

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

HELD

DECEMBER 10, 2001

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

The Vice Chairperson called the meeting to order at 4:16 P.M.

There were present:

Benno C. Schmidt, Jr., Vice Chairman

Satish K. Babbar  
Wellington Z. Chen  
Randy M. Mastro  
John Morning

Kathleen M. Pesile  
George J. Rios  
Nilda Soto Ruiz  
Jeffrey S. Wiesenfeld

Richard N. Lawrence, ex officio

Bernard Sohmer, ex officio

Secretary Genevieve Mullin  
Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs  
Hourig Messerlian, Executive Assistant  
Lorrie Christian  
Towanda Washington

Chancellor Matthew Goldstein  
Executive Vice Chancellor Louise Mirrer  
Senior Vice Chancellor Allan H. Dobrin  
President Fred W. Beaufait  
President Dolores Fernandez  
President Ricardo Fernandez  
President Frances Degen Horowitz  
Interim President Russell K. Hotzler  
President Edison O. Jackson  
President Charles C. Kidd, Sr.  
President Christoph M. Kimmich  
President Gerald W. Lynch  
President Eduardo J. Marti

President Byron N. McClenney  
President Gail O. Mellow  
President Antonio Perez  
President Jennifer Raab  
President Marlene Springer  
President Carolyn G. Williams  
President Gregory H. Williams  
Vice Chancellor Jay Hershenson  
Vice Chancellor Otis O. Hill  
Vice Chancellor Emma E. Macari  
Vice Chancellor Brenda Richardson Malone  
Budget Director Ernesto Malave

The absence of Trustees John J. Calandra, Kenneth E. Cook, Alfred B. Curtis, Jr., and Joseph J. Lhota was excused.

**A. VIDEOTAPING OF MEETING:** Vice Chairman Schmidt announced that as usual, CUNY-TV is transmitting this afternoon's special meeting of the Board of Trustees live on cable Channel 75. CUNY-TV is continuing to make available this important community service that gives the public additional opportunities to observe the work of this Board and the University.

Right at the outset, I would like to say on behalf of all of the Trustees and all of us how pleased we are to see our former Chancellor Albert Bowker here. Al continues to serve CUNY on the Research Foundation Board and it is great to see you back here at home, Mr. Chancellor.

**B. TRUSTEE HONORS:** Vice Chairman Schmidt stated that on behalf of the Trustees and the Administration, I would like to congratulate Trustee Satish Babbar on his appointment as the Vice Chair and Commissioner of the City of New York Board of Standards and Appeals. Congratulations.

**C. CHANCELLOR'S HONOR:** Vice Chairman Schmidt stated that on behalf of all of the Trustees, I would like to congratulate Chancellor Matthew Goldstein, who received the leadership award at the Coalition of Italo American Organizations' 18th Annual Leadership Awards Dinner on Friday, December 7th.

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

**NO. 1. COMMITTEE ON FISCAL AFFAIRS:** RESOLVED, That the following item be approved:

**Committee Vice Chairman Rios** stated that this is a resolution to approve the operating budget request for Fiscal Year 2002-2003. The City University of New York will forward an operating budget request of \$1.445 billion and, should funding become available, consistent with our approved master plan objectives, an operating budget of \$1.487 billion. The themes of the request are from the University's approved master plan and are consistent with last year's multi-year budget request. There are two important revisions, however, that have been made in the aftermath of the tragedy of September 11, and in consideration of the financial uncertainties at both the City and State.

First, the total new funding requested has been reduced by approximately one-third from earlier estimates of \$145 million to less than \$100 million. The University further commits to self-fund nearly 50% of required funding for master plan objectives totaling \$98 million. CUNY anticipates generating \$35 million through revenue enhancement, including private fund raising efforts, and \$10 million in internal cost savings, including administrative efficiencies. The request includes incremental State support of \$41.9 million and \$11.1 million in City aid, should funding become available.

Secondly, the budget request focuses on the role CUNY is playing and will continue to play in rebuilding New York. CUNY is well positioned to assist the City and State in meeting the economic challenges that lie ahead. The University is an indispensable asset in the training and retention of the City's work force. I am pleased and honored to move its adoption by the Board this afternoon.

**Chancellor Goldstein** stated that we have been in very intense discussions with the Division of the Budget and the Governor's office in particular, about how to present the budget in a way that would best serve the needs of our great University. I am pleased that we were able to work out language that gives us what I think we will need, we certainly need more. This was a very fine compromise and I am pleased that we are able to present it tonight for discussion.

