

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

HELD

MARCH 29, 2004

AT BARUCH COLLEGE VERTICAL CAMPUS  
55 LEXINGTON AVENUE – BOROUGH OF MANHATTAN

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

There were present:

John S. Bonnici  
John J. Calandra  
Kenneth E. Cook  
Joseph J. Lhota

Randy M. Mastro  
Hugo M. Morales  
Jeffrey S. Wiesenfeld

Agnes M. Abraham, ex officio

Susan O'Malley, ex officio (non-voting)

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 R. Fernandez  
President Robert L. Hampton  
President Frances Degen Horowitz  
President Edison O. Jackson  
President Christoph M. Kimmich  
Interim President Fred B. Malamet  
President Eduardo J. Marti  
President Gail O. Mellow  
President James L. Muyskens  
President Antonio Perez

President Jennifer Raab  
President Ned 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  
RF President Richard F. Rothbard

The absence of Chairman Benno C. Schmidt, Jr., Trustees Valerie Lancaster Beal, Wellington Z. Chen, Rita DiMartino, Kathleen M. Pesile, Carol A. Robles-Roman, and Nilda Soto Ruiz was excused.

**Trustee John Calandra** called the public meeting to order, and announced that, as many of you know **Chairman Schmidt** is out of town due to a long-standing commitment. And as it turns out, ironically, I am the most senior Trustee. So, as a consequence, **Chairman Schmidt** asked me if I would chair the meeting and I am pleased to do that. We need to start this meeting by reading the following notice into the record of this public meeting, a notice which has been distributed:

"The meetings of the Board of Trustees of The City University of New York are open to the public, and the Board welcomes the interest of those who attend. The public has ample opportunity to communicate with the Board. Public hearings on the Board's policy calendar are scheduled one week prior to the Board's regular meetings and members of the public who wish to communicate with the Board are invited to express their views at such public hearings. Furthermore, the Board holds additional public hearings each year in all of the five boroughs at which members of the public may also speak. In addition, written communications to the Board are distributed to all Trustees.

The Board must carry out the functions assigned to it by law and therefore will not tolerate conduct by members of the public that disrupts its meetings. In the event of disruptions, including noise which interferes with Board discussion, after appropriate warning, the Chairman will ask the security staff to remove persons engaging in disruptive conduct. The University may seek disciplinary and/or criminal sanctions against persons who engage in conduct that violates the University's rules or State laws which prohibit interference with the work of public bodies."

**A. VIDEOTAPING OF BOARD MEETING:** **Trustee Calandra** 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.

**Trustee Calandra** announced that I wish to thank **President Ned Regan** and his staff for hosting this meeting and for the exemplary work that goes on here at **Baruch College**.

**B. APPRECIATION FOR EXECUTIVE VICE CHANCELLOR LOUISE MIRRER:** **Trustee Calandra** stated that on behalf of the **Board of Trustees** I wish to extend our warmest congratulations to **Executive Vice Chancellor for Academic Affairs Louise Mirrer** on being selected as the president of the New York Historical Society. We are all well aware of **Executive Vice Chancellor Mirrer's** exemplary leadership for academic renewal at the University for the past seven years, and on a personal note I am going to miss you very much. I know that **Chancellor Goldstein** is working on arranging an appropriate occasion for the University to express its collective appreciation to **Dr. Mirrer**. The Board will also express its thanks by including a resolution of appreciation honoring **Executive Vice Chancellor Mirrer** at its May 2004 Board Meeting.

**C. CONDOLENCES:** **Trustee Calandra** stated that on a sad note, I wish to express our deepest sympathy and condolences to **Vice Chancellor Emma Macari** on the passing of her father on Thursday, March 4, 2004, and to **Vice Chancellor Otis Hill** on the passing of his mother on Sunday, March 14, 2004. If we could just have a moment of silence.

**D. BOROUGH HEARINGS:** **Trustee Calandra** reported that the Board held its Queens Borough Hearing on Monday, March 22, 2004, at Queens Borough Hall. **Chairman Schmidt** chaired the hearing. Thank you to **Trustees Chen, Abraham, and O'Malley** and the Chancellery and college presidents for your attendance. A summary of the proceedings has been circulated to the Trustees and the Chancellor's cabinet and a transcript is available in the Office of the Secretary. Also, please note that the next **Board of Trustees** Borough Hearing will take place on Wednesday, April 21, 2004 in the Borough of Staten Island, at **The College of Staten Island**.

**E. ALBANY TRIP:** **Trustee Calandra** stated that the Trustees trip to Albany took place on March 8<sup>th</sup> to March 9<sup>th</sup>. Participants included **Chairman Schmidt, Trustees Nilda Soto Ruiz, Wellington Chen, Jeffrey Wiesenfeld, Rita**

**DiMartino, Hugo Morales, Agnes Abraham, and Susan O'Malley.** They joined the Chancellor and Vice Chancellors at the legislative reception and dinner with Senator Kenneth LaValle, Chairman, and members of the Senate Committee on Higher Education on the evening of March 8<sup>th</sup>. **CUNY** college presidents were represented by **Presidents Dolores Fernandez, Frances Horowitz, Edison Jackson, Gerald Lynch, Marlene Springer, and Carolyn Williams.** The following morning the Board delegation met with several ranking members of the Assembly and Senate and their key staff to discuss improvements of the 2004-2005 State Executive Budget for **CUNY.**

Congratulations to **Lehman College** for winning the **CUNY Athletic Conference** men's basketball championships and to **Hunter College** for their first place performance in the women's basketball championship. The winners of both tournaments received an automatic berth to the NCAA Division III championship games. The **CUNY Athletic Conference** now has automatic berths to the NCAA in five sports.

**F. PRESIDENTS' HONORS:** Trustee **Calandra** called on Trustee **Jeffrey S. Wiesenfeld**, who announced the following:

**Professor Mimi Abramovitz** of **Hunter College School of Social Work** is the winner of the Council on Social Work Education's 2004 award for distinguished recent contributions in social work education.

**Associate Professor** of Communications Studies **Allison Griffiths** of **Baruch College** is one of three finalists for the 2003 Kraszna-Krausz image book award in the culture and history category for a recent publication on visual culture.

**Dr. Jason Finkelstein**, Director of Coordinated Freshman Programs at **Bronx Community College** received an outstanding first-year student advocates award by the University of South Carolina/National Resource Center for the first year experience and students in transition.

**Professor** of Theatre **Michael E. Rutenberg** of **Hunter College** was awarded a prestigious Fulbright fellowship in Israel as artist/writer-in-residence for 2004-2005, through a grant by the United States-Israel Educational Foundation.

**Assistant Professor** of Anthropology **Jonathan Shannon** of **Hunter College** was awarded a Fulbright regional multiple country research grant for the Middle East for ethnographic field research in Syria and Morocco.

**Professor** of Urban Education **Kenneth Tobin** at the **Graduate Center** has received the outstanding Science Teacher Educator of the Year award presented by the Association for the Education of Teachers of Science (AETS) for his exemplary involvement in a career that spans 30 years.

**G. STUDENT HONORS:** Trustee **Calandra** called on Trustee **Kenneth E. Cook**, who announced the following:

**Mr. Van Tran** who is a senior majoring in Sociology at **Hunter College** has been awarded the prestigious Soros Fellowship for New Americans.

**Ms. Suzanne Barnett**, a senior at **Hunter College** with a triple major in English, Classical Studies and the Thomas Hunter Honors Program is one of 44 students selected as a 2004 Jacob K. Javits Fellow which recognized students with superior academic ability, achievements, and exceptional promise.

**Trustee Calandra** stated that this Friday, for those of you who don't know, our own Chancellor is being honored by the Italian American Museum at the Plaza Hotel. It is going to be a gala of an event. Joe Grano, who is on our Business Leadership Council, and used to be the Chairman and CEO of Paine Webber, will be giving the award to **Chancellor Matthew Goldstein.**

**H. GRANTS:** Trustee Calandra presented for inclusion in the record the following list of Grants of \$100,000 or above received by the University subsequent to the February 23, 2004 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. \$259,889 **NEW YORK STATE EDUCATION DEPARTMENT** to Craine-Salley, S., for "COPE (College Opportunity to Prepare for Employment)."
- B. \$249,998 **NEW YORK STATE EDUCATION DEPARTMENT** to Deagan, D., for "Family Literacy Program."

#### **BRONX COMMUNITY COLLEGE**

- A. \$238,875 **HEALTH & HOSPITALS CORPORATION/GENERATIONS+/NORTHERN MANHATTAN MEDICAL AND MENTAL HEALTH CENTER** to Keizs, M., Academic Affairs, for "Evening and Weekend Nursing Program."
- B. \$212,954 **NEW YORK STATE DEPARTMENT OF LABOR** to Kellowan, B., Institutional Development, for "Displaced Homemaker Program."
- C. \$200,000 **NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE** to Norwood, C., Institutional Development, for "Health Force: NYC Childhood Asthma Initiative."

