

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

HELD

FEBRUARY 24, 2003

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

The Vice Chairperson called the meeting to order at 4:35 P.M.

There were present:

Benno C. Schmidt, Jr., Vice Chairman

**Wellington Z. Chen
Kenneth E. Cook
Alfred B. Curtis, Jr.
Joseph J. Lhota
Hugo M. Morales**

**Kathleen M. Pesile
Carol A. Robles-Roman
Marc V. Shaw
Jeffrey S. Wiesenfeld**

Shamsul Haque, ex officio

Susan O'Malley, ex officio

Secretary Genevieve Mullin

Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs

Hourig Messerlian, Executive Assistant

Lorrie Christian

Towanda Lewis

**Chancellor Matthew Goldstein
Executive Vice Chancellor Louise Mirrer
Senior Vice Chancellor Allan H. Dobrin
President Dolores Fernandez
President Ricardo Fernandez
President Frances Degen Horowitz
Interim President Russell K. Hotzler
President Edison O. Jackson
President Christoph M. Kimmich
President Byron N. McClenney
President James L. Muyskens
President Antonio Perez**

**President Jennifer Raab
President Edward V. Regan
President Marlene Springer
President Gregory H. Williams
Dean Kristin Booth Glen
Dean Stanford A. Roman, Jr.
Vice Chancellor Jay Hershenson
Vice Chancellor Otis O. Hill
Vice Chancellor Emma E. Macari
Interim Vice Chancellor Ernesto Malave
Vice Chancellor Brenda Richardson Malone
RF Interim Executive Director Richard F. Rothbard**

The absence of Trustees Valerie Lancaster Beal, John S. Bonnici, John J. Calandra, Randy M. Mastro, and Nilda Soto Ruiz was excused.

Vice Chairman Schmidt called the meeting to order and announced that the Board will immediately go into executive session to discuss collective bargaining and contract negotiation items. At the conclusion of the executive session, the public meeting will immediately be reconvened.

Upon motions duly made, seconded and carried, the Public meeting was adjourned at 4:36 P.M. to go into Executive Session.

SECRETARY GENEVIEVE MULLIN

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

HELD

FEBRUARY 24, 2003

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

The Executive Session was called to order at 4:37 P.M.

There were present:

Benno C. Schmidt, Jr., Vice Chairman

**Valerie Lancaster Beal
Wellington Z. Chen
Kenneth E. Cook
Alfred B. Curtis, Jr.
Joseph J. Lhota
Hugo M. Morales**

**Kathleen M. Pesile
Carol A. Robles-Roman
Nilda Soto Ruiz
Marc V. Shaw
Jeffrey S. Wiesenfeld**

Shamsul Haque, ex officio

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

**Chancellor Matthew Goldstein
Executive Vice Chancellor Louise Mirrer
Senior Vice Chancellor Allan H. Dobrin
Vice Chancellor Jay Hershenson
Vice Chancellor Brenda Richardson Malone
Mr. Raymond O'Brien**

The absence of Trustees John S. Bonnici, John J. Calandra, and Randy M. Mastro was excused.

The Board discussed collective bargaining and contract negotiations.

Upon motion duly made, seconded and carried, the Executive Session was adjourned at 4:58 P.M. to go into Public Session.

SECRETARY GENEVIEVE MULLIN

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

HELD

FEBRUARY 24, 2003

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

The Public Session reconvened at 5:00 P.M.

There were present:

Benno C. Schmidt, Jr., Vice Chairman

Valerie Lancaster Beal
Wellington Z. Chen
Kenneth E. Cook
Alfred B. Curtis, Jr.
Joseph J. Lhota
Randy M. Mastro

Hugo M. Morales
Kathleen M. Pesile
Carol A. Robles-Roman
Nilda Soto Ruiz
Marc V. Shaw
Jeffrey S. Wiesenfeld

Shamsul Haque, ex officio

Susan O'Malley, ex officio

Secretary Genevieve Mullin

Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs

Hourig Messerlian, Executive Assistant

Lorrie Christian
Towanda Lewis

Chancellor Matthew Goldstein
Executive Vice Chancellor Louise Mirrer
Senior Vice Chancellor Allan H. Dobrin
President Dolores Fernandez
President Ricardo Fernandez
President Frances Degen Horowitz
Interim President Russell K. Hotzler
President Edison O. Jackson
President Christoph M. Kimmich
President Gerald W. Lynch
President Eduardo J. Marti
President Byron N. McClenney
President Gail E. Mellow
President James L. Muyskens

President Antonio Perez
President Jennifer Raab
President Edward V. Regan
President Marlene Springer
President Carolyn G. Williams
President Gregory H. Williams
Dean Kristin Booth Glen
Dean Stanford A. Roman, Jr.
Vice Chancellor Jay Hershenson
Vice Chancellor Otis O. Hill
Vice Chancellor Emma E. Macari
Interim Vice Chancellor Ernesto Malave
Vice Chancellor Brenda Richardson Malone
RF Interim Executive Director Richard F. Rothbard

The absence of Trustees John S. Bonnici and John J. Calandra was excused.

The calendar items were considered in the following order:

Upon motions duly made, seconded and carried, the following resolution was adopted: (Calendar No. 7.A.)