Just a few caveats on how this budget message was put together. We have an approved master plan that really all budget messages derive from. That master plan goes through, in copious detail, the parameters that define the things that we desperately need to move the University forward and certainly set our priorities. What we were unable to do because of the very difficult financial times under which this budget was constructed was to realistically ask for all that we would need to fully fund the master plan. But if, indeed, we can get what we are requesting, which was slightly under \$100 million to re-deploy to our core business, we will have made a very important step forward. The second thing that I would say needs to be understood in this budget message is that for the first time we are making a very strong statement indicating that the University is going to on its own, through its own efforts, develop revenue

streams that we should be able to reach which will enable us to be a full partner with government in forming the necessary foundation of financial support that we need to support the University. It will evolve efficiencies that we will very quickly put into effect this particular fiscal year. We have a conservative view that those efficiencies will result fairly quickly in about \$10 million in savings. All of the presidents are very actively involved in garnering support for their institutions through efforts that they can through their fund-raising initiative and we have given this a very high priority. We need to take a look very carefully at policies that we have at the University and in the long run look carefully about how we administer the University.

Really, the money that we deploy should be for our core business, and as I have said, over and over again, our core business is about learning, it is about teaching, and it is about expanding the frontiers of knowledge. It is really providing the kinds of resources that we need for our faculty to do their best work that ultimately will benefit our students and it is our students that we really have to be focused upon. So, through a redeployment of resources, through work that we will do with our presidents and others in the University, through monies that we will raise that we haven't raised before through efficiencies, that we will create, I am hopeful that we will be able to develop the necessary funding base to move the University forward.

Embedded in every financial plan that we have developed here at the University and certainly embedded in every budget request is the proviso that "should funds be made available." We wanted to reinforce that, not through a subtle statement, but an overt statement that this is something the University acknowledges and, indeed, if the State of New York and the City of New York through their own efforts can find the incremental support for the University, we want to be there with other agencies in the State to get our fair share. We will have a better sense as the months go on and revenue changes are better understood than they are now. We are in a very unstable environment because the revenue picture changes in such a dramatic way and it can shift either way rather quickly. Within that context, that is the reason for the phrase, "should funding become available."

Rebuilding New York City is multifaceted but I think at its core is what universities do best in addition to training students and creating new knowledge and creating curiosity and having free exchanges of ideas. We are great trainers. We are places where people who have lost their jobs can come back to the University and retool in order for them to position themselves for the jobs that are changing in the City and elsewhere. The whole notion of rebuilding New York City is based upon that observation and the principle that universities truly are the institutions that can service the needs of employers and can service the needs of people who are looking for jobs. We start this rebuilding of New York City with the notion of the labor market intelligence network which was an idea started in a conversation I had with the Chairman of Paine Webber, Joseph Bruno, who lamented over the fact and I agreed, that there is a great disjunction not only here in the City but elsewhere between what employers need, what they want, what they expect, and how that information is translated into people who are looking for the jobs and how those skills are shored up. It could be as simple as understanding the nature of work and that one needs to come to work on time, needs to behave in a way consistent with the goals and values of an institution, to very highly technical skills that are needed in a workforce.

Part of this budget message is to seek funding to create a very intensive and comprehensive set of studies where the University will understand probably in ways that it hasn't understood before, specifically on a sector by sector basis, what specific tools employers are looking for potential workers to have. We would then like to bring this information back to our campuses and help inform how faculty and others on the campus would design short term interventions, programs, certificate programs, licensing of activities that would present opportunities for people who would come to the University to get that kind of information. It is going to be expensive to devise these kinds of very in-depth studies, it is going to be expensive to support the tuition and fees for students who will be coming to get that information and it is going to be expensive to design all of this work. But at the end of the day, I think we would have a paradigm for bringing together two sectors that really have not been brought together in ways that we think we should. So that's really where we are focusing so much of our work. Of course, beyond that, we are looking to promote the University's great resources in terms of people that have skills in transportation systems, that have skills in planning new communities, engineering kinds of issues that clearly will have to be understood and brought forward as we start to rebuild downtown Manhattan. Those are the kinds of things that we are thinking about. I believe that not only would this have receptive ears at both the State and the City, but I think foundations would be very

supportive of this as well. We have trial tested this with a number of people and institutions and there is a sense that there is very strong support for these ideas and to get the University very much involved as a partner.

#### A. THE CITY UNIVERSITY OF NEW YORK – 2002-2003 OPERATING BUDGET REQUEST:

RESOLVED, That the Board of Trustees of The City University of New York approve the 2002-2003 Operating Budget Request of \$1.445.5 billion and, should funding become available, consistent with approved Master Plan objectives, a Request totaling \$1.487.4 billion.

EXPLANATION: The 2002-2003 Request articulates the University's recognition that public resources are constrained by the impact resulting from the September 11 attacks. In order to aid in the rebuilding of New York City, CUNY is committed to self-fund nearly 50 percent of required funding for Master Plan objectives of \$98 million. CUNY anticipates generating \$35 million through revenue enhancements, including private fundraising efforts and \$10 million in internal cost savings, including administrative efficiencies. The Request includes incremental State support of \$41.9 million and \$11.1 million in City aid, should funding become available.

