

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

HELD

OCTOBER 27, 2003

AT THE HUNTER COLLEGE SCHOOL OF SOCIAL WORK
129 EAST 79TH STREET – BOROUGH OF MANHATTAN

The Chairperson called the meeting to order at 4:37 P.M.

There were present:

Benno C. Schmidt, Jr., Chairman

Valerie Lancaster Beal
John S. Bonnici
John J. Calandra
Wellington Z. Chen
Rita DiMartino
Joseph J. Lhota

Randy M. Mastro
Hugo M. Morales
Nilda Soto Ruiz
Marc V. Shaw
Jeffrey S. Wiesenfeld

Agnes M. Abraham, ex officio

Susan O'Malley, ex officio

Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs
Jay Hershenson, Secretary and Vice Chancellor for University Relations
Hourig Messerlian, Executive Assistant
Kisha Fuentes
Towanda Lewis
Anthony Vargas

Chancellor Matthew Goldstein
Executive Vice Chancellor Louise Mirrer
Senior Vice Chancellor Allan H. Dobrin
President Fred W. Beaufait
President Ricardo Fernandez
President Robert L. Hampton
President Frances Degen Horowitz
President Edison O. Jackson
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 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 Otis O. Hill
Vice Chancellor Russell K. Hotzler
Vice Chancellor Emma E. Macari
Vice Chancellor Ernesto Malave
Vice Chancellor Brenda Richardson Malone

The absence of Trustees Kenneth E. Cook, Kathleen M. Pesile, and Carol A. Robles-Roman was excused.

Chairman Schmidt called the meeting to order and announced that the Board would be going into Executive Session to discuss a personnel matter at the conclusion of the regular business of the public meeting.

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

B. CONDOLENCES: **Chairman Schmidt** stated that on behalf of all of my Trustee colleagues and the entire University, I would like to express my deepest condolences to our **Chancellor Matthew Goldstein** and his family on the unexpected passing of his mother, Ann Goldstein, on Sunday, October 12, 2003.

Also, on behalf of the Board and the University, I would like to express our heartfelt sympathies to the family of Joel Segall, former president of **Baruch College** who served from 1977 to 1980.

C. INTRODUCTION OF NEW EX OFFICIO STUDENT TRUSTEE:

Chairman Schmidt stated that it is a great personal pleasure to express my thanks and appreciation and that of all the Trustees to our fellow **Trustee Shamsul Haque**, who served so ably as the last chairperson of the **University Student Senate**. **Shamsul**, it has been a great pleasure to be your colleague as a Trustee. We have enjoyed working with you and we've developed a great deal of admiration for your ability. And I know you are going to be doing great things as your professional career unfolds, so we all wish you the very best.

Statement of outgoing USS Chairman Shamsul Haque:

As I am about to end my tenure as a student leader and enthusiastically looking forward to my professional life I would like to say it was a great pleasure to serve as the chairperson of **USS**. I learned a great deal from all of you. I could not be given this opportunity unless my fellow students believed in me to serve as their leader. I thank all of them for giving me this opportunity. And I also would like to thank our **Secretary of the Board of Trustees and Vice Chancellor Jay Hershenson** for establishing **USS**, many years ago when he was a student leader.

I entered this University without knowing what I wanted to do with my life. The caring faculty members of this great institution taught me, challenged me and nurtured me. Because of their efforts, I have not only graduated from **Baruch College** with honors, but also obtained the skills and the confidence to serve in this important capacity. So, I wish to thank all faculty members, particularly the faculty members of **LaGuardia Community College** and **Baruch College**.

Everyone sitting here at this table, whether you are a college president or you are a vice chancellor, you have the option to work at many other places and perhaps make a lot more money. But you are here because you want to help students like myself and I want to thank you for that. Over the years I have had the pleasure of working with the entire chancellery. I want to thank our Chancellor who works tirelessly for the students of this University. And I also want to thank our vice chancellors who were very helpful over the years, starting with **Vice Chancellor Otis Hill**, **Vice Chancellor Ernesto Malave**, **Secretary and Vice Chancellor Jay Hershenson** and most importantly **Senior Vice Chancellor Allan Dobrin**.

Until I became a Trustee, I didn't realize how time consuming a position it is to serve as a Trustee. This position requires numerous hours from all of us. I have seen **Trustee Lhota** spend countless hours to figure out how to reduce tuition hikes at this University. I have seen you, **Mr. Chairman**, not missing any budgetary meetings. You have always been a good listener, very fair, respectful and an excellent leader. It is a great privilege to have you at this University.

Prior to becoming the chair of **USS**, I had served in every possible capacity as a student leader, but I had never served in one position twice. I always wanted new leaders to take my position and do a better job than me. We were fortunate enough to find one, and her name is **Ms. Agnes M. Abraham**. She is not new to this arena. Like me she has served in all different capacities as a student leader, and she brings years of leadership experience. **Ms. Abraham** is a person of great honor and integrity, and she is tremendously dedicated. I have full trust in her to do an

excellent job on behalf of the students. Ladies and gentlemen, please welcome her by giving a round of applause. Thank you, **Mr. Chairman**.

Chairman Schmidt stated that he wanted to add his congratulations to **Ms. Agnes Abraham** on her recent election as **Chairperson** of the **University Student Senate**. We welcome you as our new student Trustee. Congratulations again. Would you like to say a few words and introduce the other officers of the new **Student Senate** who are present at this meeting?

Statement of incoming USS Chairperson Agnes M. Abraham:

Trustee Abraham thanked the Chair, the distinguished body gathered here this afternoon and the very special, par excellence president of **Medgar Ever College**. I bring greetings from the over 200,000 students of this great University, **The City University of New York**.

My ascent to the chair of **USS** was no accident. It was something that I learned from the very first day I walked into **Medgar Evers College**: that I needed to be able to stand for something, otherwise, I would fall for anything. I have learned as I go along from the very best that life in itself is a challenge that needs to be challenged. I stand before you this evening not wanting to make any promises, but just to let you know that I will do my best not to betray the trust that the students have placed in me. I will by the grace of God help make this University a better place just because you are here and I am here. And on behalf of all of those unseen, faceless, nameless students of this great University I want to say that we will agree to disagree, but we will not be disagreeable.