#### **THE CITY COLLEGE**

- A. \$2,500,000 **NOAA** to Khanbilvardi, R., Civil Engineering, for "NOAA Cooperative Center for Remote Sensing Science and Technology (CREST)."
- B. \$800,000 **ARO** to Alfano, R., IUSL, for "DoD Center for Nanoscale Photonic Emitters and Sensor for Military Medical and Commercial Applications."
- C. \$738,494 **NSF** to Gosser, D., Chemistry, for "PLTL National Dissemination: Building a National Network."
- D. \$542,000 **NSF** to Denn, M., Levich, for "IGERT: Multi-scale Phenomena in Soft Materials."
- E. \$308,764 **NYS ED. DEPT.** to Raia, F., Chemistry, for "An Integrated System for Professional Development to Improve Science, Technology, and Learning in grades K-8."
- F. \$286,457 **NYS ED. DEPT.** to Harford, T., Adult and Continuing Ed., for "Workforce Investment Act."
- G. \$263,722 **NIH** to Tarbell, J., Biomedical Engineering, for "Shear Stress Effects on Endothelial Transport."
- H. \$250,000 **VARIOUS** to Roman, S., Admin., for "CUNY Medical School Administrative Support."
- I. \$200,000 **NASA** to Weiner, M., Chemistry, for "Technology Integrated Program for Preparation of Tomorrows MSET Teachers."
- J. \$191,000 **NSF** to Habib, I., Electrical Engineering, for "EIN: Collaborative Research: End to End Provisioned Network Tested for eScience Application."
- K. \$135,000 **COLUMBIA UNIVERSITY** to Akins, D., Chemistry, for "Columbia Center for Electronic Transport in Molecular Nanostructures."

#### **THE GRADUATE SCHOOL AND UNIVERSITY CENTER**

- A. \$170,000 **FORD FOUNDATION** to Lavin, D. and Attewell, P., for "Passing the Torch: Does Higher Education for the Disadvantage Pay Off Across the Generations?"

- B. \$125,000 **THE ELEBASH FUND** to Brier, S., for "Music in New York City."
- C. \$125,000 **ANONYMOUS** to McCarthy, K., for "Institutionalization Grant." [Increase]

**HOSTOS COMMUNITY COLLEGE**

- A. \$445,675 **COLUMBIA UNIVERSITY/DEPARTMENT OF STATE** for "Serrano Scholars Program."
- B. \$287,311 **COLUMBIA UNIVERSITY/OFFICE OF NAVAL RESEARCH** for "Serrano Scholars Program."
- C. \$118,652 **NEW YORK STATE EDUCATION DEPARTMENT** for "Adult Literacy Program/NYC."

**LAGUARDIA COMMUNITY COLLEGE**

- A. \$200,000 **NYC DEPARTMENT OF EMPLOYMENT** to Watson, S., Adult and Continuing Education Division, for "Youth Employment Program – In School."
- B. \$122,247 **US DEFENSE LOGISTICS AGENCY** to Hunt, B., Adult and Continuing Education Division, for "Procurement Technical Assistance Program."

**HERBERT H. LEHMAN COLLEGE**

- A. \$600,000 **U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT** to Lundeen, E., for "Hispanic Serving Institutions Assisting Communities."

**MEDGAR EVERS COLLEGE**

- A. \$125,000 **NATIONAL AERONAUTICS AND SPACE ADMINISTRATION, THROUGH PARAGON TEC, INC.** to Harris, W., Department of Physical, Environmental and Computer Sciences, for "Science, Engineering, Mathematics and Aerospace Academy (SEMMA) Program."

**NEW YORK CITY COLLEGE OF TECHNOLOGY**

- A. \$459,259 **NYS DEPARTMENT OF EDUCATION** to Maldonado, E., for "Math, Writing and Critical Thinking Enhancement through Supplementary Instruction and Faculty Development."
- B. \$364,051 **US DEPARTMENT OF EDUCATION** to Rojas, E., for "Learning Communities."
- C. \$166,408 **NYS DEPARTMENT OF EDUCATION** to Hoffman, C., for "Support Services for Adult Non-Credit Vocational Programs."
- D. \$131,927 **US DEPARTMENT OF EDUCATION** to Hudesman, J., for "Comprehensive Cognitive Skills."

**QUEENS COLLEGE**

- A. \$271,676 **DEPARTMENT OF DEFENSE/AIR FORCE OFFICE OF SCIENTIFIC RESEARCH** to Deych, L., Physics Department, for "Bragg Multiple Quantum Wells: Tunable Cavities for Optoelectronic Applications."
- B. \$243,598 **THE NEW YORK CITY BOARD OF EDUCATION** to Leiner, M., Division of Education, for "The Townsend Harris High School/Queens College Collaboration."
- C. \$110,000 **NATIONAL SCIENCE FOUNDATION** to Genack, A., Physics Department, for "Statistics of Electromagnetic Propagation and Localization."
- D. \$105,444 **SUNY AT STONY BROOK/NATIONAL SCIENCE FOUNDATION** to Schwarz, S., Physics Department, for "The Garcia Center for Polymers at Engineered Interfaces."

## THE COLLEGE OF STATEN ISLAND

- A. \$353,730 NIH to Naider, F., for "Peptide-Cell Interactions in Saccharomyces Cerevisiae."
- B. \$242,045 NIH to Hu, Q., for "Highly Active Palladium Catalysts for Organic Synthesis."
- C. \$170,999 RF/SUNY SMALL BUSINESS ADMIN. to Podell, D. and Schwartz, M., for "Small Business Development Center."
- D. \$120,000 NSF to Stark, R., for "Molecular Structure and Function of Protective Plant Polymers."

## YORK COLLEGE

- A. \$300,000 NEW YORK STATE EDUCATION DEPT. to Williams, M., York College Learning Center, for "ESL Civics."
- B. \$125,771 NATIONAL INSTITUTES OF HEALTH/MBRS/SCORE to MacNeil, M., Natural Sciences, for "The Shape and Circuitry of Neurons in the Retina."
- C. \$100,000 NATIONAL SCIENCE FOUNDATION to Cooley, L., Mathematics & Computer Studies, for "Computer & Mathematics Scholar Support Coalition."

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

Let me again say publicly and I have said it several times and we will have an opportunity to back up these words of praise with a wonderful reception for **Louise Mirrer**. These past seven years have seen remarkable changes to the academic renewal of this University and I could probably take an hour and go through seriatim all of the significant changes that have occurred that have better positioned this University to be in the best of the mainstream of public higher education throughout this country. And **Louise Mirrer** has largely been the driver. When I was appointed Chancellor we sat together and plotted out a series of initiatives that I thought were important to do and much of it on the basis of **Benno Schmidt's** Task Force Report. **Louise** was given the opportunity to get from here to there and she did it with style and grace and dignity and professionalism and just real downright smarts. So, we are going to miss you, **Louise**, and we will show our affection and appreciation for your very good work.

Again, **Vice Chancellor Macari**, we send our condolences on the recent passing of your father and we know how difficult that was for you. And **Vice Chancellor Otis Hill** on the passing of your mother, we know that was difficult for you as well.

Let me speak briefly about the State budget. We had great optimism several months ago that we would have an early budget, but here is a great example of what statisticians love, that you can look at history and project with near certainty what the future is and this is a very good example. We will have a late budget this year. Even though there are people who are very distracted and want to get out of Albany and get on with their other lives, we are watching this very carefully.

I must compliment so many people who have worked so hard, our faculties across this University have been indefatigable. They have been tireless, working, communicating a unified message to the state legislature. Our students have been very active as well and certainly our Board, presidents, the Chancellery, all together have worked to try to provide the best opportunities for this University. I must say that work continues today and will continue tomorrow. We have made some great progress, we still have some hurdles to get through, but I am optimistic that we will end the process and begin the fiscal year in a stronger position than we were last year. We certainly are going in with great stability, but stability is fine. What we really need beyond stability is investment in the University and I am optimistic that we will be successful in that arena.

Our presidents have been very active as borough coordinators meeting with State senators, Assembly members and City Council representatives and I want to thank all of them for that very good work. We will continue this work

through the spring. I have some very good news that is about two hours old. The City Council, as I reported to the Board and the presidents about a week ago, restored the \$5.4 million PEG reduction that was recommended by the Executive. We are very pleased with that because it came at a time where you had a multiplicative effect of what those dollars actually represented because at the time during the fiscal year when we got this information it would have been probably two and a half times the actual impact of that \$5.4 million if it had stayed in place. So, we are very pleased that working with the Executive and with the City Council we have prevailed.

The City Council in their Preliminary Budget Response to the Executive has recommended a \$163 million addition in our capital program for the community colleges, which we are very proud, very pleased with. That took an enormous amount of work. Now, remember, that's one side of the equation. The equation needs to be balanced, but we have been working very closely with the State Legislature and the Governor's office, saying that we believe that if the State Legislature adds to the recommendations that the Governor has provided on the capital side of our budget, that the City will indeed provide a match. And this is the very first real substantive statement that that may indeed happen.

I am also pleased to report that in the Preliminary Budget Response on the operating side, the City Council has recommended almost \$19 million more than what was provided in the Mayor's Preliminary Budget, so we are very emboldened by these very late developments. Again, it is quiet, methodical work by so many people in this room and outside this room that made that happen and let's hope that this will lead to the kinds of resources that we need.

**Mr. Chairman** I sent a notice around to all of the Trustees and the presidents, noting that although the State Education Department has not formally released the pass rates on the 2003 Teacher's Certification Examination, I am pleased again to report because this is so significant, that 95% of our Teacher Education graduates passed the ATSW exam. That is the pedagogical component of the examination and 93% passed the LAST. It was only five years ago when instead of looking at numbers like 95% and 93%, we were looking at numbers in the 60's and 70's. So, we have really come a long way. And, again, this is yet another indication of the very strong academic leadership we have had from our **Executive Vice Chancellor Louise Mirrer**. **Nick Michelli** also did very good work on it.

There were two extraordinary articles in the *New York Times* last week, one profiling one of my favorite Distinguished Professors, **John Corigliano** who I tell everybody, you must listen to his music. The Ghosts of Versailles, for those of you who are opera fans, and I know some of you are, is a must-see. He is the librettist and also the person who wrote the music and it is really quite wonderful. Among other things, his Concerto for Violin, the soundtrack for *the Red Violin*, which is a wonderful movie, if you haven't seen it. Anyway, **John** was profiled in the *New York Times* a week ago and it was a wonderful article for **Lehman College, The Graduate School and University Center** and for **John's** very good work.

