upon motions duly made, seconded and carried, the meeting was adjourned to go into executive session at 6:25 P.M.

SECRETARY MARTIN J. WARMBRAND



**MINUTES OF THE EXECUTIVE SESSION OF THE BOARD OF  
TRUSTEES OF THE CITY UNIVERSITY OF NEW YORK**

**HELD**

**AUGUST 1, 1991**

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

The Chairperson called the Executive Session to order at 6:30 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  
Michael J. Del Giudice**

**Stanley Fink  
William R. Howard  
Harold M. Jacobs  
Calvin O. Pressley  
Thomas Tam**

**Robert A. Picken, ex officio**

**Jean C. LaMarre**

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

**Chancellor W. Ann Reynolds  
Deputy Chancellor Laurence F. Muccolo  
Vice Chancellor Ira Bloom  
Vice Chancellor Jay Hershenson  
Acting Vice Chancellor Tilden J. LeMelle**

The absence of Trustee Susan Moore Mouner was excused.

Trustee Everett left the meeting at this point.

The Executive Calendar Items were considered in the following order:

Upon motion duly made, seconded and carried, resolution E.2 was adopted.

**E2. APPOINTMENT OF ACTING VICE CHANCELLOR FOR STUDENT AFFAIRS: RESOLVED,** That the Board of Trustees of The City University of New York approve the appointment of Dr. Marcia V. Keizs as Acting Vice Chancellor for Student Affairs, effective September 1, 1991, at the established salary level for a Vice Chancellor, subject to financial ability.

EXPLANATION: Dr. Marcia V. Keizs holds a doctorate in Education from Teachers College, Columbia University. She has served in a variety of administrative and teaching positions in The City University of New York since 1971. Dr. Keizs currently serves as Dean of Students, as well as Chairperson of the Department of Student Services, at Queensborough Community College. Prior to her current appointment, Dr. Keizs held the position of Assistant Dean of External Affairs, Labor Relations, and Personnel at LaGuardia Community College. Dr. Keizs replaces Acting Vice Chancellor Tilden J. LeMelle, who is assuming the Presidency of the University of The District of Columbia.

At this point Trustee Everett rejoined the meeting.

At this point, Trustee Del Giudice left the meeting.

Upon motion duly made, seconded and carried, resolution E.1 was adopted.

**E1. APPOINTMENT OF ACTING VICE CHANCELLOR FOR ACADEMIC AFFAIRS:** RESOLVED, That the Board of Trustees of The City University of New York approve the appointment of Dr. Allan H. Clark as Acting Vice Chancellor for Academic Affairs, effective September 1, 1991, at the established salary level for a Vice Chancellor, subject to financial ability.

EXPLANATION: Dr. Allan H. Clark holds a doctorate in Mathematics from Princeton University and has served in a variety of senior administrative posts at California State University, Clarkson University, Purdue University, and Brown University during the past twenty years. He has been serving as Acting Dean of Administration of York College since February of 1991. Dr. Clark replaces Acting Vice Chancellor Matthew Goldstein, appointed by the Board in June as President of Baruch College.

Upon motions duly made, seconded, and carried, the Executive Session was adjourned at 7:15 P.M.

SECRETARY MARTIN J. WARMNBRAND