NO. 7. COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION: RESOLVED, That the following item be approved:

A. THE CITY UNIVERSITY OF NEW YORK – APPROVAL OF THE 2000-2002 AGREEMENT WITH THE PROFESSIONAL STAFF CONGRESS/CUNY COVERING EMPLOYEES AT THE EDUCATIONAL OPPORTUNITY CENTERS:

RESOLVED, That the collective bargaining agreement between The City University of New York and the Professional Staff Congress/CUNY covering employees at the Educational Opportunity Centers for the period August 1, 2000 through October 31, 2002, is hereby approved; and be it further

RESOLVED, That the Chancellor is hereby authorized and directed to execute the collective bargaining agreement with the Professional Staff Congress/CUNY, covering employees at the Educational Opportunity Centers.

EXPLANATION: The prior collective bargaining agreement between The City University of New York and the Professional Staff Congress/CUNY covering employees at the Educational Opportunity Centers expired on July 31, 2000. This resolution approves the successor 2000-2002 agreement. This agreement covers employees represented by the Professional Staff Congress/CUNY at the Bronx, Brooklyn, Manhattan and Queens Educational Opportunity Centers. These Educational Opportunity Centers are operated by CUNY colleges pursuant to contracts with the State University of New York, which funds them.

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

B. CHANCELLOR'S HONORS: Vice Chairman Schmidt stated that it is my pleasure to announce that our Chancellor, Matthew Goldstein, has been appointed by Mayor Bloomberg, to serve on an Advisory Task Force to develop recommendations on the City's economic development strategies. It is anticipated that recommendations will be made by June 2003. Congratulations, Mr. Chancellor.

C. ANNUAL ALBANY TRIP: Vice Chairman Schmidt stated that I would like to mention that the Trustees and the Chancellor and members of his professional staff will be making our annual trip to Albany on Monday, March 10th and Tuesday, March 11th. As is our custom, we will be hosting a reception for legislators and other Albany leaders on Monday evening. We will be meeting with key lawmakers both on Monday and Tuesday. This trip to Albany is a very important event for the University and, this year, especially, I encourage as many Trustees to attend either both days or one day or the other, if your schedule permits and I know we will see, as we always see, many, if not all of the presidents and other staff in Albany.

D. BOROUGH HEARINGS: Vice Chairman Schmidt stated that I would like to also remind my colleagues that we as a Board are mandated by State law to hold annual borough hearings in each of the five boroughs. To date we have held hearings in Manhattan (January 16th) and Brooklyn (February 13th). I want to note the dates of our forthcoming hearings. We will be holding the Staten Island Borough Hearing on Thursday, April 24th, The Bronx hearing on Wednesday, May 21st and, the Queens hearing on Wednesday, June 18th. I mention these dates to give my colleagues ample notice so that we can have good attendance at these meetings and so that our college constituents and the general public will have the opportunity to address the Trustees in the boroughs, as well as here in our public hearings at 80th Street. I encourage Trustees to attend these important hearings.

E. PRESIDENT'S HONORS: Vice Chairman Schmidt called on Trustee Alfred B. Curtis, Jr., who announced the following:

Hostos Community College President Dolores Fernandez has been appointed by Mayor Bloomberg to serve as a member of the Cultural Advisory Commission of the New York City Department of Cultural Affairs for a two year term beginning February 24, 2003 and expiring February 24, 2005.

F. GRANTS: Vice Chairman Schmidt presented for inclusion in the record the following list of Grants of \$100,000 or above received by the University subsequent to the January 27, 2003 Board Meeting:

CITY COLLEGE

- A. \$742,000 **NSF** to Denn, M., Levich, for "IGERT: Multiscale Phenomena in Soft Materials."
- B. \$600,322 **NSF** to Fosnot, C., Education, for "Mathematics in the City: Professional Development Materials for Teaching, Learning and Mathematizing."
- C. \$360,058 **US DOT** to Paaswell, R., Transportation, for "University Transportation Research Center – Administration (Yr 15)."
- D. \$342,815 **NSF** to Li, J., Mechanical Engineering, for "CAREER: An Intetration of Research and Education on Ferroelectric Composites."
- E. \$200,000 **NYC BD. OF ED.** to Rogers, W., Administration, for "Extended School Day/Violence Prevention."
- F. \$199,987 **AFOSR** to Alfano, R., IUSL, for "Tunable High Efficiency Resonant Tunneling GaN/AiGAN MQW Photodetectors."
- G. \$196,001 **NYS ED. DEPT.** to MacKillop, J., Adult and Continuing Ed., for "EDGE - Adult and Continuing Education Program."
- H. \$164,764 **NYS ED. DEPT.** to Dyasi, H. and Goldstein, E., Education, for "Science Education Consortium for New York City Schools."
- I. \$155,127 **NYC HRA** to MacKillop, J., Adult and Continuing Ed., for "Perfect Opportunity for Individual Skills and Education Development (POISE)."
- J. \$116,001 **NSF** to Lombardi, J., Chemistry, for "Raman Spectroscopy of Mass Selected Metal Cluster."
- K. \$110,000 **PFIZER** to Small, G., Biology, for "Characterization of Novel Proteins Involved in Sterol Homestasis."
- L. \$106,623 **NSF** to Shinnar, R., Chemical Engineering, for "Coalescence and Phase Separation During Spinodal Decomposition."
- M. \$103,843 **NSF** to Gottlieb, P., Medical School, for "CAREER: Integrated Study and Research in Virology."