Also, Martin Schreiber at **Brooklyn College** who is an ichthyologist, I guess is the correct phrase for what he does, right? He studies fish. And now I know what tilapia is, he raises tilapia, when you see it on the menu, it may have come from his farm. In any case, here are two examples of two very fine professors, really showing how distinguished and deep the faculties are across this University.

There was a wonderful piece in the *Staten Island Advance* about Dr. Alan Benimoff who is a Professor of Geology who recently discovered a new mineral with a team of international scientists that has been named parvomagnano-edenite. I don't have a clue what that means. But, anyway, it is one of the very new minerals that have been discovered and we are very pleased for those three very important announcements.

The *Daily News* and **CUNY** will be sponsoring Citizenship Now! I have a memo that is in your folders. It is the first immigration call-in service that we have ever done with a major newspaper in the city. It will take place between Monday, April 26<sup>th</sup> thru Friday, April 30<sup>th</sup> and it will be coordinated by Allan Wernick. This free service will be available to assist New Yorkers in getting help on citizenship and naturalization. We are lining up attorneys from the Bar Association and the Legal Aid Society and International Student Advisors. **Mr. Chairman**, kudos to **Jay Hershenson, Secretary of the Board of Trustees and Vice Chancellor for University Relations**, he was really the driver that made this happen and I think this is going to be very exciting.

A very successful hearing was sponsored by two committees of the City Council on **CUNY's** Immigrant Student Outreach Program, and a special seminar was held for legislative staff on citizenship and naturalization on Wednesday, March 3<sup>rd</sup>.

April has been declared **CUNY** Disability Month and all colleges are preparing special activities and events relating to the education of students with disabilities. Dr. Chris Rosa, who is not unknown to this body, is coordinating these activities under the auspices of **Vice Chancellors Hill** and **Hershenson**.

May 3<sup>rd</sup> thru May 7<sup>th</sup> will be Voter Empowerment Week at the University and on all of its campuses. This week has been designated to coincide and be supportive of the **University Student Senate's** democracy project and involves a non-partisan and comprehensive effort to register new voters, and to acquaint students with the new voter registration forms.

In May, **Mr. Chairman** and members of the Board, I will be pleased to bring a recommendation establishing the first graduate school of journalism in the history of this University. We had an announcement for a new dean of that school and my phone has been ringing off the hook by not only very prominent people who have opined on the wisdom of doing this in the city, but who would like to be considered for the deanship. So, I am sure this is going to create quite a buzz in the city and we are delighted that we will bring it to this Board for announcement.

**CUNY-TV** won its first Emmy Award last night at the Regional New York Emmys for "Remember New York" – a public service announcement produced in the aftermath of September 11, in collaboration with NY1, Fox 5, and P Squared Films, Inc. What **Jay Hershenson** and **Bob Isaacson** have done with **CUNY-TV** is absolutely remarkable and it has really transformed the way in which we communicate in ways that we never dreamed possible before. This is just an affirmation of that very good work.

I would like to acknowledge that the new *Princeton Review* book is out, "America's Best Value Colleges", profiling seventy-seven colleges with outstanding programs and teaching in low to moderate tuition and scholarship programs, and it was announced just the other day that **Brooklyn College** is ranked third in the country, right behind the University of North Carolina at Chapel Hill and Amherst College, not a bad place to be. Congratulations **President Kimmich** on that singular honor.

Some honors for our presidents. The Society for Research and Child Development has named its Millennium Scholars' Program in honor of **President Frances Degen Horowitz**. Congratulations to you. **President Jennifer Raab** was recently elected as a member of the Board of Directors for the After-School Corporation which is dedicated to enhancing the quality and availability of after school programming. Congratulations to you, **Jennifer**. **President Marlene Springer**, congratulations to you on receiving the Business & Professional Women's Club of Staten Island Award for distinction. That's very nice. **President Ricardo Fernandez** was recently elected to the Board of Directors of the American Council on Education, a very prestigious award and congratulations on that.

And although she is not present, I would like to congratulate **Luz Jimenez** who has received her citizenship. In addition to her many responsibilities in the **Office of University Relations**, she is also pursuing her master's degree at **Baruch College's School of Public Affairs**. I join the Board in acknowledging this wonderful event as she is a great **CUNY** employee and we are just so delighted for her. So, congratulations.

**Mr. Chairman**, I would like to conclude my remarks by passing the microphone over to **Senior Vice Chancellor Allan Dobrin**. He has been the driver for the whole great productivity initiative, which we inaugurated last year. The idea here was to find ways of operating the University in a more efficient and cost effective manner and to use these savings and to redeploy the savings into the academic life of the University. **Allan**, with the help of an awful lot of very good people, has done this with great skill and I would like to take a few moments and ask him to take us through some of the highlights of the program.

**Senior Vice Chancellor Allan Dobrin** stated that he wanted to walk for a moment through the rationale of how we did this and why we did this and then quickly take you through the report. As you are all aware the **Board of Trustees** approved a Master Plan for the University several years ago and at the heart of that Master Plan was hiring

more full-time faculty and creating academic and student support services. At the same time several years ago when we took a look at the likelihood, particularly at the senior colleges of that happening, given we were about to go through the major fiscal crisis in the State of New York of our careers, it seemed somewhat unlikely that that would be fully a success. The Chancellor and the Trustees made a decision given that reality that we would try to self-fund as much of those needs as we possibly can.

And to do that we put together a three part strategy; we had a long-range strategy and a mid-range strategy and a short-range strategy. The long-range strategy involved reengineering administrative services in the University, particularly through making investments in new computer systems and especially an enterprise resource plan that we were in the process of procuring.

As you know, the Capital Budget for the University last year was non-existent. That is a piece that will hopefully happen very shortly. We have moved ahead and done some reengineering despite not having the Capital Budget. Let me just give you an idea of the kind of changes we are talking about. Traditionally at this University, it took six months to complete the Civil Service testing of the University Information Technology professionals. What we did here is we created an online exam over the Internet and now if we want to have somebody compete in that Civil Service exam, they do it on line and instead of six months, it takes four days. So, that's what I am talking about when I talk about reengineering.

As a mid-range strategy, we are creating borough networks. We created one in the Bronx as a pilot, which has functioned over the last year successfully. And just to give you a small taste of the kind of projects they are doing, they created a computerized bursar system as a piece of SYMS that will now be replicated on the other campuses. They are also standardizing the commodities that they purchase, and once you standardize them then we can go to one vendor and get volume discounts, and we will look to do that across the University. We have now established a second network in Queens and we are going to announce our third network tomorrow.

But the University could not wait as we do these long-range and mid-range initiatives, so we decided to do some short-range initiatives. The goal that we had in the first year was to save \$10 million. Originally the strategy was we would just do things on a central level to find that \$10 million. So, we surveyed everyone and found out how most people in the University purchased their PCs. We then made a standard and we went out and bought the PCs as a University where for every three that we get the fourth one is free.

We centralized the purchase of virus software. We bought Blackboard course licensing together. We wrote one RFP so the campuses that chose to could put bubbles on their tennis courts and get revenue from that. We did about forty or fifty initiatives in that vein. We did a central contract whereby now if you look in the *New York Times* you see the University advertising as a University on specific colleges, just a small thing like that in the current year will save us a half a million dollars.

But we realized, or at least I realized, that we are really doing the wrong thing, that too much of this was centralized, too much of this was a group of people sitting in my office trying to have good ideas, that the real intellectual power of the University is out on the campuses, so we created productivity targets also on the campuses to get everybody involved in that, and we did have a formula based on campus size and also the percentage of money they spent on administration. We made it a part of the performance evaluation process and this year we are also making part of the student satisfaction survey, so we will know that we didn't ever reduce it so much that students are not satisfied with the services they receive. And, that's going really well. The results of all of this are in the report that you see in front of you, showing how we did in the first year. Let me just very quickly take you through a little bit of it.

If you turn to page 2, you can see the narrow definition in the first box of what we meant by productivity, which is a management action that either achieves some greater work product at lower cost or generates new revenue. Let me tell you what we didn't include, which would have made this number much larger. We didn't include cost avoidance, but we did interesting projects that have us not spend more money. We didn't include revenue that we got from additional tuition increases, which was considerable, and I don't mean just raising tuition, I am talking about when we got more students to come to the University. We didn't count fund raising. There are lots of things we could have

legitimately counted, but it really was about changing the culture in the University. To have it be on the administrative side, a culture where people would get up every morning and think about how they can do their jobs differently.

If you look at pages 3 through 10, you will see some samples of how we achieved these targets. As I talked about before, the first one was a bulk purchasing of Dell computers and just to get a feel of how it affected campuses, in a little box below you can see some examples of the savings by campus. On the next page you can see \$1.86 million in savings on telecommunication systems. An example being the very smart program that **The College of Staten Island** did to reduce maintenance costs, to hire somebody instead of having an outside contract and save \$90,000 by doing that. On the next page you will see some additional computer application programs that we did that were wise investments. **Brooklyn College** in addition to now being third in the country, made investments in web grade and a web attendance system, E-grade course scheduling and email announcements instead of paper and save \$58,000 by putting things on line. On the next page you will see that we had \$3.2 million in staffing efficiencies where people figured out ways to have less staff and do the work with existing staff. On the next page you will see a little over a quarter of a million dollars, just saving money on mail and reprographic systems. At **LaGuardia Community College**, they were wise enough to begin to use bar coding for their mail center processors. That will save them \$100,000, just by doing the bar codes.

Probably the most promising initiative over the long term you will see on page 8, which will be procurement efficiencies. This is really where we will save a lot of money and what we will do here is first we will standardize on a specific product and then we will buy that product together, get a better price and save money also by not, you know, making all these small little purchases, where the cost of processing the purchase order is very often more than the cost of the product. So, we will avoid making those kinds of mistakes.