I also want you to know that I am someone that has an independent mind, I am not easily swayed, but I can take constructive criticism. However, at the end of the day, a compromise will be reached for the benefit of **The City University** with whom I will always be on the level as long as I am president. Thank you.

Trustee Abraham introduced the **Vice Chair Elect for International Student Affairs, Ms. Jody-Ann Graham**, and the **Vice Chair Elect for Legislative Affairs, Ms. Lauren Fasano**, who were in the audience.

Chairman Schmidt stated that the Chancellor and I would like to remind the Trustees, that we will be meeting with the newly elected student government leaders of **CUNY** tomorrow, October 28, 2003, from 6:00 –8:00 PM here at the **Hunter College School of Social Work**. Trustees are invited to meet with the student government leaders and we look forward to seeing you here tomorrow night.

A yearlong international commemoration honoring the legacy of Dr. Ralph Bunche started this past August and will continue until August 2004. As we all know, Dr. Bunche was the first African American to be awarded the Nobel Peace Prize. He left a rich legacy of achievements wherever his career took him – at Harvard, UCLA, Howard University, field research in Africa, the Office of Strategic Services, the U.S. State Department, the United Nations and, of course, **The City University of New York**.

Dr. Bunche served as a **CUNY** Trustee from March 1958 through March 1965. His term as a Trustee inspired the University to establish the Ralph Bunch Institute on the United Nations, renamed the Ralph Bunch Institute for International Studies at **The Graduate Center** in 1973. I am very pleased to acknowledge and commend the Ralph Bunche Centenary Celebration that is commemorating his life and legacy, one of our greatest **CUNY** legacies, really.

We were all pleased to see that Stanley Kaplan, a good friend to many of us and a prominent alumnus of **City College**, who founded the Kaplan Test Preparation Service and built it into a great national enterprise, has donated \$2 million to **City College** to finance a new program in math education. This is a visionary donation, and it is the largest donation from a living donor in the history of the college. I want to congratulate Mr. Kaplan on his vision and **President Gregory Williams** and **City College** on their excellent work.

D. FACULTY HONORS: Chairman Schmidt called on Trustee John Calandra, who announced the following:

Mr. Chairman, I am pleased to report that at the recent meeting of the American Chemical Society in September there were more than 200 presentations by CUNY doctoral faculty and doctoral students. Participating colleges for a doctoral program in chemistry made presentations for **Brooklyn, City, Hunter, Queens** and **The College of Staten Island**. Congratulations to all. That concludes my report, **Mr. Chairman**.

E. GRANTS: 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 September 29, 2003 Board meeting. I know the Board is grateful for all the hard work that went into the receipt of those grants.

BOROUGH OF MANHATTAN COMMUNITY COLLEGE

- A. \$300,000 **NEW YORK STATE EDUCATION DEPARTMENT** to Kieran, M., for "ESOL & Civics Education."
- B. \$191,500 **NEW YORK STATE EDUCATION DEPARTMENT** to Rumayor, S., for "Liberty Partnerships."

BRONX COMMUNITY COLLEGE

- A. \$483,722 **UNITED STATES DEPARTMENT OF EDUCATION** to Rose, A., Pass Center, for "Student Support Services."
- B. \$419,129 **UNITED STATES DEPARTMENT OF EDUCATION** to Wenzel, M., Office of Academic Affairs, for "Title V."
- C. \$200,000 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Keizs, M., Office of Academic Affairs, for "Technical Preparation."
- D. \$125,000 **POST GRADUATE CENTER** to Norwood, C., Institutional Development, for "AIDS Institute."

BROOKLYN COLLEGE

- A. \$415,942 **NATIONAL INSTITUTES OF HEALTH** to Hainline, L., Psychology, for "Gatekeepers and Roadblocks: Increasing URM Student Success in Science at Brooklyn College."
- B. \$343,525 **NATIONAL SCIENCE FOUNDATION** to Raphan, T., Computer & Information Sciences, for "Vestibular Mechanisms in the Dynamic of Locomotion."
- C. \$250,000 **NATIONAL SCIENCE FOUNDATION** to Parsons, S., Computer & Information Sciences, for "Tools and Techniques for Automated Mechanism Design."
- D. \$207,595 **NATIONAL INSITUTES OF HEALTH** to Lepore, S., Psychology, for "Training Minorities in Biobehavioral Cancer Research."
- E. \$153,684 **NATIONAL INSTITUTES OF HEALTH** to Hainline, L., Psychology, for "Biomedical Research Training for Minority Honor Students."
- F. \$140,054 **NATIONAL SCIENCE FOUNDATION** to Perdikaris, S., Anthropology, for "Northern Science and Education."

THE GRADUATE SCHOOL AND UNIVERSITY CENTER

- A. \$263,762 **NATIONAL INSTITUTE ON DEAFNESS AND OTHER COMMUNICATIVE DISORDERS (NIDCD)** to Strange, W., for "Cross-Language Studies of Vowel Acoustics and Perception."
- B. \$175,000 **NATIONAL ENDOWMENT FOR THE HUMANITIES (NEH)** to Clayman, D., for "The Database of Classical Bibliography."

- C. \$150,000 **FORD FOUNDATION** to Brier, S. and Brown, J., for "Chinatown Documentation Project."

HOSTOS COMMUNITY COLLEGE

- A. \$503,554 **NYS EDUCATION DEPARTMENT** for "Voc Ed Programs & Support Services."
 B. \$371,834 **HRA/CUNY** for "COPE Program."
 C. \$243,341 **NATIONAL SCIENCE FOUNDATION** to Czarnocha, B., for "Introducing Indivisibles into Calculus Instruction."
 D. \$195,861 **NYS EDUCATION DEPARTMENT** for "Liberty Partnerships Program."