HUNTER COLLEGE

- A. \$1,150,000 **HHS/ADMINISTRATION FOR CHILDREN & FAMILY SERVICES** to Leashore, B. and Mallon, G., School of Social Work, for "National Center for Permanency Planning."
- B. \$886,858 **PHS/NIH/NATIONAL INSTITUTE ON ALCOHOL ABUSE & ALCOHOLISM** to Parsons, J., Psychology, for "Adherence Intervention for HIV+ Alcohol Users."
- C. \$273,770 **NYS OFFICE OF ALCOHOLISM & SUBSTANCE ABUSE SERVICES** to O'Neill, J., Educational Foundations and Counseling Programs, for "Chemical Dependency Work Study Program."

- D. \$264,000 **NYC MENTAL HEALTH, MENTAL RETARDATION & ALCOHOLISM SERVICES** to Bromberg, E., School of Social Work, for "Training in Intensive Case Management."
- E. \$221,813 **PHS/NIH/NATIONAL CANCER INSTITUTE** to Foster, D., Biological Sciences, for "Mitogenic Signaling through RAL A and Phospholipase D."
- F. \$198,071 **MT. SINAI SCHOOL OF MEDICINE OF NYU/PHS** to Parsons, J., Psychology, for "Pharmacotherapy of Sexually Compulsive Men Who Have Sex with Men."
- G. \$181,030 **NEW YORK COMMUNITY TRUST** to Rendon, D., Nursing, for "Hunter-Bellevue Nursing Fund."
- H. \$149,991 **U.S. DEPARTMENT OF JUSTICE** to Goldsmith, V., Geography, for "Project Safe Neighborhoods Research Program: Crime Analyst Program."
- I. \$133,544 **U.S. EDUCATION DEPARTMENT** to Papa-Colon, Z., Child Care Center, for "Child Care Access Means Parents in School."
- J. \$130,000 **NEW YORK STATE EDUCATION DEPARTMENT** to Patti, J., Curriculum & Teaching, for "The School Leaders' Center for Change and Renewal."
- K. \$112,750 **NYC HEALTH & HOSPITALS CORPORATION** to Tolliver, W. and Hadden, B., School of Social Work, for "Training Program for Health and Hospitals Personnel."
- L. \$100,000 **PHS/CENTERS FOR DISEASE CONTROL** to Corburn, J. and Kotelchuck, D., Center for Occupational and Environmental Health, for "Asthma & Hazardous Substances Applied Research & Development: Mapping Air Toxics & Asthma in Greepoint/Williamsburg."
- M. \$235,00 **NEW YORK STATE EDUCATION DEPARTMENT** to Kinsler, K. and Gamble, M., Educational Foundations and Counseling Programs, for "Teacher Quality Leadership Program."

LAGUARDIA COMMUNITY COLLEGE

- A. \$1,519,988 **US DEPARTMENT OF EDUCATION** to Kahn, A., Academic Affairs Division, for "Gear Up Program."
- B. \$1,469,661 **NYC HOUSING PRESERVATION AND DEVELOPMENT** to Watson, S., Adult and Continuing Education Division, for "Comprehensive Career Development Program."
- C. \$574,440 **NYS EDUCATION DEPARTMENT** to Dick, M., Adult and Continuing Education Division, for "Workforce Investment Act."
- D. \$473,540 **US DEPARTMENT OF EDUCATION (Title V)** to Arcario, P., Academic Affairs Division, for "Strengthening Institutions – Hispanic Serving Institutions (Year 4)."
- E. \$354,403 **US DEPARTMENT OF EDUCATION (Title V)** to Arcario, P., Academic Affairs Division, for "Electronic Student Portfolio Program (H.S.I) [year 2]."
- F. \$324,300 **DEPARTMENT OF EMPLOYMENT** to Watson, S., Adult and Continuing Education Division, for "Youth Employment Program."
- G. \$215,996 **US NATIONAL INSTITUTE OF HEALTH** to Wu, C., Academic Affairs Division, for "Bridges to the Future Program."
- H. \$199,935 **US NATIONAL SCIENCE FOUNDATION** to Muller, L., Academic Affairs Division, for "ATE Articulation Grant."
- I. \$156,035 **NYS EDUCATION DEPARTMENT** to Dick, M., Adult and Continuing Education Division, for "NYC Literacy Program."
- J. \$108,976 **US DEPARTMENT OF EDUCATION** to Brown, H., Student Affairs Division, for "ECLC Programs Inc. Campis."

LEHMAN COLLEGE

- A. \$600,000 **U.S. DEPARTMENT OF EDUCATION** to Kreuzer, P., for "Strengthening Institutions-Hispanic Serving Institutions."
- B. \$548,529 **NYC HUMAN RESOURCES DEPARTMENT** to Paull, M., for "Professional Training Academy."
- C. \$400,000 **W. K. KELLOGG FOUNDATION** to Saravia-Shore, M., for "Engaging Latino Communities for Education Initiative."
- D. \$301,554 **NEW YORK STATE EDUCATION DEPARTMENT** to Wolfe, M., for "Workforce Investment Act."
- E. \$270,000 **STATE UNIVERSITY OF NEW YORK** to Paull, M., for "The New York State Small Business Development Corp."
- F. \$254,827 **U.S. DEPARTMENT OF EDUCATION** to Rodriquez, M. V. and Rothstein, A., for "PARA – Educator: Transition to Teaching."
- G. \$180,000 **DEPARTMENT OF DEFENSE** to Kennelly, E., for "Acquisition of a Fourier Transform Nuclear Magnetic Resonance Spectrometer."
- H. \$134,001 **STATE EDUCATION DEPT.** to Wolfe, M., for "Literacy/GED Program."
- I. \$113,400 **NYC BOARD OF EDUCATION** to Wolfe, M., for "New York City Writing Project."
- J. \$100,000 **W. K. KELLOGG FOUNDATION** to Saravia-Shore, M., for "CUNY – ENLACE."