Then you will see some process related changes on the next page. At your leisure, when you look through the report, you will see some additional projects, some of which were kind of fun. **The College of Staten Island**, I thought, did a great project. There was a goose problem on campus, and **The College of Staten Island** traditionally spent about \$80,000 on chemicals and staff to chase the geese. What they did instead, is they went to the pound and they got a German shepherd for free and now the German shepherd chases away the geese. You will see a small program that **Kingsborough** did, where they took the computers that they no longer needed and they gave them to a Board of Education school which is a good and humane thing to do, but in my narrow little world just as importantly they saved \$5,000, because we have to pay to have computers removed. So, they did a good thing that saved money.

If you look at page 12 you will see examples of \$1 million that we got by increasing revenue. Smart things like **Brooklyn College** now has cross-contracted, so other campuses now give **Brooklyn College** a lot of their print work. **Brooklyn College**, because they have already printing costs amortized, makes a profit at that. Other campuses will receive the benefit that **Brooklyn College** will do it cheaper than they can get in the open market or by having these services themselves.

If you then begin to look on page 14, and I won't take you through all the detail, you will see how the money was spent in large categories. So, we have two parts to accountability here with campuses: One, how did you save it, and two, what did you spend it on. You will see they are really very worthwhile things for the academic program. And if you take a look at page 20 and 21, again at your leisure, you will see additional things that are either in process now or will be happening during the coming year. Another \$5 or \$6 million in savings will come out of these. We have another \$10 million target in the year that we are in now and we will continue this because each year we will save more and more as we put in new systems.

If you look at Appendix A, you will see the savings break out, and how we spent the money campus by campus. And the real trick here in the current year, is that you will see great initiatives, campus by campus. If you take each one of them and then work with the other campuses to make sure that they can be replicated, can turn this \$10 million into a \$50 million item.

There are a number of groups and people I need to thank because God knows I didn't do this alone. I want to thank in particular the presidents and their vice presidents for administration. A great amount of the good ideas if not most really came from them. I want to thank the Faculty Senate Advisory Committee on Productivity. They had good ideas, and even more important to me, they kept me from doing anything too crazy and getting in trouble. The **Vice Chancellors, Brian Cohen** and his CIS team, and most importantly I want to thank **Ron Spalter**. What I am good at is having ideas, what **Ron** is good at, which is more important, is actually getting things done, for none of this would have happened without **Ron**.

In response to a question from **Trustee Wiesenfeld** about the use of savings and budgetary outlay, **Senior Vice Chancellor Dobrin** stated that in this case we did it by earmarking the money, not have it go towards budget cuts. That was our deal with the campuses, that if they did the productivity we would identify the money clearly and that amount of money would be retained by them. Even as we go through hard budget times now, when we sat with the Chancellor, the Chancellor kept that commitment and said, this money will not be used for that purpose. At least as long as we are all here, we can guarantee that that will be the case. What some future people do years from now is hard to know. Both budget offices understood we were going to do this and did not turn this into additional budget cuts. That was because we had that agreement up front.

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

**NO. 1. UNIVERSITY REPORT:** RESOLVED, That the University Report for March 29, 2004 (including Addendum and Errata Items) be approved:

**NO. 2. CHANCELLOR'S REPORT:** RESOLVED, That the Chancellor's Report for March 29, 2004 (including Addendum and Errata Items) be approved:

**NO. 3. APPROVAL OF MINUTES:** RESOLVED, That the minutes of the regular Board meeting of February 23, 2004 be approved.

**NO. 4. COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION:** RESOLVED, That the following items be approved:

**A. THE CITY UNIVERSITY SCHOOL OF LAW AT QUEENS COLLEGE – AMENDMENTS TO THE GOVERNANCE PLAN:**

RESOLVED, That the proposed amendments to the Governance Plan of The City University School of Law at Queens College be approved.

**NOTE: Appendix D**

**EXPLANATION:** The proposed amendments to the CUNY Law School Governance Plan are recommended by the Dean and the Chancellor. The Law School Faculty body has also approved the proposed amendments regarding governance. The amendments streamline the governance provisions, consolidate the committee structure, and place greater authority over academic matters in the faculty. The Faculty body becomes the sole legislative governance body at the Law School, with the elimination of the larger Assembly. Membership is also provided for three students (one from each class) on the Faculty body. The Admissions and Admissions Policy Committees are combined into one committee with that full name. The Scholastics Standards Committee and the Committee on Academic Standing are combined into one Scholastic Standards and Academic Standing Committee. The Curriculum Committee will continue, but the Library, Resources, and Quality of Life Committees will cease to exist. In addition, the Law School faculty titles and their duties and qualifications are deleted from the Governance Plan and are instead being added to the Board Bylaws where all other CUNY faculty titles are listed.

**B. (CORRECTED) AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES:**

RESOLVED, That Section 6.1 of the Bylaws be amended to read as follows:

## Section 6.1. INSTRUCTIONAL STAFF.

The instructional staff shall consist of the persons employed in the following titles:

|  |   |
|--|---|
| Chancellor   | <u>Law school instructor</u>                  |
| Executive vice chancellor                            | <u>Law school library professor</u>           |
| Chief operating officer                              | <u>Law school library associate professor</u> |
| Senior vice chancellor                               | <u>Law school library assistant professor</u> |
| Vice chancellor                                      | <u>Law school adjunct professor</u>           |
| University administrator                             | <u>Law school adjunct associate professor</u> |
| University associate administrator                   | <u>Law school adjunct assistant professor</u> |
| University assistant administrator                   | <u>Law school adjunct instructor</u>          |
| President  | <u>Law School Lecturer</u>                    |
| Vice president                                       | Visiting professor                            |
| Assistant vice president                             | Visiting associate professor                  |
| University dean                                      | Visiting assistant professor                  |
| University associate dean                            | Adjunct professor                             |
| University assistant dean                            | Adjunct associate professor                   |
| Dean   | Adjunct assistant professor                   |
| Associate dean                                       | Adjunct lecturer                              |
| Assistant dean                                       | Lecturer (full-time)                          |
| Administrator  | Lecturer (part-time)                          |
| Associate administrator                              | Instructor                                    |
| Assistant administrator                              | Instructor (nursing science)                  |
| Distinguished professor                              | Research associate                            |
| Professor  | Research assistant                            |
| Associate professor                                  | Clinical assistant                            |
| Assistant professor                                  | Senior registrar                              |
| Distinguished lecturer                               | Registrar                                     |
| Medical professor (basic sciences)                   | Associate registrar                           |
| Associate medical professor (basic sciences)         | Assistant registrar                           |
| Assistant medical professor (basic sciences)         | Registrar's assistant                         |
| Medical lecturer                                     | Chief college laboratory technician           |
| Adjunct medical professor (basic sciences)           | Senior college laboratory technician          |
| Adjunct associate medical professor (basic sciences) | College laboratory technician                 |
| Adjunct assistant medical professor (basic sciences) | Chief college physician                       |
| Adjunct medical lecturer                             | College physician                             |
| Medical professor (clinical)                         | Higher education officer                      |
| Associate medical professor (clinical)               | Higher education associate                    |
| Assistant medical professor (clinical)               | Higher education assistant                    |
| Adjunct medical professor (clinical)                 | Assistant to higher education officer         |
| Adjunct associate medical professor (clinical)       | Business manager                              |
| Adjunct assistant medical professor (clinical)       | Assistant business manager                    |
| <u>Law school professor</u>                          | Assistant to business manager                 |
| <u>Law school associate professor</u>                | Placement director                            |
| <u>Law school assistant professor</u>                | Education and vocational counselor            |
|  | Continuing education teacher                  |

And in the hunter college elementary school and  
Hunter College high school

Principal  
Chairperson of department  
Teacher  
Assistant teacher

Temporary teacher  
Guidance counselor  
Librarian  
College laboratory technician  
Substitute teacher

And in the childhood centers

Teacher

Assistant teacher

RESOLVED, That Section 6.2(a) of the Bylaws be amended to read as follows:

Section 6.2. PERMANENT INSTRUCTIONAL STAFF-TENURE.

The permanent instructional staff shall consist of those persons who have been granted tenure under any of the provisions enumerated in subds. a, b, c, d, e, f, and g below and in Section 6.3 subds. a, b, and d.

- a. Appointments after June 16, 1968 – A person employed after June 16, 1968, full-time on an annual salary in the title of professor, associate professor, assistant professor, medical professor (basic sciences), associate medical professor (basic sciences), assistant medical professor (basic sciences), medical professor (clinical), associate medical professor (clinical), assistant medical professor (clinical), law school professor, law school associate professor, law school assistant professor, law school library professor, law school library associate professor, law school library assistant professor, instructor (nursing science), senior registrar, registrar, associate registrar, assistant registrar, chief college laboratory technician, senior college laboratory technician, college laboratory technician, and in the hunter college high school and hunter college elementary school (but not in the early childhood center program), principal, chairperson of department, teacher, guidance counselor, and librarian, or in any grade or position which the board in its discretion any add hereto, who after serving on an annual salary in any of the above titles for five full years continuously, has been appointed or shall be appointed for a sixth full year, shall have tenure effective on the first day of September following his/her reappointment for the sixth full year.

RESOLVED, That Section 6.5. of the Bylaws be amended to follows:

Section 6.5. APPOINTMENTS WITHOUT TENURE.