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

- A. \$654,436 **NEW YORK STATE EDUCATION DEPARTMENT** to Guinta, L., the Communication Skills Department, for "Vocational Education Program (VATEA)."
 B. \$413,177 **U.S. DEPARTMENT OF EDUCATION** to Kobilinsky, L., Carpi, A., and Rothchild, R., the Science Department, and Flores, N., ESL, for "Strengthening Institutions – Hispanic Serving Institutions."
 C. \$285,336 **U.S. DEPARTMENT OF EDUCATION** to Kobilinsky, L. and Rothchild, R., the Science Department, for "Minority Science and Engineering Improvement."
 D. \$230,000 **OPEN SOCIETY INSTITUTE** to Clear, T., the Department of Law and Police Science, for "Changing the Public Perception of Incarceration Policy by Documenting and Publicizing its Impact on Communities."

HERBERT H. LEHMAN COLLEGE

- A. \$2,784,030 **NATIONAL INSTITUTES OF HEALTH** to Swartz, K. B., for "Minority Biomedical Research Support for Continuous Research Excellence at Lehman College."
 B. \$1,516,800 **U.S. DEPARTMENT OF EDUCATION** to Martinez, H., for "Gaining Early Awareness and Readiness for Undergraduate Programs."
 C. \$600,000 **U.S. DEPARTMENT OF EDUCATION** to Kreuzer, P., for "Developing Hispanic Serving Institutions."
 D. \$425,000 **U.S. DEPARTMENT OF EDUCATION** to Kreuzer, P., for "Strengthening Institutions – Hispanic Serving Institutions."
 E. \$400,000 **NATIONAL SCIENCE FOUNDATION** to St. John, K. and Keen, L., for "Computer Science Mathematics Mentorship and Scholarship Program."
 F. \$265,380 **U.S. DEPARTMENT OF EDUCATION** to Rodriguez, M. V., for "Transition to Teaching Program."
 G. \$256,680 **NEW YORK CITY DEPARTMENT OF EDUCATION** to Wolfe, M., for "Literacy Instruction and Professional Development Services."
 H. \$232,452 **NATIONAL SCIENCE FOUNDATION** to Chudnovsky, E., for "ITR: Theory of Nanomagnets."

NEW YORK CITY COLLEGE OF TECHNOLOGY

- A. \$390,965 **NYS DEPARTMENT OF EDUCATION** to Maldonado, E., for "Math, Writing and Critical Thinking Enhancement through Supplementary Instruction and Faculty Development."

- B. \$332,136 **U.S. DEPARTMENT OF EDUCATION** to LaPerla, J. and Rojas, E., for "Learning Communities."
- C. \$200,000 **NYS DEPARTMENT OF EDUCATION** to Silverman, L., for "Tech Prep."

QUEENS COLLEGE

- A. \$550,000 **CENTRAL INTELLIGENCE AGENCY** to Kwok, K., the Computer Science Department, for "Prototype Chinese Name Finder System for Document Triage."
- B. \$434,495 **NATIONAL SCIENCE FOUNDATION** to Hemming, G., the School of Earth and Environmental Sciences Department, for "Ground Truthing the Boron Isotope Paleo-PH Proxy."
- C. \$165,000 **NATIONAL SCIENCE FOUNDATION** to Mirkin, M., the Chemistry and Biochemistry Department, for "Charge Transfer Processes at Microscopic Liquid Interfaces."
- D. \$115,500 **NIH/NATIONAL HEART, LUNG AND BLOOD INSTITUTE** to Kant, A., the Family, Nutrition and Exercise Sciences Department, for "Dietary Pattern Indexes: Relation with CVD Risk Factors."

THE COLLEGE OF STATEN ISLAND

- A. \$1,127,304 **USED** to Ciaccio, L. and Sanders, J., for "GEAR-UP."
- B. \$412,651 **NSF** to Zhou, S., for "Control of the Supramolecular Assembly Behavior of Fullerene-based Surfactants."
- C. \$283,034 **NYSED/VTEA** to Various, for "VTEA Formula Grant."
- D. \$232,692 **NYSED** to Jackson, C., for "Liberty Partnerships Program."
- E. \$152,714 **NIST** to Chauhan, B., for "Visualization and Analysis Tools for Combinatorial and High Throughput Images of Polymer Characterization Data."
- F. \$131,240 **NYS/DoL** to Kijne, H., for "Edge XI Education for Gainful Employment Program."
- G. \$114,000 **NYSED** to Ciaccio, L. and Sanders, J., for "STEP (Science & Technology Entry Program)."
- H. \$100,000 **NSF** to Yang, N., for "NER: Nanofabricated Photosensitive Polymers for Controlled Cell Manipulation in 2D & 3D."

YORK COLLEGE

- A. \$408,311 **NEW YORK STATE EDUCATION DEPT.** to Cracovia, T. and Williams, M., Adult & Continuing Education, for "New York City Adult Literacy Initiative."
- B. \$354,244 **NATIONAL INSTITUTES OF HEALTH** to Lewis, L., Natural Sciences/Biology, for "Mechanistic Aspects of the Two-Step Transposition Pathway of IS2."
- C. \$350,063 **UNITED STATES EDUCATION DEPT.** to Cracovia, T. and Bernardin, J., Adult and Continuing Education, for "Talent Search."
- D. \$346,289 **UNITED STATES EDUCATION DEPT.** to Gao, P., Student Development, for "Student Support Services."
- E. \$344,129 **NEW YORK STATE EDUCATION DEPT.** to Cracovia, T. and Williams, M., Adult and Continuing Education, for "NYCALI/WIA."
- F. \$334,382 **NATIONAL INSTITUTES OF HEALTH** to Divale, W., Social Sciences, for "MARC Program at York College."