#### Rebuilding New York City

- **Labor Market Intelligence Network (LMIN):** The LMIN will consist of 15 employer task forces that will provide periodic reports on their industry's anticipated workforce education and training needs. CUNY colleges, the City's Workforce Investment Act's "One-Stop" service centers and September 11-related job fairs will make these reports available to job seekers and other interested New Yorkers.
- **Credit and Non-Credit Certificate/Training Programs:** This initiative will consist of a battery of short-term programs, offered primarily at the CUNY community colleges at reduced tuition, with the purpose of enabling dislocated workers to acquire or upgrade career-related skills. These programs will be credit-bearing and will enable participants to advance toward a degree in their chosen field. The programs will also offer ESL and Basic skills instruction as a participant's springboard to further learning.
- **Foreign Language Instruction:** This program will offer foreign language immersion courses by CUNY's foremost foreign language experts in those languages relevant to employment in security and public safety post-September 11.
- **Career-Counseling Services:** The University will provide on a regular basis career-counseling services currently provided to participants in the Jobs Clearinghouse sponsored by the New York City Partnership and the Central Labor Council on a volunteer basis.

#### Fulfilling the Master Plan

- **Creating a Flagship Environment:** The University has established a "flagship environment" that will foster national prominence in targeted undergraduate liberal arts and science programs and professional and graduate programs. As CUNY becomes an integrated system with nationally prominent programs and recognized excellence in important fields, more and better faculty and students will be attracted to the system and the advantages that follow from a highly valued degree will ensue.
- **Supporting Student Success and Academic Achievement:** The University will emphasize and invest in pre-collegiate and collegiate academic advising, counseling, and tutoring. Pre-collegiate activities will entail the expansion of the College Now program, which provides academic enrichment services and advisement concerning the demands of college-level work to students in every public high school in New York City.
- **Expanding the Use of Technology in Teaching and Learning:** The University has mounted technology initiatives designed to enhance instruction and equip graduates with the skills they need to contribute to the City's and State's economic vitality in the new information-based economy. Well-placed initiatives and grant-funded projects, notably CUNY Online, have created a base from which to build.

- **CUNY-wide Economic Development:** CUNY plans to further expand its comprehensive economic development initiative, which includes a number of specifically targeted initiatives, such as an Incubator Development Program, and expansion of the University's workforce development programs.
- **Managing Information for Accountability and E-Business and Infrastructure Improvement:** CUNY is committed to improving the quality of its decision-making information — both internal and external, as internal information is essential to measuring results against both the strategic objectives profiled in the University's Master Plan and the tactical goals and targets committed to by each senior manager in the University's new performance management system, and external information is similarly critical to understanding best practices, establishing corresponding standards and accountabilities, and improving customer service at every level.

In order to attract and retain the best students and faculty it is important to provide a safe, inviting, and comfortable environment. The University's multi-year capital budget has enabled CUNY to create new state-of-the-art facilities and to renovate and upgrade existing facilities. However, it is imperative that we have the ability to maintain these facilities.

**NO. 2. COMMITTEE ON FACILITIES, PLANNING, AND MANAGEMENT:** RESOLVED, That the following item be approved:

**Committee Chairman Mastro** stated that this is a resolution concerning a capital budget request for fiscal year 2002-2003 of approximately \$427.6 million. I am including \$416.6 million for major bonded projects authorized by the City University Construction Fund and funded through the Dormitory Authority of the State of New York and \$11 million for minor rehabilitation projects funded through City and State capital appropriations. This is the final year of a previously approved one billion dollar five year plan and addresses the major new construction, rehabilitation, and capital equipment needs of the University. It also continues to focus on critical health and safety code compliance and facility rehabilitation projects, as well as energy conservation technology and telecommunications infrastructure upgrades and funding for the next stage of projects which had been previously approved and partially funded.

**A. THE CITY UNIVERSITY OF NEW YORK – FY 2002-03 TO FY 2006-07 – CAPITAL BUDGET REQUEST:**

RESOLVED, That the Board of Trustees of The City University of New York approve a Capital Budget Request for Fiscal Year 2002/03 for approximately \$427.6 million, including \$416.6 million for major bonded projects authorized by the City University Construction Fund and funded through bonds sold by the Dormitory Authority of the State of New York with debt service payments appropriated by the State of New York and the City of New York, and \$11 million for minor rehabilitation projects funded through City/State capital appropriations; and be it further

RESOLVED, That the Master Plan for the University be and is hereby amended as necessary to provide for the capital proposal.

**EXPLANATION:** In April of 1998, the New York State Executive Budget presented, and the Legislature subsequently recommended and included in the FY 1998/99 State Budget Bill, a five-year capital budget program (FY 1998/99-2002/03) for The City University of New York that totaled approximately \$1 billion in bonded projects and \$25 million in minor rehabilitation projects. Funding distributions for the first four years of the five-year plan were supplied in amounts that totaled approximately \$680 million for bonded projects and \$20 million for minor rehabilitation projects.