NEW YORK CITY COLLEGE OF TECHNOLOGY

- A. \$477,317 **US DEPARTMENT OF EDUCATION(FIPSE)** to Hudesman, J., for "Comprehensive Freshman Year Program."
- B. \$318,706 **US DEPARTMENT OF EDUCATION** to LaPerla, J. and Bonsignore, K., for "Title V, Electronic Student Profiles."
- C. \$299,029 **NYS DEPARTMENT OF EDUCATION(WIA Title 2)** to Mannes, J., for "Adult Continuing Education."

QUEENS COLLEGE

- A. \$189,969 **MOUNT SINAI SCHOOL OF MEDICINE** to Markowitz, S., Center for the Biology of Natural Systems, for "World Trade Center Worker and Volunteer Medical Screening Program."
- B. \$138,600 **NIH/NATIONAL INSTITUTE OF CHILD HEALTH AND HUMAN DEVELOPMENT** to Liang, Z., Sociology Department, for "China International Migration Project."

THE COLLEGE OF STATEN ISLAND

- A. \$299,865 **NIH** to Naider, F., for "Peptide-Cell Interactions in *Saccharomyces Cerevisiae*."
- B. \$193,673 **NYC/DMH** to Kijne, H., for "Creative Exchange."
- C. \$120,000 **NSF** to Stark, R., for "Molecular Structure and Function of Protective Plant Polymers."

G. ORAL REPORT OF THE CHANCELLOR: Chancellor Matthew Goldstein presented the following report:

1. Most of my energies and focus have been on the proposed Executive Budget that the Governor presented several weeks ago. On February 11th I testified in front of the Senate Finance and Assembly Ways and Means Committees about the impact that I envisage would happen and how this would have an effect on the University. We continue to

expect a long and difficult budget process as we go into the spring. At the end of this month, the 30 day amendment period will end and the next legislative phase will be revenue estimates around March 10th, and then likely a one-house budget bill reflecting the priorities of the Senate and the Assembly, in answer to the Governor's recommendations.

The Executive Budget recommends a total of \$1,118 billion for the University. This represents a \$31.1 million appropriation over the current year. However, the increase in funding reflects an increase in our revenue appropriation budget of \$112.8 million and a decrease in State aid of nearly \$82 million. We are facing about a \$113 million revenue problem.

State aid for our community colleges in the Executive Budget is reduced by about slightly over \$17 million. The two major components of that are a \$345 per FTE reduction in base aid, going from \$2,300 to \$1,955, offset by a \$3.9 million increase related to an adjustment for enrollment increases which were quite substantial at our senior and community colleges. We are worried about this budget recommendation because if not moderated over time, it certainly could have a chilling effect on the University. Compounding this challenge for us are the recommendations for the Tuition Assistance Program (TAP). The Governor has proposed basically a two-part component for the way in which the TAP program would be funded. One-third of the eligible awards for individuals would be withheld until the students complete their degree.

At this point, Trustee Randy M. Mastro joined the meeting.

When I look at this budget, I understand that this Board at some point is going to have to take very decisive action in order to remedy the problems that we face in this budget. There are essentially six components to the recommendations that I presented in my testimony on February 11th. First, all of you know through memoranda that I have sent you that we imposed a hiring freeze on non-instructional personnel across the University. The freeze excludes faculty and we have to be indefatigable in our resolve to insure that the full-time faculty are built up across our campuses. I have asked all of our presidents to be attentive to this matter even though we are facing great financial challenges. We have to work hard during good years and bad years to bring in faculty.

Second, we are accelerating our efforts consistent with the theme of the integrated University to centralize and coordinate appropriate administrative operations across all of our campuses, building the necessary technology platforms and shared data systems to relieve individual campuses from the necessity of replicating these functions.

Third, we are going to have to look at ways of revenue generation through a comprehensive change to our tuition schedule that includes undergraduates and distinguishes among graduate and professional programs. Even if these dollars are moderated somewhat, I think it would be somewhat disingenuous for me to hold out the hope that we would not have to have some tuition increase. And when I reflect upon our undergraduate students, the thing that I am most focused on is to protect the most vulnerable among us. For me it would be a great tragedy for this University not to accept certain students to study here because of their inability to put together the financial package that would be needed to continue to study. So, whatever we do as a Board, I think we need to be focused on the most vulnerable among us.

I also called in that testimony for a more rational and manageable way of setting tuition. I have often spoken about the need to create a new model for tuition both at **CUNY** and SUNY and I would hope that as the next few months unfold, we will come up with ideas around tuition indexing, which is a phrase that basically informs how you would set revenue targets through tuition through a basket of economic indicators as a step one that one would agree upon with the leaders in State and local government and then deciding, once you come up with that level, how one would split the revenue between State and City aid and tuition.