- G. \$255,079 **UNITED STATES EDUCATION DEPT.** to Gao, P., Student Development, for "York College Enrichment Services."
- H. \$253,638 **NATIONAL INSTITUTES OF HEALTH** to Rosenthal, B., Social Sciences/Social Work, for "Exposure to Chronic Community Violence and its Consequences."
- I. \$250,000 **U.S. SMALL BUSINESS ADMINISTRATION** to Cracovia, T. and Titone, A., Small Business Development Center, for "York College Small Business Development Center."
- J. \$249,746 **NEW YORK CITY DEPARTMENT OF EDUCATION** to Shilling, W., Teacher Education, for "CUNY Literacy Enhancement Project."
- K. \$240,981 **NEW YORK CITY COUNCIL** to Cracovia, T. and Williams, M., Adult & Continuing Education, for "New York City Adult Literacy Initiative."
- L. \$229,881 **NASA** to Schlein, J., Natural Sciences/Biology, for "Science Teacher Enhancement Program in Life and Environmental Sciences."
- M. \$227,803 **USED** to Richards, L., Natural Sciences/Chemistry, for "McNair Postbaccalaureate Achievement Program."
- N. \$221,379 **NATIONAL INSTITUTES OF HEALTH** to Johnson, L., Natural Sciences/Chemistry, for "Electronic Spectroscopy of Porphyrins."
- O. \$192,000 **NATIONAL AERONAUTIC AND SPACE ADMINISTRATION** to Spergel, M., Natural Sciences/Physics, for "The York College Observatory Educational Outreach Program."
- P. \$165,227 **NATIONAL INSTITUTES OF HEALTH** to Tok, J., Natural Sciences/Chemistry, for "Exploration of Novel Conjugated Molecules Towards Controlling Gene Expression in Living Cells."
- Q. \$153,361 **NATIONAL INSTITUTES OF HEALTH** to Young, P., Natural Sciences/Biology, for "Uniquely Labeled Amino Acids for Protein NMR."
- R. \$148,265 **NATIONAL INSTITUTES OF HEALTH** to Gondre-Lewis, T., Natural Sciences/Biology, for "Intracellular Localization of Cathepsins in Antigen presenting Cells."
- S. \$135,342 **NATIONAL INSTITUTES OF HEALTH** to McNeil, G., Natural Sciences/Biology, for "Role of Drosophila RNA-Binding Protein in Oogenesis."
- T. \$125,771 **NATIONAL INSTITUTES OF HEALTH** to MacNeil, M., Natural Sciences/Biology, for "The Shape and Circuitry of Neurons in the Retina."
- U. \$125,000 **PORT AUTHORITY OF NEW YORK AND NEW JERSEY** to Perl, A., President's Office, for "York College Aviation Institute."

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

Let me first say to the entire **City University** community how touched my family and I were, and continue to be, by the outpouring of goodwill that resulted after the death of my mother. I really deeply appreciate the expressions of condolence. It was very touching for me and I very much appreciate it.

I do want to add my voice to **Chairman Schmidt** in saying what a pleasure it was working with **Shamsul Haque**. You carried out your duties in a very distinguished and measured way and it was a pleasure working with you. And, **Agnes Abraham**, we look forward to working with you. We have known each other for a couple of years and I think you too, will serve in the tradition of great student leaders and that's what we are all here for, to help insure that our students realize their dreams. You are a good and articulate spokesperson for that very basic principle and we look forward to working with you.

The State legislature may reconvene sometime in November. This will be the start of what we believe will be a very difficult year. We know that the leaders, two houses, and the Governor have not yet agreed upon a deficit for next year. This is a moving target, but we do know that this is going to be if not a rancorous session, then a session that is

going to be steeped in a lot of difficulty. This is in part because the manner in which the budget was constructed this past year is not necessarily going to be replicable this year, especially with some of the revenue that was developed to fill some of the holes. So, we have to watch this very carefully. We are already in contact with the Governor's people and both sides of the legislature to get a sense of the direction that people are thinking about and how to best position this University for the rather difficult challenges that lie ahead.

We expect that the Assembly will be holding hearings on the **CUNY** and SUNY capital budgets. All of you know that we still do not have a capital budget. We are deeply concerned first and foremost about health and safety issues across our campuses, not the least of which, of course, is the deep and genuine need that this University has to rehabilitate buildings and to build new buildings for the good work that continues to go on here at the University. We are hoping that this is going to break some time soon. There are contaminants in the process this year that make the political process a little more difficult and I have shared some of those thoughts with this body before.

Executive Vice Chancellor Louise Mirrer represented the University with great distinction at the legislative hearings on the Regents exams that took place just a couple of weeks ago. We made our position very strong and forthright and she certainly carried the message in ways that I think would do all of us proud.

On the City budget, I wrote to Budget Director Mark Page indicating that first and foremost the University would like to be treated more like the Department of Education with respect to the ongoing problems that the City has in closing the deficit that is projected for next year and which would be moderated with some cuts this particular year. We did go through the exercise of reducing our operating budget among our community colleges by slightly over \$5.4 million. This worked with very close consultation with our presidents. This is a plan, as our budget has not been cut as of yet by \$5.4 million, but it is something that we are going to have to watch very carefully.

The notion of a seamlessness between the Department of Education and **CUNY** is not just words but reality. A couple of good examples of this include the **College Now** program, which as many of you know, in 1999 had about 11,000 students participating. In the fall of this year we have over 40,000 students. That's a 300% increase in just four years. This remarkable growth indicates the degree of connection between these two great institutions.

The Gates Foundation, I am pleased to announce and I believe I wrote to the Trustees, gave the University \$6.75 million just a few weeks ago to establish early college high schools. Ten of those high schools over the next few years will be developed in very close consultation with the Department of Education.

Mr. Chairman, I just want to acknowledge again the very good work **Dean John Mogulescu** and **John Garvey** who under the direction of **Executive Vice Chancellor Louise Mirrer** made this happen. Very good work continues to go on in academic affairs and this is just another good indication of that work and the closeness that we exhibit with the Department of Education.

Another example is **CUNY Prep**, a program for high school dropouts which has gotten play in the press and is something that we are deeply proud of, to take young people who, for whatever reasons, were not able to be successful in high school, be they social reasons or academic reasons, financial reasons, or whatever the reasons happen to be, and give them yet another chance. We are delighted to be associated with that.