Nothing contained in this article shall be construed as conferring or permitting tenure, or service credit toward the achievement of tenure in the positions of chancellor, executive vice chancellor, chief operating officer, sr. vice chancellor, vice chancellor, university administrator, university associate administrator, university assistant administrator, president, vice president, assistant vice president, university dean, university associate dean, university assistant dean, dean, associate dean, assistant dean, administrator, associate administrator, assistant administrator, director of campus schools, department chairperson, chief librarian, principal, supervisor, distinguished professor, distinguished lecturer, medical lecturer, adjunct medical professor (basic sciences), adjunct associate medical professor (basic sciences), adjunct assistant medical professor (basic sciences), adjunct medical professor (clinical), adjunct associate medical professor (clinical), adjunct assistant medical professor (clinical), adjunct medical lecturer, law school instructor, law school lecturer, law school adjunct professor, law school adjunct associate professor, law school adjunct assistant professor, law school adjunct instructor, visiting professor, visiting associate professor, visiting assistant professor, adjunct professor, adjunct associate professor, adjunct assistant professor, adjunct lecturer, higher education officer, higher education associate, higher education assistant, assistant to higher education officer, higher education intern, research associate, research assistant, clinical assistant, lecturer (full-time), lecturer (part-time), instructor appointed after October 1, 1968; business manager, assistant business manager, assistant to business manager, continuing education teacher, all positions in the early childhood centers

programs, or any other instructional positions not included on the permanent instructional staff, except that prior service as a full-time lecturer or lecturer (full-time) may be considered toward the award of tenure to persons in a title on the permanent instructional staff. Appointment to any such non-tenure-bearing position, or removal therefrom, however, shall not deprive the person so appointed or removed of tenure in the highest position on the staff held with tenure prior to his/her appointment to such office, or conjointly with such office, nor shall such appointment or removal deprive any person of service credit toward the achievement of tenure under the provisions of this article.

RESOLVED, That Article XI of the Bylaws be amended by adding new Sections 11.43 and 11.44, and renumbering current Section 11.43 to be 11.45, as follows:

Section 11.43. LAW SCHOOL INSTRUCTOR, LAW SCHOOL ASSISTANT PROFESSOR, LAW SCHOOL ASSOCIATE PROFESSOR, LAW SCHOOL PROFESSOR, LAW SCHOOL LIBRARY ASSISTANT PROFESSOR, LAW SCHOOL LIBRARY ASSOCIATE PROFESSOR.

A. Position Definition:

It shall be the responsibility of law school instructors, law school assistant professors, law school associate professors and law school professors to perform teaching, research, professional and guidance duties. Their teaching responsibilities may include supervision of students in legal practice or other law-related activity. They shall also be responsible for committee assignments and such administrative, supervisory, and other functions as may be assigned by the dean of the law school. Law school associate professors and professors shall be responsible for continual peer evaluations of teaching members of the instructional staff, with special local attention to their diligence in teaching and their professional growth. Senior faculty will be responsible for orienting their junior and newly appointed colleagues. Senior faculty shall be available for such consultation and assistance in problems of scholarship, professional activity, and teaching as the junior faculty may require.

B. Qualification:

1. LAW SCHOOL INSTRUCTOR.

For appointment as a law school instructor, the candidate must have demonstrated satisfactory qualities of personality, character, and legal ability. He/she must show potential as faculty member, and an interest in productive scholarship, legal work, or law-related work. He/she must show willingness to cooperate with others for the good of the institution. He/she must have a j.d. or l.l.b. from an accredited law school.

2. LAW SCHOOL ASSISTANT PROFESSOR.

For appointment as law school assistant professor, the candidate must have demonstrated satisfactory qualities of personality, character, and legal ability. He/she must demonstrate or promise evidence of significant success as a faculty member, interest in productive scholarship, legal work, or law-related work, and a willingness to cooperate with others for the good of the institution. He/she must also have a j.d. or l.l.b., or a ph.d. in a law related discipline.

For appointment as law school library assistant professor, the candidate must, in addition to the requirements of instructor, have completed an m.l.s.

3. LAW SCHOOL ASSOCIATE PROFESSOR.

For promotion or appointment to the rank of law school associate professor, the candidate must possess the qualifications for a law school assistant professor, and must possess a record of significant achievement in the legal field or some directly relevant and applicable law-related field. There shall be evidence that his/her professional and intellectual achievement is respected outside his/her own immediate academic or legal community. There shall be evidence of his/her continued growth and continued effectiveness in teaching. Longevity and seniority alone shall not be sufficient for promotion.

For promotion to or appointment as law school library associate professor, the candidate must, in addition to the requirements set forth for assistant professors in the law library, possess a record of significant achievement in

his/her profession. There shall be evidence that his/her competence and achievements are recognized and respected outside his/her own immediate academic or legal community.

4. LAW SCHOOL PROFESSOR.

For promotion or appointment to the rank of law school professor, the candidate must possess the qualifications for a law school associate professor and, in addition, a record of exceptional intellectual, educational, and professional achievement and an established reputation for excellence in the field of law or some relevant law-related field. There shall be evidence of his/her continued growth, and the judgment on promotion shall consider primarily evidence of achievement in teaching and in scholarship or professional work following the most recent promotion. Longevity and seniority alone shall not be sufficient for promotion.

For promotion to or appointment as law school library professor, the candidate must, in addition to the requirements set forth for associate professors in the law library, possess a record of exceptional achievement in his/her profession. There shall be evidence of his/her continued growth, and the judgment on promotion shall consider primarily evidence of achievements recognized and respected outside his/her own immediate academic or legal community following the most recent promotion, or unusual and exemplary service to the library and the law school. Longevity and seniority alone shall not be sufficient for promotion.

Section 11.45. LAW SCHOOL ADJUNCT INSTRUCTORS, LAW SCHOOL ADJUNCT ASSISTANT PROFESSORS, LAW SCHOOL ADJUNCT ASSOCIATE PROFESSORS, LAW SCHOOL ADJUNCT PROFESSORS.

A. Position Definition:

Persons employed in this adjunct series shall be assigned to teach part-time or perform related duties part-time.

B. Qualifications:

For appointment as law school adjunct instructor, law school adjunct assistant professor, law school adjunct associate professor, or law school adjunct professor, a person must have those qualifications or professional achievements and training comparable to those faculty members in the corresponding ranks of law school instructor, law school assistant professor, law school associate professor, and law school professor.

Section [11.43.] 11.46. CONTINUING EDUCATION TEACHER.

A. Position Definition:

Persons employed in the title of continuing education teacher shall be assigned to teach part-time or perform related duties on a part-time basis.

B. Qualifications:

For appointment as a continuing education teacher a person must have educational, professional or experience qualifications appropriate to the specific course.

**NOTE: Matter underlined is new; matter in brackets is deleted.**

EXPLANATION: The Law School faculty titles are presently incorporated as the Addendum to the Law School Governance Plan. Since amendments to the Law School Governance Plan are going to be presented to the Board for approval, this is an opportune time to include those faculty titles in the Board Bylaws, and then delete them from the Governance Plan. The Medical School faculty titles have long been included in the Board Bylaws. The following Law School titles are proposed to be included in the Board Bylaws: Law School Instructor, Law School Lecturer, Law School Assistant Professor, Law School Associate Professor, Law School Professor, Law School Library Assistant Professor, Law School Library Associate Professor, Law School Library Professor, Law School Adjunct Instructor,

Law School Adjunct Assistant Professor, Law School Adjunct Associate Professor and Law School Adjunct Professor.

**C. HUNTER COLLEGE – ESTABLISHMENT OF THE EVELYN KRANES KOSSACK CHAIR IN THE DEPARTMENT OF ART:**

RESOLVED, That the Board of Trustees of The City University of New York approves the establishment of the Evelyn Kranes Kossack Chair in the Department of Art at Hunter College.

EXPLANATION: Evelyn Kranes Kossack is the Founder, President and CEO of Jolen, Inc., a private family-held women's cosmetic company. A 1942 graduate of Hunter College, Mrs. Kossack is also a member of Hunter College's Hall of Fame and Friends of the Galleries. She is the Founder of the National Parkinson Foundation and the President of the John & Evelyn Kossack Foundation, Inc. Her generous gifts to Hunter College include the support of the College's fine arts facilities (the Evelyn Kossack Lecture Hall) and art galleries.

The purpose of the Evelyn Kranes Kossack Chair in the Department of Art is to recognize exceptional scholarship in the area of Art. The holder of the Named Chair will be recommended to the President for final approval by the Dean of the School of Arts and Sciences, in consultation with the Chair of the Department of Art and the Provost of the College. Over \$500,000 has been pledged for the endowment. The College received \$200,000 of the pledged amount in December 2003 and expects the remaining amount to be fully paid by 2005. The Evelyn Kranes Kossack Chair will be a limited Chair and the pledged funds will fund the salary and fringe benefits of the Chair holder and auxiliary support personnel.

**D. THE CITY UNIVERSITY OF NEW YORK – THE CONTINUATION OF MILITARY LEAVE AND EMPLOYER-PAID HEALTH AND WELFARE BENEFITS COVERAGE FOR UNIVERSITY EMPLOYEES RECALLED FROM THE RESERVES TO ACTIVE MILITARY SERVICE:**

RESOLVED, That the Board of Trustees of The City University of New York, in response to the continuing need for employees in the National Guard and Reserves to be activated for Military Service in response to the events of September 11, 2001, and in light of the continuing evolution of the response to September 11, 2001 into a wider campaign against terror, including military action in Iraq, hereby authorizes the continuation of Military Leave and Health & Welfare benefits for University employees in accordance with the following policies. These policies apply to employees of The City University of New York who are members of the National Guard, Reserve forces, or Reserve components of the armed forces of the United States who have been federally activated or activated by the Governor of New York State for military service on or after September 11, 2001:

**1. Supplemental Military Leave**

- (a) The City University of New York will provide a temporary leave category called Supplemental Military Leave at full pay. Employees of The City University of New York who have been federally activated or activated by the Governor of New York State for military service between September 11, 2001 and December 31, 2004 will be granted Supplemental Military Leave with full pay after the exhaustion of military leave with full pay pursuant to Section 242 of the New York State Military Law. While on such Supplemental Military Leave, the eligible employee will be in full pay status for a period not exceeding 30 calendar days or 22 working days, whichever is greater, in addition to the leave that had been granted pursuant to Section 242 of the New York State Military Law.
- (b) Employees shall be eligible to receive Supplemental Military Leave through December 31, 2004. Supplemental Military Leave shall not be granted for military service performed after December 31, 2004. In no event shall more than one such grant of Supplemental Military Leave be credited to any employee for activation related to the war on terror regardless of the number of times the employee is activated between September 11, 2001 and December 31, 2004.