Fourth, we are asking our executives to participate in the teaching force of the University, providing our students access to a greater number of professors. We expect the colleges and the Central Administration to take a hard look at administrative and executive positions, reducing them wherever possible.

2. In the area of managing enrollment, which has its mirror in generating revenue for us as well, we are making an all court press to providing financial aid seminars for our students to maximize their awareness of the full array of City, State, federal, and private financial assistance and scholarships. In April we will be again offering a series of financial aid seminars in each of the five boroughs, many of them in Spanish, Chinese, and Russian, in addition to English. This is the first time we have really ever done something of this level of magnitude, but I think it is critically important that students understand the full array of options that they have in putting together a financial package to assist them in paying whatever tuition ultimately the University will ask of them. We are also establishing a central website location for student jobs, both on and off campus to better coordinate existing programs and to advertise new initiatives. We have to make it known to our students where the jobs are and, if we can, assist them in finding opportunities on our campuses. I think that is the right and proper thing to do.

3. As I discussed this with our chair, **Benno Schmidt**, we have agreed that it would probably help us over the next several months as we take these ideas and others to shape them through establishing a joint ad hoc committee on management and budgetary alternatives. Basically the idea is to have a joint committee of Trustees and the Central Administration. We are now working with our presidents as we do our due diligence and looking at academic programs with them, and efficiencies and other administrative changes, so they are very much involved.

This would be a fact-finding committee that would review managerial and revenue options that would then be remanded for consideration to the Standing Committees of this Board. I think we must hold the sanctity of our **Fiscal Affairs Committee**, our **Academic Affairs Committee**, our **Committee on Faculty, Staff and Administration**, our **Student Affairs Committee**, and our **Facilities Committee** strong and that's where the recommendations, I have always believed, should come before the Board.

This ad hoc committee would essentially be doing due diligence between members of the Board and members of the Central Administration, and would work very closely with other constituencies that have to be very closely consulted, and the ideas informed by these consultations. That would include the University Faculty Senate, the University Student Senate, the Professional Staff Congress, DC-37, our Business Leadership Council, and others to help garner the best thinking and shaping the best ideas that we can bring together to decide what is most appropriate, what has the most balanced equity and most input to the Standing Committees of the Board. The Chairman has indicated that he would hope that all members of the Trustees would be invited to participate in those deliberations. This would allow for a very comprehensive approach in a timely manner as we migrate over these very choppy waters this spring.

Remember when it comes to tuition, this Board is unable by State law to come forward with a change before a State budget is adopted. That was a law that was adopted by the State Legislature some time in the 1980's and we are restricted from acting, but we can certainly do the work that we need to do as a Board and as an administration in being ready to strike at the appropriate time.

Vice Chairman Schmidt stated that as the Chancellor has said, the fiscal situation facing the University requires that every element of the University be studied. Everything needs to be on the table as we as a Board consider, and as the Chancellor refines his recommendations, how the University can meet these fiscal constraints in a way that best serves our academic mission and best serves the interests of our students and the City and the State.

I agree with the Chancellor that creating this ad hoc committee as a way to insure that there is the fullest discussion between the Chancellor, the professional staff, the presidents, members of the faculty and students, and members of the Board is a useful response to this very, very unusual and challenging situation.

This ad hoc joint committee, as the Chancellor has called it, on management and budgetary alternatives, I am pleased to say will be chaired by **Joseph Lhota** and other Trustees who agreed to participate on the committee are **Valerie Lancaster Beal, Randy Mastro, Nilda Soto Ruiz** and **Mark Shaw**. The Chancellor and I will essentially be involved in the work of the committee in a regular way. Just to reiterate, the purpose of the committee is to enable the Trustees to work in the most careful and deliberate way with the Chancellor and members of the professional staff in developing the broadest array of sensible alternatives and plans. This is not, to repeat, to change any of the regular jurisdictional authority of the Standing Committees. This is not a group that will bring recommendations to the

Board. Those will all go through the regular committees in the regular way, and the work of this ad hoc committee will be one in which we will encourage the fullest participation of all members of the University community who have a point of view and something to offer. But the fundamental point here is that there is not likely to be an easy or a unilateral fix for the fiscal problems facing the University and we need, therefore, a structure that puts all possible helpful approaches on the table.

So, I thank the Chancellor for the very sensible policies he enunciated in his legislative appearance and I believe this Board and the other parts of the University will work very cooperatively and well in figuring out how we can best respond to this fiscal storm that we are facing.

4. **Chancellor Goldstein** further reported that Chancellor Klein has indicated that there were 52 high schools that he has designated out of the 208, I think, schools that were heralded for doing very good work. I am very pleased to report that thirteen of the fourteen high schools that are now residing on **CUNY** campuses made that list of 52. So, I think that's something that all of us should be very proud of. Again, it reinforces the power of the synergy between these two great systems and how both the University and the schools really benefit from that kind of a relationship.

5. I am also delighted to tell you that two **CUNY-TV** programs have been nominated for Emmys – “Study with the Best” and “Canape”. I am sure many of you know the French cultural program that has been around for a long time. Those of us who can understand and read and speak French, probably really appreciate that. I really want to commend **Vice Chancellor Hershenson** who came up with the idea for “Study With The Best” and **Bob Isaacson** from **CUNY-TV**. **CUNY-TV** has really come a long way in the last few years and we are really delighted.