All of us who were at the ABNY breakfast last week were deeply impressed with Mayor Bloomberg's very fine vision for development in the City over the next few years. I believe it is the first time that I am aware of that the Mayor of the City of New York specifically mentioned a **CUNY** campus, in this case **City College**, and how higher education in the City is a growth industry. We were delighted to have that recognition by the Mayor.

All of you have in front of you the latest issue of **CUNY Matters**, a publication that all of us are deeply proud of. The basic theme that permeates this particular issue, and I hope all of you get to read it closely, is the dynamic environment that we are living in now in renewing our full-time faculty. Every campus represented by a president around this table is involved in aggressive hiring of faculty. This has been a priority of this Board and the administration, and **Mr. Chairman**, if you look at the hires that our presidents are recommending to the Board, it is really an impressive list of people and will bring great distinction over the years as the faculty take root here in the

University and develop reputations as scholars and teachers. We are delighted that we have been able to do that in the record numbers that we are experiencing today.

There is a wonderful piece in the New York Post today, probably the best headline I have ever read about **CUNY**, ("**New Standards make CUNY Pride of the City**"), but, of course, you have to read below the headline where the theme of the story is the academic renewal that has occurred at many of our campuses. I don't need to go through all of the data with you, but it is phenomenal that SAT scores have risen about 168 points in about eight years at a select group of campuses at **The City University of New York**, and others that were not included in that list also are being reviewed through that one particular lens. In addition, looking at GPAs, looking at the number of credits accumulated, looking at retention, all of these indicators are moving in the right direction and are bringing great energy to what is happening here at the University.

Mr. Chairman, it is about our faculty doing extraordinary work, it is about presidents really showing great leadership on our campuses, and it is the communications that are largely the result of **Vice Chancellor and Secretary Jay Hershenson's** work, and he continues to do very fine work in getting the message out to various media and other organizations about what is happening here at the University.

I am also pleased, **Mr. Chairman**, to share with the Board some data that I have not had the opportunity to write to them about, but I would like to announce today that the trend in racial composition of our undergraduate students continues to be robust and continues to grow across all racial and ethnic groups. Let me just share with you some data that I will be putting in a memorandum for all of you. We had impressive growth overall in our student population, both undergraduate and graduate students, as they are coming in record numbers. You recall that we have about 214,000 students in degree programs this September, which is the largest it has been in many years. Enrollment in freshman and baccalaureate programs grew by about 9.3%, an increase of about 865 students - freshmen just in baccalaureate programs.

The enrollment of all major racial ethnic groups rose over this time. Enrollment growth for Asians from that group was 151, African Americans were 106, Hispanics were 375, and Caucasian students were 241. The number of black and Hispanic students increased at all of the five top tier colleges. Students at these institutions represent 71% of the total freshmen baccalaureate population. Between fall 2002 and fall 2003, the representation of Hispanic students in the freshmen class increased by 17.5%. Colleges that reported substantial growth in the Hispanic population were **City College**, with a little over 32% increase, **Lehman College** at 15%, **New York City College of Technology** at 81.7%, and **Queens College** at 27.2%.

The Hispanic presence in the transfer population also increased by slightly under 14%. The transfer population continues to grow among all racial and ethnic groups. We are really delighted that not only has the overall enrollment increased, not only has the overall academic preparation increased quite substantially, but the rich diversity of this University continues to be strong. It is a result of the good work that goes on and permeates the entire University community.

At the last Board meeting, **Shamsul Haque** asked about reenrollment growth of undergraduate students and we have data on that which I will be sending out to the Board as well. All of these data take a little time to collect, analyze, aggregate or disaggregate, and to look at very closely. But the return rate continues to be very strong even though we have had very steep tuition increases. I will be writing the Board about the specifics as quickly as I can.

Lastly, I want to say that the University continues to do the things for the citizens of this City and State that it first envisaged doing 160 years ago, and all of us, I think, can be very proud of the amount of money that the University has brought in. Our sponsored programs have increased without bound from what they had been in previous years, now about \$240 million, which is impressive for this particular University. The amount of money that is being raised by private donors, the Stanley Kaplan gift being the last example of a very impressive gift, continues to rise. So, good things are ahead, but big challenges are ahead for us as well.

Trustee Susan O'Mally stated that the news is wonderful and I am looking forward to seeing the diversity figures. It is absolutely terrific. I am not sure if this is the right moment in which I should make this little statement, but, I spent a

lot of time looking at our University Report addendum for the Executive Compensation Plan raises. In a time of austerity when students at the senior colleges are asked to pay 25% more in tuition, when the state promises a dire financial budget next year, and when faculty, including adjuncts and staff, expect no raises, we are approving an increase of \$2.1 million for the Executive Compensation Plan. This excludes the Chancellor's salary. This is an increase of 5.8% in salaries that are already in six figures.

Many times **Chancellor Goldstein** has said that the core business of the University is teaching and research or the creation of new knowledge, and the faculty have agreed. However, the \$2.1 million increase in the Executive Compensation Plan causes the faculty to question whether the core business of the University is still teaching and research. With this money 54 new faculty could be hired.

I attended this weekend at SUNY Oswego, the meeting of the SUNY governance leaders with representatives of their Systems Administration who assured me - this is the provost and assistant provost - that they were receiving no raises this year. I think it is important for the faculty just to make this statement. Otherwise the news in the University is terrific.

Chancellor Goldstein stated that this is going to be an action that I am recommending for the presidents and for the vice chancellors and members of the executive group that report to the vice chancellors, and all of the other raises are being represented and recommended by the presidents for the work that happens on their campuses. Let me indicate what the principles are that are driving these recommendations, and why this is a good and responsible thing to do.

First, the Executive Compensation Plan provides a yearly review based only on performance, to be conducted by the Chancellor for the presidents and the vice chancellors, and the presidents do the same for the members of their executive groups. Any raises that are recommended, and there are people who will not be given any raises at all or very minor raises, are driven first and foremost by performance.