## 2. Military Leave At Reduced Pay

- (a) Employees shall be eligible to receive Military Leave at Reduced Pay through December 31, 2004. Military Leave at Reduced Pay status commences after the employee has exhausted Military Leave pursuant to Section 242 of the New York State Military Law, Supplemental Military Leave as set forth in paragraph 1 above, and any leave credits, other than temporary disability leave or sick leave, which the employee elects to use.
- (b) Employees in Military Leave at Reduced Pay status will be paid their regular City University of New York salary (base pay) reduced by military pay (base pay plus housing and food allowances). The determination of rate of payment for the Military Leave at Reduced Pay will be based upon the employee's regular City University of New York salary as of his/her last day in full pay status and the employee's military pay on the first day of his/her activation, and shall not be subject to adjustment during the period of leave at reduced pay.
- (c) Employees eligible for Military Leave at Reduced Pay will not be eligible to earn annual and temporary disability leave/sick leave accruals or to receive credit for holidays.
- (d) In no event shall Military Leave at Reduced pay be granted for military service performed after December 31, 2004.

## 3. Continued Health Insurance Coverage

Covered dependents of eligible employees of The City University of New York, who are currently enrolled in a health plan with family coverage through The City University of New York and who have been federally activated or activated by the Governor of New York State for military service related to the war on terror shall continue to receive health insurance coverage with no employee contribution for a period not to exceed 12 months from the date of activation, less any period in which the employee remains in full-pay status. Contribution-free health insurance coverage will end at such time as the employee's active duty is terminated or the employee returns to City University of New York employment or December 31, 2004, whichever occurs first.

## 4. Other Provisions

The provisions of this resolution shall not apply to those employees who have voluntarily separated from City University of New York service or who are terminated for cause. Furthermore, the provisions of this resolution shall apply only for the period of time that the employee has an appointment with The City University of New York.

EXPLANATION: On October 22, 2001 and November 18, 2002, the Board of Trustees passed resolutions extending Military Leave and employer-paid health and welfare benefits coverage for University employees recalled from the Reserves to active military service in response to the events of September 11, 2001. This resolution authorizes the continuation of these benefits through December 31, 2004 in response to the continuing need for employees to serve in the Armed Forces in light of the continuing evolution of the response to September 11, 2001 into a wider campaign against terror, including military action in Iraq.

This resolution, consistent with the policies being followed by the State of New York for its employees, authorizes, under certain conditions, the continuation of Supplemental Military Leave at full pay for the greater of 30 calendar days or 22 working days, in addition to the Military Leave provided pursuant to Section 242 of the New York State Military Law. Further, after exhaustion of the Supplemental Military Leave, this resolution authorizes a Military Leave at Reduced Pay for military service performed through December 31, 2004, whereby the employee will receive salary from The City University of New York equal to the difference between the employee's regular CUNY salary and the military pay he/she is receiving. Finally, this resolution authorizes the continuation (through December 31, 2004) of

dependent health care coverage, under certain conditions, for employees recalled to active service related to the war on terrorism (less any period in which the employee remains in full-pay status).

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

**A. BROOKLYN COLLEGE – EXTENSION OF THE LIBRARY CAFÉ:**

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a construction contract on behalf of Brooklyn College to build the Extension of the Library Café at Brooklyn College, CUNY Project No. BY001-001. The contract shall be awarded to the lowest responsive and responsible bidder after public advertisement and sealed bidding pursuant to law and University regulations. The contract cost shall be chargeable to the City Capital Budget, Project No. BY001-001, for an amount not to exceed \$1,499,000.00. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Brooklyn College will build a new 2,033 gross square feet addition to the Library Café. The new addition will provide thirty workstations and two study areas.

The Board approved the selection of the design firm of Thanhauser Esterson Architects, by resolution dated February 25, 2002, Cal. No. 7.A.

**B. BROOKLYN COLLEGE – CAMPUS CONFERENCE CENTER:**

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a consultant contract with the firm of Gerner Kronick + Valcarcel, Architects, PC for professional design and construction – related services as required for the Campus Conference Center at Brooklyn College, CUNY Project No. BY007-004. The contract cost shall be chargeable to the City Capital Budget, Project No. BY007-004 for an amount not to exceed \$79,526.00. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Brooklyn college will engage Gerner Kronick + Valcarcel, Architects, PC to create a modern conference facility with state-of-the-art technology in the Student Union Building. The proposed firm was selected in accordance with law and procedures established by the University.

**C. NEW YORK CITY COLLEGE OF TECHNOLOGY – “G” BUILDING CORNICE AND PARAPET REPLACEMENT:**

RESOLVED, That the Board of Trustees of The City University of New York accept the design for the “G” Building cornice and parapet replacement at New York City College of Technology, as prepared by RSD Engineering, P.C., with a construction budget of \$1,500,000; and be it further

RESOLVED, That the City University Construction Fund is requested to authorize the Dormitory Authority of the State of New York to complete the contract documents, to bid and award contracts and to supervise the construction of this project.

EXPLANATION: This project consists of the following work at the “G” Building: replacing the terra cotta cornice with new precast concrete to match the original design, rebuilding the parapet with new precast concrete and installing a new modified bitumen roof system. The consultant was selected by the Dormitory Authority of the State of New York under its procurement procedures.

**D. QUEENSBOROUGH COMMUNITY COLLEGE – R. F. KENNEDY HALL ROOF REPLACEMENT:**

RESOLVED, That the Board of Trustees of The City University of New York accept the design of the R. F. Kennedy Hall roof replacement at Queensborough Community College, Project No. QB025-004, as prepared by Anthony C. Baker, Architects & Planners, P.C., with a construction budget of \$1,000,000; and be it further

RESOLVED, That the City University Construction Fund is requested to authorize the Dormitory Authority of the State of New York to complete the contract documents, to bid and award contracts and to supervise the construction of this project.

EXPLANATION: This project will replace the original thirty-five year old roof of the R. F. Kennedy Hall at Queensborough Community College. The consultant was selected by the Dormitory Authority of the State of New York under its procurement procedures.

**NO. 6. COMMITTEE ON STUDENT AFFAIRS AND SPECIAL PROGRAMS:** The following item is placed on the calendar pursuant to the resolution on Committee structure last amended by the Board on 5/21/90, Cal. No. 8.D. A quorum was not present at the meeting but the presiding chair determined that it is important for Board action not to be delayed. A majority of the members of the Committee support this resolution.

**A. THE CITY UNIVERSITY OF NEW YORK – AMENDMENTS TO BOARD POLICY ON PAYMENT OF STIPENDS TO STUDENT LEADERS:**

RESOLVED, That the Board of Trustees of The City University of New York adopt the following amended policy on the payment of stipends to student leaders. The Board believes and intends that service as a student leader should be an educational experience. Recognizing the educational role of student leadership positions, the Board, while not encouraging the payment of stipends, believes some stipend payments to student leaders should be allowed within the parameters outlined below:

1. Stipend payments to student leaders shall be limited to two (2) years in the University, except:
  - a. A student leader elected to an office of the University Student Senate shall be allowed three (3) years of stipend payments, with no more than two (2) years of the payments as an officer of the University Student Senate.
  - b. A student who receives two (2) years of stipend payments as an undergraduate student leader, shall be permitted a third (3<sup>rd</sup>) year of stipend payments as a graduate student leader.
  - c. Co-chairs of the Doctoral Students' Council at The Graduate School and University Center shall be permitted a third (3<sup>rd</sup>) year of stipend payments as a graduate student leader.
2. The amount of stipend payments to student leaders shall be limited as follows:
  - a. College student leaders shall be limited to a maximum of [\$3,880] \$4,028 per year and no more than [\$1,940] \$2,014 per semester.
  - b. The Chairperson of the University Student Senate shall be limited to a maximum of [\$8,430] \$8,750 per year and no more than [\$4,215] \$4,375 per semester.
  - c. Vice-chairpersons of the University Student Senate shall be limited to a maximum of [\$4,916] \$5,102 per year and no more than [\$2,458] \$2,551 per semester.
  - d. Co-chairs of the Doctoral Students' Council at The Graduate School and University Center shall be limited to a maximum equal to the minimum salary for the title of Graduate Assistant B.

3. No student leader shall for the same period receive more than one stipend, or be an employee of or receive any other compensation from a student activity fee allocating body.
4. The Chancellor or his or her designee shall, every two years, review the schedule of stipend payments, and report to the Board on any adjustments he or she recommends as being appropriate, in relationship to any changes in the Consumer Price Index (CPI).

These amendments shall be effective July 1, 2004.

**NOTE: Matter underlined is new; matter in brackets is deleted.**

EXPLANATION: This revised stipend policy is adopted pursuant to Board Bylaw Section 16.14 to authorize the payment of stipends to student leaders within the time limits and amounts set forth above, and amends the Board Policy on Payment of Stipends to Student Leaders adopted by the Board on April 25, 1983, Cal. No. 7.B., and amended on November 27, 1989, Cal. No. 6.A., February 22, 1994, Cal No. 7.A., June 27, 1994, Cal. No. 7.A., May 28, 1996, Cal. No. 8.A., April 26, 1999, Cal. No. 8.A., and February 25, 2002, Cal. No. 8.A.