6. We continue to think about the challenge of having Governor's Island presented in part for this University as a new campus. We have a number of faculty groups that are working and doing very exciting work and will start to unfold some of these ideas soon. We certainly will be having extensive conversations with both the City and State governments, as Governor's Island becomes much more a reality for us.

When **Trustee Mark Shaw**, who came up with an idea to use Governor's Island as a new campus, if you will, for the University, it was largely around our efforts to train the next generation of teachers and I think that that is a very, very important thing for this University to continue to take a leadership with. And that's going to be certainly a major theme. But building on that general idea, which was discussed by the Mayor and discussed by the Governor, we believe that there are other areas as well, that the University could distinguish itself.

We are thinking primarily around science and math education, which continues to be a great conundrum for our schools in the way that we engage young people to get excited about math and science, which is a set of disciplines that are going to be required to have greater facility with as one embarks down this new economy that we see. So, we think that that would be an important thing to do.

We also would like to demonstrate the great capacity of our faculty on areas that would dovetail around math and science education. One idea which we are considering is a simulation center. Simulation today is a very fundamental tool as one embarks upon looking at very complex problems, where experimentation is either very difficult or impossible. These are mathematical tools, mathematical models, new software where people can investigate what scientists refer to as complex problems. Using this as a core could be a wonderful way to engage the way in which we teach our students to participate in the world of science and mathematics education. Perhaps a boot camp over the summertime for students who are either very advanced and show great promise and also students who are falling behind. Those are some of the things and others we have talked with the Department of Education, to use Governor's Island in part about a training center for a new leadership academy.

There are a whole bunch of ideas that are floating around from various faculty groups and we are talking with people outside the University as well. I think the idea for Governor's Island could be a wonderful idea for this University to participate with other universities that have expressed interest, in particular, Columbia University, New York University, Polytechnic University, and SUNY. I have spoken to their presidents and Chancellor. I think the idea of a true integration not only of this great University, but breaking the boundaries that separate this integration from other

universities as well, can be a very exciting opportunity, all focused on these general themes that we have heard through the Mayor and the Governor. But there is a lot of work yet that needs to be flushed out.

7. We will be doing a **CUNY** fair with Assemblyman Felix Ortiz on March 11th between 11 and 3 P.M. at the Telecommunications Arts and Technology High School in Brooklyn.

8. We are going to do a **CUNY** student media conference, to take place on March 7th at **The Graduate School and University Center** beginning at 8:30 A.M. The theme of this year's conference is War Stories: Journalism, Media, and Covering the Big City. Clyde Haberman of the *New York Times* will be the keynote speaker.

9. And, lastly, I just want to hold up this latest issue of **CUNY Matters**. This is really an extraordinary publication. It is very informative, it is lively. This issue, as do most of our issues, really highlights the very good work that goes on on our campuses by our faculty and students and I compliment the staff for putting together such an extraordinary piece of work.

Trustee Lhota stated that I look forward to chairing the ad hoc committee that the Vice Chairman and the Chancellor discussed and I encourage all the members of the **Board of Trustees** to join in. I think that as we move forward, in the time that we have, which is relatively short, the task that we have at hand is relatively large. We live in a very unique time when both the City and the State funding sources are extremely low and not available.

I think it is important that this committee look at everything and there be no sacred cows, nothing sacrosanct, and we look at every part of the University, because I think what **CUNY** is going to show to the State and to the City from a managerial point of view is an opportunity that we have looked and evaluated every alternative before we have to do the ultimate and that is in raising tuition. It shouldn't start off with saying we are going to raise tuition. Well, let's see what we can do to make the entire University efficient and still maintain its effectiveness and then only as a last resort go to raising tuition. I think that it is a manageable approach and a reasonable approach and it is one that shows a tremendous amount of leadership on the part of the Chancellor moving forward in that direction.

Upon motions duly made, seconded and carried, the following resolutions were adopted: (Calendar Nos. 1 through 6 and 7.B.)

NO. 1. UNIVERSITY REPORT: RESOLVED, That the University Report for February 24, 2003 (including Addendum Items) be approved:

(a) ADDENDUM: Add the following:

D.28 BROOKLYN COLLEGE – ACTION EFFECTING LEGAL ORDER, ARBITRATOR'S AWARD OR SETTLEMENT AGREEMENT (INSTRUCTIONAL STAFF):

LAST NAME	FIRST NAME	TITLE	DEPARTMENT	SALARY RATE	EFFECTIVE DATE(S)
Johnson	Robert David	Professor	History	N/A	01/01/03

Promotion to full Professor effective 1/1/03 pursuant to settlement agreement and recommendation of Special Faculty Committee and the Chancellor.

Johnson	Robert David	Professor	History	N/A	09/01/03
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Grant of tenure effective 9/1/03 pursuant to settlement agreement and recommendation of Special Faculty Committee and the Chancellor.

Chancellor Goldstein stated that the addendum to the University Report contains my recommendation to you as a Board to promote and to confer tenure upon Professor Robert David Johnson at **Brooklyn College**. The appropriate bodies at Brooklyn College voted to deny Professor Johnson's application for promotion to full professor. The basis

for that decision was largely an allegation of a lack of collegiality. Professor Johnson's excellent record of scholarship in teaching nobody cast in doubt.