Second, all of the raises for the executive group that include the presidents and the vice chancellors and all of the executives that report to the vice chancellors are driven by efficiencies that have been created at the central administration that are not one shot deals, but recurring savings. We have taken the task of savings very seriously and are taking the lead from many comments that Mayor Bloomberg and Governor Pataki have stated and that is every single raise is being financed not out of the operating budgets, but out of efficiencies that are recurring here at the central administration.

Third, all of these raises are not retroactive, but they are all prospective raises. We were unable to finance anything retroactively and, therefore, we chose not to recommend any raises that would impede or compromise our operating budget. So, all of the raises are based upon efficiencies, they are based upon performance, and they are all prospective, not retroactive which has been the case in the history of this University.

This is the first time that a model like this has been used at the University and it is something that I think is important to do. Performance needs to be rewarded and we work very hard to fund it, we found a way to do it, and I think in order for us to maintain the kind of executives that we have, we are going to need to provide opportunities to reward their performance.

I would conclude by saying this is a two-year raise. When **Trustee O'Malley** talks about 5.8%, this is over two years. I made the decision last year, which I recommended to the Board, that we not do raises because of the financial problems that we had. So, in effect, we are looking at about 2.8% in raises on average across all the executive groups, a very modest and responsible action, if the Board agrees with this action.

Chairman Schmidt stated that the Chancellor has been encouraged by the members of the Board to try to see to it that **The City University** enjoys strong leadership. And if you think strong leadership is expensive, you ought to compare it with weak leadership. The strong leadership that we are talking about at 80th Street alone has created recurring savings of over \$1 million, this year alone. All of these raises are coming out of that savings. There is not

one nickel of the added tuition costs or indeed any tuition costs that are going into these raises, as operating efficiencies and productivity fund these raises.

In my opinion these raises are not enough. We have moved the leadership salary structure of **CUNY** since 1999 out of what was then a pathetic and completely uncompetitive level of compensation into something that is beginning to be somewhat competitive. We operate in a national marketplace today for academic leadership. For this University to be first rate, it needs to be able to attract first-rate leaders. So, in my opinion, the raises which the Chancellor has described are not only most thoroughly deserving and called for urgently by **CUNY's** need to be competitive, if anything, they are too small and I wish, and I know many Trustees feel this way, that we were able to do a lot more. I hope in future years we will continue to be able to invest in the appropriate quality of leadership for this University, and the appropriate quality of leadership is the best. This place ought to be looking to be as good as the best public university can be. The salary structure that we inherited was not one that is conducive to that goal, not even close. So, we are taking small steps, to rectify something that needs a multi-year plan of building. I commend the Chancellor for coming forward with this program and wish it was even more generous.

Trustee O'Malley stated that as a representative of the faculty, if I didn't make this comment, I would be remiss. But I think it is wonderful. People should be paid well, I agree. I represent faculty, therefore, I have to say that when you look at faculty salaries - we are hired at \$35,000 or \$40,000 - and when you spend time with this report, the faculty salaries are lamentable. And also with the full-time and part-time ratio, we are doing better but it is still not as good as it could be.

Chairman Schmidt stated that I know I speak for a lot of Trustees, and I am every bit as concerned to build and renew the quality of the faculty as I am with the quality of leadership at the University. I mean, the whole reason for strong leadership is to support faculty and students, that's what it is all about. I think that we all share that goal and I know of no Trustee who looks at that as a polarized situation, but instead as a coherent strategy for trying to raise the level in all ways of the University.

Trustee Abraham stated that I am gratified that the Chancellor reported the rise in minority enrollment in **CUNY**. This is something that I am really thankful for. However, my concern is based on the Equal Employment Opportunity Commission's recommendations, as we need to have faculty that reflect that rise in minority student enrollment. When we go into the classrooms to be taught or to be schooled, we want to be inclusive and not exclusive. I am not making an accusation that the University is exclusive. This is a work in progress and I recommend that when we are doing our searches for the numbers of faculty members that have to be hired, rehired, or new hires, we take that into consideration because it makes a whole lot of difference for us in the classroom to see our reflections being brought to us.

Chancellor Goldstein stated that we are very mindful of this. I think every president who is seated around this table would agree with that assessment. During the next twelve to eighteen months when we expect to add hundreds of new faculty, and it takes time, outreach and serious work to engage and recruit and ultimately hire faculty, that an important indicator in that process is going to be to work to diversify our faculty in the ways that you alluded to. So, I agree with you and I think we are going to work very hard and we will accomplish movement in the direction as far as we possibly can because I think it is the right thing to do.

Trustee Bonnici stated that the Chancellor's report identified the successful emergence of the **CUNY Prep** program on the Concourse. I would just like to confirm that a short time ago I had the opportunity to accompany a candidate for that program during one of their open house sessions and I was very much impressed by the program. Mr. Derrick Griffith, the principal of the program expressed a very positive philosophy. The approach is innovative. The **CUNY Prep** program is giving the students an opportunity for a variety of reasons. I just simply want to underscore what the Chancellor iterated a few moments ago and I hope and pray that it will continue to be a success. If the principal and the faculty that he has assembled are any indication of its future, I am very positive that it will be a positive outcome for many years to come.

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

NO. 1. UNIVERSITY REPORT: RESOLVED, That the University Report for October 27, 2003 (including Addendum Items) be approved:

NO. 2. CHANCELLOR'S REPORT: RESOLVED, That the Chancellor's Report for October 27, 2003 (including Addendum Items) be approved:

NO. 3. APPROVAL OF MINUTES: RESOLVED, That the minutes of the regular Board meetings and Executive Session of September 29, 2003 be approved.