In accordance with the Board policy, the Chancellor has reviewed the schedule of stipend payments since stipends were last increased in July 2002. The proposed revisions increase stipends by 3.8% in accordance with the 3.8% increase in the Consumer Price Index (CPI), for all urban consumers in New York City and Northeastern New Jersey, from July 2002 through December 2003.

**Trustee Agnes Abraham** stated that at the meeting that was held on the first of March, my colleague from the **University Student Senate** was present and felt that it was not in the best interest of the students that this stipend be raised because it would give, in her own words, a wrong incentive for students to run for office. However, I just want the record to indicate that you cannot equate the stipend that is given to a student with the amount of work that you do in addition to being a student, sometimes an employee, a mother or father and what you do as a student. I want to thank the Board for taking this action and it is a recommendation, it does not mean that student governments will actually put it in place, it is something that is there that is available to individual student governments if they so choose to do it that it can be done. So, I just wanted to make the record very clear on this, and thank you for that.

**NO. 7. 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:

| <b>COLLEGE</b>  | <b>DEGREES</b>               |
|---|------------------------------|
| <b>Baruch College</b>                                       |                              |
| William Aldinger  | Doctor of Commercial Science |
| William H. Donaldson  | Doctor of Laws               |
| Lawrence N. Field   | Doctor of Commercial Science |
| (To be awarded at the June 1, 2004, Commencement Exercises) |                              |
| <b>Brooklyn College</b>                                     |                              |
| Lee Bontecou  | Doctor of Fine Arts          |
| Nicolas Roeg  | Doctor of Fine Arts          |
| Robert J. Silbey  | Doctor of Science*           |
| (To be awarded at the June 3, 2004, Commencement Exercises) |                              |

\* Revised at the request of Brooklyn College

**The City College**

|                           |                          |
|---------------------------|--------------------------|
| William Jefferson Clinton | Doctor of Laws           |
| Walter Mosley             | Doctor of Humane Letters |
| Richard Rodriguez         | Doctor of Humane Letters |
| Richard Schiff            | Doctor of Humane Letters |
| Frank Sciame              | Doctor of Fine Arts      |

(To be awarded at the June 4, 2004, Commencement Exercises)

**The College of Staten Island**

|                      |                          |
|----------------------|--------------------------|
| Zarin Mehta          | Doctor of Arts           |
| Steven L. Teitelbaum | Doctor of Science        |
| Neil de Grasse Tyson | Doctor of Humane Letters |

(To be awarded at the June 3, 2004, Commencement Exercises)

**CUNY School of Law**

|                |                |
|----------------|----------------|
| Wallace Mgoqi  | Doctor of Laws |
| Shannon Minter | Doctor of Laws |
| Helen Prejean  | Doctor of Laws |
| Diane C. Yu    | Doctor of Laws |

(To be awarded at the May 21, 2004, Commencement Exercises)

**The Graduate School and University Center**

|              |                          |
|--------------|--------------------------|
| Don Hewitt   | Doctor of Humane Letters |
| Marie Ponsot | Doctor of Humane Letters |

(To be awarded at the June 3, 2004, Commencement Exercises)

**Hunter College**

|                       |                          |
|-----------------------|--------------------------|
| Rita E. Abrams Hauser | Doctor of Humane Letters |
| Susan Burden          | Doctor of Humane Letters |
| Nicholas Scoppetta    | Doctor of Humane Letters |

(To be awarded at the June 8, 2004, Spring Commencement Exercises or the January 2005 Winter Commencement Exercises, subject to the candidates' availability)

**Medgar Evers College**

|                       |                          |
|-----------------------|--------------------------|
| Alfred B. Curtis, Jr. | Doctor of Humane Letters |
| Elaine Ruth Jones     | Doctor of Laws           |

(To be awarded at the June 5, 2004, Commencement Exercises)

**New York City College of Technology**

|              |                          |
|--------------|--------------------------|
| Ti-Hua Chang | Doctor of Humane Letters |
|--------------|--------------------------|

(To be awarded at the June 3, 2004, Commencement Exercises)

**Queens College**

Jimmy Heath

Doctor of Humane Letters

Jeffrey H. Kordower

Doctor of Humane Letters

(To be awarded at the June 3, 2004, Commencement Exercises)

**Upon motions duly made, seconded and carried, the meeting was adjourned at 5:30 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.)**

**GOVERNANCE PLAN  
OF THE CITY UNIVERSITY OF NEW YORK SCHOOL OF LAW  
AT QUEENS COLLEGE**

**I. INTRODUCTION**

**A. PURPOSES**

1. The central purpose of The City University School of Law at Queens College (the "Law School") is to create an educational program that will train students for the practice of law in the service of human needs and honor students' aspirations toward building a legal career that reflects their commitment toward justice, fairness, and equality. The organization of work and life at the Law School is designed to encourage students to think actively about their life choices, their evolving concept of professionalism, and the content and processes of the law itself, in ways that foster their capacity to practice law in a socially useful manner.

2. This Governance Plan is intended to provide a governance system for the Law School that facilitates the realization of this commitment. This Governance Plan should be read consistent with the Bylaws of the Board of Trustees of The City University of New York, and nothing in this Plan should be read as inconsistent with the Bylaws of the Board of Trustees unless specifically so stated in this Governance Plan. The procedures that follow seek to encourage a spirit of relationship, trust, and community that operates within a framework of rules. The rules are designed to provide a framework within which people motivated by a sense of shared mission can operate in a manner that encourages responsibility and participation by all members of the Law School community.

3. In order to serve these ends, a governance system needs to respect both democratic modes of participation and an institutional authority that enables the Law School to maintain a coherent and coordinated expression of its purpose.

**B. STATUS WITHIN THE CITY UNIVERSITY**

1. The City University School of Law at Queens College is a unit of The City University of New York ("The City University"). The Law School is a constituent element, similar to a college of The City University and shall have ties to all institutions within The City University.

**C. TITLES AND DEFINITIONS**

1. The Board or Board of Trustees means the Board of Trustees of The City University of New York.

2. The authorization and definition of titles for faculty, permanent instructional staff, other instructional staff, and classified (non-instructional) staff at the Law School shall include only those titles authorized and defined in the Bylaws of the Board of Trustees.

3. Notices of reappointment at the Law School shall be handled in accordance with the Bylaws of the Board.

4. The term "administrative staff" or "administrators" shall mean full-time members of the instructional staff within the meaning of Section 6.1 of the Board of Trustees' Bylaws who are not members of the faculty.

5. The term "support staff" refers to persons, other than students enrolled at the Law School, who are working full-time at the School, or who have worked part-time, at least 10 hours per week, at the School for at least six months, and are not members of the instructional staff.

**II. THE DEAN**

**A. AUTHORITY OF THE DEAN**

1. The Dean of The City University School of Law at Queens College shall be the chief educational and administrative officer of the Law School. The Dean of the Law School shall be a member of the CUNY Council of Presidents and shall have, subject to the provisions and exceptions contained in this Governance Plan, the duties and responsibilities of a college president as stated in Section 11.4 of the Board of Trustees Bylaws and other policies and resolutions of the Board. The Dean of the Law School shall have, subject to the provisions and exceptions contained in this Governance Plan, all of the rights and responsibilities of a president relative to all collective bargaining agreements, rules and regulations of CUNY Classified Service and all other policies and procedures issued by The City University of New York.

2. The Dean may be removed by the Board upon the recommendation of the Chancellor after consultation with the faculty of the Law School. The Dean of the Law School shall be a tenured member of the Law faculty.

3. The Dean of the Law School shall exercise all the responsibilities customarily exercised by law school deans. He/she shall consult with and report to the Chancellor. He/she shall have the affirmative responsibility for developing the academic program, enhancing the educational standards and assuring the academic excellence of the Law School. Such responsibility shall include but not be limited to the following duties:

- a. to recommend, as stated in this Governance Plan, the appointment, promotion, and tenure of persons who will contribute to the improvement of the Law School program. These recommendations shall be consistent with the immediate and long-range objectives of the Law School;
- b. to advise the Chancellor and the Board of Trustees on matters concerning the program of the Law School;
- c. to provide advice concerning other law-related programs within The City University and to make recommendations on the development and operation of such programs;
- d. to supervise and manage the work of the Law School faculty and employees, and to carry into effect the Bylaws, resolutions and policies of the Board of Trustees;
- e. to prepare and implement a long range plan for the Law School;
- f. to act as chairperson of the faculty of the Law School and the Law School Committee on Personnel and Budget;
- g. to review and recommend to the Chancellor and other appropriate officials the actions of the Law School faculty on matters of curriculum and other matters falling under faculty jurisdiction;
- h. to consult with appropriate faculty committees on matters of appointments, reappointments, and promotions, taking systemic student evaluations into account;
- i. to develop Law School activities that enhance the Law School's involvement and reputation in the legal community;
- j. to develop integrated courses of study with law-related disciplines;
- k. to prepare and present an annual Law School budget to the Chancellor;
- l. to appoint such ad hoc and/or special committees as appropriate.

#### B. APPOINTMENT AND REAPPOINTMENT OF THE DEAN

1. When a vacancy occurs or is expected in the office of the Dean of the Law School, a Search Committee shall be established under the Board Guidelines for Presidential Searches.

2. A committee which will be constituted in the same fashion as a Presidential Review Committee will be appointed at the beginning of every fifth year of a Dean's term to serve as a Review Committee to review the Dean's performance. This committee will make a report to the Chancellor [and the Board].