Following Professor Johnson's appeal of the decision not to reappoint, I had a conversation with **President Kimmich** of **Brooklyn College** and after that conversation directed our **Vice Chancellor for Legal Affairs and General Counsel Rick Schaffer** to initiate discussions with Professor Johnson's counsel seeking a possible resolution of the dispute. Such a resolution was recently reached. It provided for the appointment of a special faculty committee, which I appointed, consisting of three outstanding **CUNY** professors, all of whom have very distinguished records at this University. That committee carefully reviewed the record and conferred and submitted its unanimous recommendation to me that Professor Johnson be granted tenure and be promoted to full professor. Independent of that committee doing its work, I conducted my own review of the record and reached the same conclusion as the special faculty committee, and that conclusion was that although collegiality is undoubtedly a factor that should be considered in connection with promotion and tenure decisions, I did not find compelling and objective evidence of a major problem in that regard sufficient to trump a truly outstanding record of scholarship, teaching, and other aspects of service. Accordingly, Mr. Chairman, I have included in the University report my recommendation that Professor Johnson be granted tenure and be promoted to full professor.

Just one final word, if I may, about process. It is, of course, rare for the Chancellor to involve himself in a promotion and tenure decision. However, it is not unusual for a college's decision to be modified or reversed in the context of a grievance and arbitration process. Indeed under the collective bargaining agreement between the University and the **Professional Staff Congress**, when a grievance has been sustained, a select faculty committee may be appointed to make a recommendation. In resolving this dispute in an expeditious way, I believe the University is acting consistently with both the substantive academic values and fair procedures that we all hold so dear.

Vice Chairman Schmidt stated that I would like to say that I commend the Chancellor for his leadership in this matter. It is, of course, unusual as he rightly said, but it is very clear under our Bylaws that the Chancellor is not only authorized to make a judgment and bring that to the Trustees, but is responsible for making recommendations to the Trustees with respect to all tenure matters. I want to commend the Chancellor for taking on that responsibility in this complicated case in a way that I agree is entirely consistent with the highest academic values and the interests of the University.

Trustee Mastro stated that I too want to commend the Chancellor and the Vice Chancellor for their responsiveness and resolution of this issue. Today's decision reaffirms a very important principle, that faculty tenure at **CUNY** is not a popularity contest, it is about academic excellence, and I applaud the Chancellor and the Vice Chancellor for working out this solution. Thank you.

Trustee Pesile stated that I certainly want to commend the Chancellor and certainly **Rick Schaffer** for all their efforts in seeing this through since I brought it to the Chancellor's attention in early October and this is an equitable solution. Thank you again.

NO. 2. CHANCELLOR'S REPORT: RESOLVED, That the Chancellor's Report for February 24, 2003 (including Addendum Items) be approved:

NO. 3. APPROVAL OF MINUTES: RESOLVED, That the minutes of the regular Board meeting of January 27, 2003 be approved.

NO. 4. COMMITTEE ON ACADEMIC POLICY, PROGRAM, AND RESEARCH: RESOLVED, That the following items be approved:

A. NEW YORK CITY COLLEGE OF TECHNOLOGY – B.S. IN HEALTH SERVICES ADMINISTRATION:

RESOLVED, That the program in Health Services Administration leading to the Bachelor of Science degree to be offered in an Evening Weekend Format at New York City College of Technology be approved, effective September 2003, subject to financial ability.

EXPLANATION: New York City College of Technology has successfully offered associate degree programs in Dental Hygiene, Nursing, and Radiologic Technology and Medical Imaging for thirty-five years. Graduates of these programs who become licensed health professionals find it difficult to articulate their associate degree preparation and clinical experience with existing baccalaureate programs. The proposed program is designed specifically to provide licensed associate degree health professionals an opportunity to complete a baccalaureate degree and advance their careers. The proposed curriculum builds upon the theoretical and clinical knowledge, direct patient care competencies and experience of practicing health professionals.

The rapidly growing healthcare field needs managers to coordinate services with clients, direct all levels of healthcare providers, administrators, government agencies, funding sources and suppliers. Graduates of the program will qualify for positions such as practice management specialist, hospital administration, managed care administrator, professional relations personnel, and nursing home and community clinic manager.

B. MEDGAR EVERS COLLEGE – B.S. IN COMPUTER SCIENCE:

RESOLVED, That the program in Computer Science leading to the Bachelor of Science degree to be offered at Medgar Evers College be approved, effective September 2003, subject to financial ability.

EXPLANATION: Medgar Evers College has designed the proposed program to provide students an opportunity to prepare for meaningful careers as computer professionals. Students will be required to complete strong mathematics, science, and core computer science preparation for specialization's in Software Development, Telecommunications, and Computational Science. The proposed curriculum is based on guidelines published by the Association for Computer Machinery (ACM) and the program guidelines of the Computer Science Accreditation Board (CSAB).

C. THE CITY UNIVERSITY SCHOOL OF LAW AT QUEENS COLLEGE – LAW SCHOOL ADMISSIONS AND RETENTION STANDARDS:

RESOLVED, That the CUNY Law School recommendations on strengthening admissions and retention be adopted, effective September 2003.

EXPLANATION: In recognition of the need to improve the Law School's pass rate on the bar exam the faculty and the Dean have recommended increasing admission and retention standards for the Law School. The University will continue to monitor the implementation of these recommendations.