NO. 4. COMMITTEE ON FISCAL AFFAIRS: RESOLVED, That the following item be approved:

A. MEDGAR EVERS COLLEGE – DISPARITY STUDY OF MINORITY BUSINESS ENTERPRISES AND WOMEN-OWNED BUSINESS ENTERPRISES:

RESOLVED, That the Board of Trustees of The City University of New York authorize Medgar Evers College to purchase consulting services for a disparity study from Mason Tillman Associates. This vendor was competitively selected for similar services by Alameda County, California (California State Contract No. CAOFF-000000678), and New York State law permits purchases from contracts let by other governmental units. Such purchase shall not exceed a total estimated cost of \$700,000 for the one-year term, chargeable to tax levy funds through a New York City Council initiative. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Medgar Evers College will perform this study to determine whether historic and current New York City government contracting practices afford equal opportunities for minority and women owned businesses.

NO. 5. COMMITTEE ON ACADEMIC POLICY, PROGRAM, AND RESEARCH:

Trustee Nilda Soto Ruiz stated that a quorum was not present at the committee's October 8, 2003 meeting. However, as Chair, I determined that it was important not to delay Board action, especially since the committee members present supported the proposal. I, therefore, present this resolution to you for approval.

RESOLVED, That the following item be approved:

A. JOHN JAY COLLEGE OF CRIMINAL JUSTICE – M.S. PROGRAM IN FORENSIC COMPUTING:

RESOLVED, The program in Forensic Computing leading to the M.S. degree at John Jay College of Criminal Justice be approved, effective September 2004, subject to financial availability.

EXPLANATION: Computer Forensics is a new field within criminal justice that has arisen in response to the many uses - and misuses - of electronic information technologies in recent years. The proposed program integrates the College's graduate criminal justice curriculum with graduate level computer science and computer forensics education. Graduates will possess the knowledge to conduct and manage forensic investigations involving digital devices and electronic crime. They will be prepared for employment in such positions as information security specialist, cybercrime first responder, and forensic computer examiner.

NO. 6. COMMITTEE ON FACILITIES, PLANNING, AND MANAGEMENT: RESOLVED, That the following items be approved:

A. QUEENS COLLEGE – 43RD STREET LEASE:

RESOLVED, That the Board of Trustees of The City University of New York authorize the Secretary of the Board to execute a lease agreement, on behalf of Queens College and the Central Office, to extend and modify the existing rental agreements at 25 West 43rd Street in Manhattan, New York. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The University currently rents a combined total of 56,208 rentable square feet of space on parts of the 3rd and 10th Floors and the entire 17th, 18th and 19th Floors at 25 West 43rd Street in Manhattan pursuant to two leases that will expire in the Fall of 2005. The 17th, 18th and 19th Floors are used as classroom and institutional space by Queens College, while parts of the 3rd and 10th Floors are used by the Central Office for administrative functions. The current gross rent for this space is \$1,600,000 (\$28.46/SF).

Due to the favorable market conditions, and the need to undertake significant renovation work at this location, the University has renegotiated this rental which will combine our existing spaces under one lease, secure our occupancy for an additional ten and half years beyond the current expiration date and provide for renovation of the 18th Floor at the Landlord's cost. Under the new agreement the current gross rent of \$1,600,000 (\$28.46/SF) will continue until October 2005. Thereafter, the rent will be \$1,686,240 (\$30.00/SF) for the first two years, \$1,854,864 (\$33.00/SF) for the next three years and \$1,995,384 (\$35.50/SF) for the balance of the term. The landlord, at landlord cost, will perform renovation work to the 18th Floor space, pursuant to the University's specifications. This renovation work will substantially reconfigure the existing 18th Floor office space into badly needed classroom space.

Under the new lease, the University will get 6 months free rent and the right to terminate early. The landlord will continue to provide cleaning services and other routine maintenance services at landlord cost. The University will pay for its own electric use and reimburse the landlord for its proportionate share of increases in real estate taxes and direct operating expenses.

B. JOHN JAY COLLEGE OF CRIMINAL JUSTICE – 845 TENTH AVENUE LEASE:

RESOLVED, That the Board of Trustees of The City University of New York authorize the University to execute a new lease agreement, on behalf of John Jay College of Criminal Justice, to rent approximately 59,000 square feet at the premises known as 845 Tenth Avenue, New York, New York. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The proposed new ten-year lease with a five year cancellation option will provide space for additional classrooms, faculty and staff offices and the College bookstore. The space available on the Ground Floor is 28,000/SF, and the 2nd Floor is 31,744/SF, for a total of approximately 59,000/SF of space. The landlord, at landlord cost, will renovate the new space to the University's specifications. The rent will be \$41/SF per annum for the first five years and \$33/SF per annum for the second five years if continued. The higher rent for the first five years will allow for the amortization of construction costs over five years instead of ten years in the case of cancellation. The annual lease will be approximately \$2.45 million per annum. The term will start upon completion of landlord work. The landlord will maintain all mechanical, plumbing and other building systems. The University will reimburse the landlord for the increases in real estate taxes and direct operating costs over the base year of the lease.

Chancellor Goldstein stated that I just want to remind the Board that at the Public Hearing of October 20, 2003 those of us around the table who listened to the passionate arguments provided by members of the faculty at **John Jay** were persuaded to recommend the 59,000 square feet contingent on efforts that the college would make in analyzing their registration grid, so that it operates in the most efficient manner and that a real enrollment management process be put in place, so we can manage the dollars associated with this lease in the most efficient

manner. So, I would just like the record to capture that as an explanation of why we are recommending 59,000 square feet.

Trustee Joseph Lhota stated that the members of the Fiscal Affairs Committee also head a report on the capital budget request for fiscal year 2004-05, which will be presented to the Board for its consideration in November, as well as a status report on a public and private partnership project at **Hunter College**.

Trustee Hugo Morales stated that I am sure that you are all aware of the recent study that came out of the **Dominican Studies Institute** at **City College**. This study had a lot of press including the New York Times, and I do believe that this study will be a blueprint not only for the educational needs of our community, but also for the political needs of our community.