The final year of this five-plan is the FY 2002/03 Capital Budget Request for bonded and minor rehabilitation projects. It reflects the State's capital funding recommendations and falls within the approximate \$337 million in State support that is to be distributed over this final year. The FY 2002/03 request constitutes the first year of the University's rolling five-year plan with the projects that appear in the second, third, fourth and fifth years of the five-year Capital Budget Request (2003/04 through 2006/07) representing a new funding term for a second five-year capital budget program.

The Capital Program addresses the major new construction, rehabilitation, and capital equipment needs of The City University of New York. The program continues to focus on critical health, safety, code compliance and facility rehabilitation projects, energy conservation, technology/telecommunications infrastructure upgrades, and funding for the next stage of projects which have been previously approved and partially funded.

**Vice Chairman Schmidt** stated that since this is the last meeting of the Board of Trustees of this fateful year, I would like to take the opportunity on behalf of all of my colleagues on the Board to thank everyone in the University. We do this at the end of the year as a regular matter, but in this year this is more than just a routine thank you that is due every year. In this year I think we all have occasion to reflect on the importance of all our associations, our great institutions, their ability to carry us forward, even in the face of very, very serious threats and destruction. So, I know I speak on behalf of all the Board when I say to the Chancellor, to his staff, to all the presidents, to all the faculty, all the staff, people who work every day to keep CUNY open and moving forward and, of course to the students who in large part are our reason for being here, as we come to the end of this year we owe all these people our heartfelt thanks. We have had a productive beginning to this academic year, notwithstanding all of the terrible events of the last few months, and I am sure we will continue to have a productive year when we return after the holidays. So, happy holidays to all, and a very happy New Year in advance to everyone. We look forward to seeing you in January.

**Upon motions duly made, seconded and carried, the meeting was adjourned at 4:38 P.M.**

**SECRETARY GENEVIEVE MULLIN**

**(This is a detailed summary of the Board of Trustees' meeting. The tapes of the meeting are available in the Office of the Secretary of the Board for a period of three years.)**

THE CITY UNIVERSITY OF NEW YORK  
HONORARY DEGREES  
Granted in 2001

<u>Recipient</u>	<u>Honorary Degree granted</u>	<u>College</u>
Markowitz, Harry M.	Doctor of Humane Letters	Baruch
Dershowitz, Esq., Alan M.	Doctor of Laws	Brooklyn
Edwards, Melvin	Doctor of Humane Letters	Brooklyn
Taylor, Esq. Williams L.	Doctor of Humane Letters	Brooklyn
Gehry, Frank	Doctor of Fine Arts	City
Miller, Arthur	Doctor of Humane letters	City
Moreno, Rita	Doctor of Fine Arts	City
Satcher, David	Doctor of Science	City
Bamberger, Jr., Esq., E. Clinton	Doctor of Laws	CUNY Law
Lee, Esq., Bill Lann	Doctor of Laws	CUNY Law
Molna, Rita Arauz	Doctor of Laws	CUNY Law
Sellers, Esq., Patricia Viseur	Doctor of Laws	CUNY Law
Comden, Betty	Doctor of Music	Graduate School
Dickerson, Jr., Ralph	Doctor of Humane Letters	Graduate School
Durst, Douglas	Doctor of Humane Letters	Graduate School
Green, Adolph	Doctor of Music	Graduate School
Hertzberg, Arthur (Rabbi)	Doctor of Humane Letters	Graduate School
Hollander, John	Doctor of Humane Letters	Graduate School
Bellamy, Carol	Doctor of Laws	Hunter
Kamerman, Sheila	Doctor of Humane Letters	Hunter
Lin, Maya	Doctor of Fine Arts	Hunter
Mawe, Richard C.	Doctor of Science	Hunter
Brownmiller, Susan	Doctor of Humane Letters	John Jay
Davis, Ossie	Doctor of Humane Letters	John Jay
Dees, Esq., Morris	Doctor of Laws	John Jay
Jamison, Kay Redfield	Doctor of Laws	John Jay
Lucas, Douglas	Doctor of Science	John Jay
McCloskey, James	Doctor of Humane Letters	John Jay
Williams, Esq., Patricia	Doctor of Laws	John Jay
Westheimer, Ruth	Doctor of Humane Letters	Lehman
Moore, Madeleine	Doctor of Humane Letters	New York City Technical
Commoner, Barry	Doctor of Science	Queens
Wolfe, Deborah	Doctor of Humane Letters	Queens
Arpino, Gerald	Doctor of Humane Letters	Staten Island
Dean, Laura	Doctor of Humane Letters	Staten Island