Chancellor Goldstein stated that I just wanted the record to read my compliments to **Dean Glen** on taking a difficult issue and working with her faculty to come forward with a set of recommendations that I think will greatly enhance an already great **Law School** to do important things for the students as they leave to go on to do the work that the **Law School** provides them the opportunity to do. This was not an easy process that she had to go through, so I compliment her and I compliment the faculty for working in a productive and rapid way to get a difficult set of recommendations to the Board. It was done well and it was done in a professional way, so I compliment you for that.

NO. 5. COMMITTEE ON FACILITIES, PLANNING, AND MANAGEMENT: RESOLVED, That the following items be approved:

A. LEHMAN COLLEGE – AMENDMENT TO PRIOR CHILDCARE CENTER EXPANSION:

RESOLVED, That the Board of Trustees of The City University of New York amend the resolution adopted at the meeting of October 23, 2000, Cal. No. 7.D., for the expansion of the childcare center at Lehman College, to authorize an increase in the estimated cost from \$897,000 to a new cost of \$1,667,270, chargeable to the State Capital Construction Fund, Project No. LM054-094.

EXPLANATION: The increased cost reflects the price bid by the lowest responsive and responsible bidder. The expanded center will accommodate an additional 100 children.

B. THE CITY UNIVERSITY OF NEW YORK (OFFICE OF ADMISSION SERVICES) – LEASE EXTENSION:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a lease extension agreement, on behalf of the Central Office, to modify and extend the lease at 1114 Sixth Avenue, Borough of Manhattan, New York, for use by the Office of Admission Services. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The University has occupied approximately 52,968 square feet of space on the 15th and 40th floors at this building since June 1988. The current lease will end on May 31, 2003. Since 1999, the Office of Admission Services (OAS) has occupied the entire 15th floor while other administrative offices have occupied the 40th floor. The current total annual rent is approximately \$2,636,148 (\$49.76/SF).

Under the proposed lease modification, the University will vacate the 40th floor but extend the lease with respect to the 31,256 square feet on the 15th floor for continued use by OAS. The University will also add an additional 1,266 square feet of street-level storefront space on 42nd Street to be administered by OAS as a reception and information center for the public. The extended lease term will be for a ten-year period starting June 1, 2003. The revised total square footage will be 32,522 square feet of space. The new base annual rent will be \$1,707,060 (\$52.49/SF) for the first five years and \$1,839,744 (\$56.57/SF) for the second five years.

The University will continue to reimburse the landlord for its proportionate share of taxes and operating costs. The landlord will continue to provide cleaning, repairs and other maintenance services. The landlord, at landlord's cost, will perform certain renovation work to the space requested by the University.

Report of Committee Chairman Mastro

The Committee also heard a report on the State of New York Executive Budget Recommendations for the University's next five-year capital budget program. The Executive Budget provides for \$981 million for senior colleges and \$50 million for community colleges that needs to be matched by the City. The new multi-year plan could be approximately \$1.6 billion, when last year's appropriation, the City match, and the value of the proposed public/private partnerships are added.

NO. 7. COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION: RESOLVED, That the following item be approved:

B. DISTINGUISHED PROFESSOR: RESOLVED, That the following be designated Distinguished Professor in the department, and the college, and for the period indicated, with compensation of \$23,635 per annum in addition to their regular academic salary, subject to financial ability:

COLLEGES	NAMES	DEPARTMENT	EFFECTIVE
The City College	Tarbell, John	Biomedical Engineering	February 1, 2003

Statement of President Gregory Williams regarding Professor John Tarbell

It is my pleasure to present Professor Tarbell as Distinguished Professor in Biomedical Engineering at **City College**. As indicated, he joined the **City College** faculty in 2003 and his appointment as Distinguished Professor has been approved by all the appropriate committees.

Dr. Tarbell has been involved in research and bioengineering in four important areas: (1) the effect of hydrodynamic forces on endothelial permeability, (2) mass transfer in the artery wall, (3) cardiovascular fluid mechanics, and (4) artificial heart devices and heart valve fluid mechanics.

Dr. Tarbell is the author of over 120 refereed journal articles and 165 refereed conference proceedings. He has also been a Principal Investigator or a co-Principal Investigator on more than twenty National Science Foundation and National Institutes of Health grants. He is also an Outstanding Teacher at Pennsylvania State University where he was a Distinguished Professor and we certainly are delighted to have him. Most recently he has been nominated for the H. R. Lissner Award of the American Society of Mechanical Engineering, the Bioengineering Division's highest honor. He is also this year's President of BMES, the national biomedical engineering society. As his record clearly demonstrates, he is truly a distinguished professor and we appreciate your support of this appointment.

NO. 6. HONORARY DEGREES: RESOLVED, That the following honorary degrees, approved by the appropriate faculty body and recommended by the Chancellor, be presented at the commencement exercise as specified:

COLLEGE	DEGREE
THE GRADUATE SCHOOL AND UNIVERSITY CENTER	
Elaine R. Jones	Doctor of Laws
Vincent McGee	Doctor of Laws
(To be awarded at the May 29, 2003, Commencement Exercises)	
HUNTER COLLEGE	
Evelyn Lauder	Doctor of Humane Letters
Ursula K. Le Guin	Doctor of Humane Letters
Sidney A. McNairy, Jr.	Doctor of Humane Letters
Edward C. Sullivan	Doctor of Laws
(To be awarded at the May 28, 2003, Commencement Exercises)	