As a practicing psychiatrist I can tell you that when your work is recognized, it can serve as a very strong motivating factor. I do believe that the **Dominican Studies Institute** should be recognized by this Board and I do believe that you should send a letter to the **Dominican Studies Institute** telling them the great work that they are doing there. I think that it will be very appropriate and stimulating for Dr. Ramona Hernandez to continue the good work.

Chairman Schmidt indicated he would be pleased to send an appropriate letter of commendation.

Upon motions duly made, seconded and carried, the Public meeting was adjourned at 5:25 P.M. to go into Executive Session.

SECRETARY AND VICE CHANCELLOR JAY HERSHENSON

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

HELD

OCTOBER 27, 2003

**AT THE HUNTER COLLEGE SCHOOL OF SOCIAL WORK
129 EAST 79TH STREET – BOROUGH OF MANHATTAN**

The Executive Session was called to order at 5:28 P.M.

There were present:

Benno C. Schmidt, Jr., Chairman

**Valerie Lancaster Beal
John S. Bonnici
John J. Calandra
Wellington Z. Chen
Kenneth E. Cook
Rita DiMartino
Joseph J. Lhota**

**Randy M. Mastro
Hugo M. Morales
Kathleen M. Pesile
Nilda Soto Ruiz
Marc V. Shaw
Jeffrey S. Wiesenfeld**

Agnes M. Abraham, ex officio

Susan O'Malley, ex officio

**Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs
Jay Hershenson, Secretary and Vice Chancellor for University Relations
Hourig Messerlian, Executive Assistant**

The absence of Trustee Carol A. Robles-Roman was excused.

The Board went into Executive Session to discuss personnel matters.

Upon motion duly made, seconded and carried, the Executive Session was adjourned at 5:40 P.M. to go into Public Session.

SECRETARY AND VICE CHANCELLOR JAY HERSHENSON

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

HELD

OCTOBER 27, 2003

**AT THE HUNTER COLLEGE SCHOOL OF SOCIAL WORK
129 EAST 79TH STREET – BOROUGH OF MANHATTAN**

The Public Session reconvened at 5:43 P.M.

There were present:

Benno C. Schmidt, Jr., Chairman

**Valerie Lancaster Beal
John S. Bonnici
John J. Calandra
Wellington Z. Chen
Kenneth E. Cook
Rita DiMartino
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**

Agnes M. Abraham, ex officio

Susan O'Malley, ex officio

**Frederick P. Schaffer, General Counsel and Vice Chancellor for Legal Affairs
Jay Hershenson, Secretary and Vice Chancellor for University Relations
Hourig Messerlian, Executive Assistant
Towanda Lewis
Anthony Vargas**

**Executive Vice Chancellor Louise Mirrer
Senior Vice Chancellor Allan H. Dobrin
Vice Chancellor Otis O. Hill
Vice Chancellor Russell K. Hotzler
Vice Chancellor Brenda Richardson Malone
President Gerald W. Lynch
President Eduardo J. Marti**

**President Gail O. Mellow
President Jennifer Raab
President Edward V. Regan
President Marlene Springer
Dean Kristin Booth Glen
Dean Stanford A. Roman, Jr.**

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

NO. 7. THE CENTRAL OFFICE – RESOLUTION REGARDING CHANCELLOR'S COMPENSATION:

RESOLVED, that the Chancellor receive the following increases in annual compensation: (1) an increase of \$50,000 (from \$250,000 to \$300,000) in his annual base salary and (2) an additional \$50,000 in annual, non-pensionable compensation from non-tax levy sources.

EXPLANATION: Dr. Matthew Goldstein is serving in his fifth year as Chancellor of The City University of New York. Under his extraordinary leadership, CUNY has made significant improvements in academic performance, enrollment, student achievement, administrative productivity, faculty renewal, and the overall reputation of the University and its constituent colleges and graduate and professional schools. Chancellor Goldstein's many strengths and accomplishments were set forth in detail in the independent and objective evaluation of him prepared by the firm of Heidrick & Struggles, Inc. one year ago.

During his tenure as Chancellor, Dr. Goldstein's compensation has remain unchanged. Thus, during a period when faculty and staff received annual salary increases of approximately 4%, the Chancellor received no increase in compensation. Moreover, as demonstrated in the attached chart, Dr. Goldstein's annual compensation is far below the level received by chancellors or presidents of comparable public universities or university systems. For these reasons, as well as the overwhelmingly positive evaluation, Heidrick & Struggles supported the recommendation of the Pappas Consulting Group that the Chancellor's base salary be raised to \$350,000 per year. (In fact, based on competitive salaries from other systems, the Heidrick & Struggles report states that "one could argue for a salary in excess of \$500,000.")

The increase in compensation provided in this resolution is within the range permitted by the University's Executive Compensation Plan currently in effect. The tax levy portion of the increase is roughly the same as the increases in salary received by faculty and staff during the same period (even without discounting for the fact that the Chancellor received no increase in compensation for more than four years and that no part of the increase is retroactive). The total increase will still place the Chancellor's compensation level below the median for chancellors and presidents of comparable public institutions of higher education. Finally, the full amount of the increase will be funded by continued savings achieved in the operation of the Central Office.

In sum, the proposed increase in the Chancellor's compensation is richly deserved, necessary for CUNY to remain competitive and affordable in light of improvements in administrative productivity.

Chairman Schmidt stated that the Chancellor is serving in his fifth year as Chancellor of **The City University of New York**. He has been an extraordinary leader of this University, notwithstanding that he has not had an increase in compensation for the entire time that he has been at **The City University**. Therefore, if one looks at the increases that have accrued over these five years for other people who serve **The City University**, if one looks at his performance, if one looks at our effort to try to see to it that **The City University's** salary structure is competitive with that of other public university systems around the country, it seems most amply clear that the increase described in this resolution is not only much deserved, but is absolutely necessary to keep **CUNY** competitive and is proportionate and just in terms of what the University has been doing on other fronts.

Upon motions duly made, seconded and carried, the meeting was adjourned at 5:45 P.M.

SECRETARY AND VICE CHANCELLOR JAY HERSHENSON

(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.)