### III. THE FACULTY

#### A. ORGANIZATION AND DUTIES

1. The faculty of the Law School will meet monthly, during the academic year, on the dates set forth in a calendar distributed at the start of each semester by the Dean. The faculty shall also meet on call of the Dean or upon the petition of 1/3 of the faculty, and the Dean will preside at its meetings. Within general policies established by the Board of Trustees, through its Bylaws, resolutions, policies, rules, regulations, and this Governance Plan, the Dean and Faculty of the Law School shall have the responsibility for formulating and administering the program of the School including such matters as faculty selection, retention, promotion and tenure; curriculum; methods of instruction; admission policies; and academic standards of retention, advancement and graduation of students.

2. The presence of a majority of the voting faculty shall constitute a quorum. A quorum shall be necessary for the transaction of any business. Business shall be conducted in accordance with Robert's Rules of Order, latest edition.

Minutes shall be kept of all meetings. The faculty may adopt such additional procedures for the discharge of its responsibilities under this Governance Plan as it may deem necessary, subject to the approval of the Dean.

3. The agenda for the regular monthly faculty meeting shall be proposed by the Dean and distributed to the faculty within a reasonable time prior to the meeting. Any member of the faculty may add items to New Business. The proposed agenda shall be adopted by the faculty, by a vote of a majority of those present if a quorum is present, at the beginning of each faculty meeting and may be amended by the faculty by the same vote prior to its adoption. Once adopted the agenda may be amended in any manner by a 2/3 vote.

4. A faculty member who misses three regular faculty meetings during an academic year shall not be entitled to vote nor be counted towards a quorum at all faculty meetings for the remainder of the academic year in which the third absence occurs. Faculty members facing the loss of voting rights may appeal to the remaining voting faculty for a waiver of this rule by providing good and sufficient reasons. The waiver shall be granted if 2/3 of faculty present at a faculty meeting vote to approve the waiver.

5. The student government is authorized to elect three students, one from each class, who must be in good standing, to serve as ex-officio members of the faculty for the purpose of faculty meetings. The student government is also authorized to elect students in good standing to be the student members of faculty committees, except where otherwise specified by this Governance Plan or the Bylaws or resolutions of the Board of Trustees. All elected students must remain in good standing to retain their seats on committees or in student government, all serve for a one year term and may be reelected. No student may serve in more than two elected positions under this Governance Plan, including student government, at a time. When a vacancy occurs, the student government may fill the vacant seat for the remainder of the term.

#### B. FACULTY COMMITTEES

The Faculty committees shall be those specified below and shall also include any additional committees created from time to time by action of the Faculty or the Dean.

##### 1. The Personnel and Budget Committee

a. The Law School shall establish a Personnel and Budget Committee which shall be composed of five persons. Members of the Personnel and Budget Committee shall be Law School faculty members elected in accordance with the Bylaws and written policies of the Board of Trustees and one second or third year student elected by the students as a non-voting member. The manner of constituting the committee, and the procedure to be followed by it, shall be subject to the approval of the Dean of the Law School. This committee shall review all recommendations for appointment and reappointment, with or without tenure, to the faculty, and promotion in rank, special salary increases and increments, and applications for fellowship and other leaves. It shall recommend action thereon to the Dean. The Dean of the Law School will be one of the five members of the Law School Personnel and Budget Committee and shall serve as Chair.

##### 2. Faculty Search Committees and Faculty Appointments

a. The Dean, in consultation with the Personnel and Budget Committee, shall establish such Faculty Search Committees as are appropriate. All Faculty Search Committees shall adopt and follow appropriate procedures in order to assure compliance with The City University Affirmative Action policies and procedures. The Dean shall appoint a student member to each Search Committee.

b. A Faculty Search Committee shall report its recommendations to the faculty for discussion and then to the Dean. The Dean shall review the recommendations and make his or her own recommendation regarding each faculty appointment to the Personnel and Budget Committee.

c. The Personnel and Budget Committee shall review the recommendations of the Dean, consult with the full-time tenured and tenure-track faculty, and shall make its own recommendation regarding each faculty appointment to the Dean.

d. The Dean shall review the recommendations of the Personnel and Budget Committee and shall recommend to the Chancellor for appointment, only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence of the Law School.

e. The Chancellor will review the Dean's recommendations in accordance with Section C of this Article.

##### 3. Faculty Reappointment, Promotion, and Tenure Review Procedures

- a. The Personnel and Budget Committee and all other committees charged with the review of faculty shall review all candidates' qualifications under the policies and standards of The City University as set forth in the Bylaws, personnel policies, and resolutions of the Board of Trustees of The City University of New York.
- b. The Dean shall review the affirmative recommendation(s) of the Personnel and Budget Committee and shall recommend to the Chancellor for reappointment, promotion, and tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.
- c. The Chancellor shall review the Dean's affirmative recommendations in accordance with Section C of this Article.

#### 4. The Admissions & Admissions Policy Committee

The Admissions & Admissions Policy Committee shall include the Assistant Dean for Enrollment Management and Director of Admissions, not fewer than three faculty, and two students who are members of the second or third year classes. Faculty appointments shall be for a term of two years.

- a. The Admissions & Admissions Policy Committee shall review individual candidates for admission and recommend admissions policy, subject to the approval of the faculty, the Dean and the Chancellor.
- b. No applicant may be admitted by the Law School except on the affirmative vote of the Admissions & Admissions Policy Committee. The Committee shall follow procedures that have been approved by the faculty and the Dean.

#### 5. Scholastic Standards and Academic Standing Committee

- a. The membership of the Scholastic Standards and Academic Standing Committee shall include an Associate Dean, who shall chair the Committee, not fewer than four faculty members and two third-year students.
- b. The Committee shall review policies and procedures concerning scholastic standards and assist in the development of academic support systems for students.
- c. The Committee shall apply the academic standards of the Law School to individual students from the time of admission until the granting of the Juris Doctor. The Committee will receive and act upon student appeals relating to academic matters.

#### 6. The Curriculum Committee

- a. The Curriculum Committee shall be composed of not fewer than four faculty and three student members. The term of all faculty members shall be two years.
- b. The Curriculum Committee shall have authority to consider all proposals to review, modify, or develop the course of study for each of the three years, and all proposals relating to the educational program; including, but not limited to, evaluation of student work and scheduling.

#### 7. Committee on Committees

- a. A Committee on Committees shall be constituted each year, consisting of the Dean, two faculty members elected by the faculty, one student elected by the student government and one staff member elected by the administrative and support staffs.
- b. The Committee shall recommend, except with respect to committees that consider personnel matters or where specified in this Governance Plan or the Bylaws of the Board of Trustees, how many, if any, members of the faculty, administrative staff, and support staff shall be nominated to each committee. The Committee shall also propose nominations for membership and chair for each committee that shall be submitted to the faculty for election, substitution or addition. Except where the Board of Trustee Bylaws or resolutions are to the contrary, the normal term of office for faculty members on committees shall be two years and for students, one year. Committee members may be reelected unless the charge of the committee or rules of the Board of Trustees limits a member's term.

**C. APPOINTMENTS AND REAPPOINTMENTS TO, AND PROMOTIONS WITHIN, THE INSTRUCTIONAL STAFF PROCEDURE**

1. All appointments and reappointments, including reappointments with tenure, to, and promotions within the instructional staff, except where otherwise provided, shall be recommended to the Dean who shall review the recommendations and recommend to the Chancellor only those persons who he/she is reasonably certain will contribute to the academic excellence of the Law School.
2. The Chancellor shall review the Dean's affirmative recommendations and shall recommend to the Board of Trustees for appointment, reappointment, promotion and/or tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.

**D. APPEALS**

1. A Faculty member may appeal a negative decision of the Personnel and Budget Committee regarding his or her candidacy to the Dean, who shall consider, decide and notify the candidate regarding the appeal.

**IV. APPOINTMENT AND REAPPOINTMENT OF [EXECUTIVES AND] ADMINISTRATORS****A. INITIAL PROCESS FOR APPOINTMENT AND REAPPOINTMENT OF ADMINISTRATORS OTHER THAN THOSE IN EXECUTIVE PAY PLAN TITLES**

1. Proposed appointments, other than acting or substitute appointments, to positions on the administrative staff shall be reviewed initially, after a search, by the Dean.

There shall be an Administrative Screening and Review Committee. The Dean shall make his/her recommendations to the Administrative Screening and Review Committee. The members of the Administrative Screening and Review Committee shall be appointed by the Dean and shall consist of no fewer than three members, at least one of whom must hold a professorial appointment, and a majority of whom must be administrators. An Associate Dean shall chair the Administrative Screening and Review Committee.

2. The Committee will review proposed appointments and reappointments, and proposed title and salary recommendations, for administrative positions to assure that the applicable University standards have been met and that rates of pay for members of the Law School administrative staff take into account comparable rates at metropolitan area law schools and other institutions in The City University and, to the extent practicable, are commensurate for those with comparable tasks and comparable experiences within The City University. The Committee shall make its recommendations to the Dean. The Dean shall review those recommendations in making his/her own recommendations to the Chancellor for appointment or reappointment.

**B. EVALUATION OF ADMINISTRATORS OTHER THAN THOSE IN EXECUTIVE PAY PLAN TITLES**

Evaluation of the work of persons on the administrative staff is ultimately the responsibility of the Dean. The Dean, in consultation with the Administrative Screening and Review Committee as outlined in Section A above, may recommend for appointment or reappointment persons holding such titles in accordance with established University procedures.

**C. APPOINTMENT OF PERSONS HOLDING PROFESSORIAL TITLES TO ADMINISTRATIVE DUTIES OTHER THAN THOSE IN EXECUTIVE PAY PLAN TITLES.**

1. The Administrative Screening and Review Committee of the Law School may recommend to the Dean that an administrative position be filled by an individual whose title is law school instructor, law school assistant professor, law school associate professor, law school professor, or law school lecturer. Such recommendation may, but need not, include a recommendation that the person receive a change in remuneration for work in that title.
2. If the Dean concurs with their recommendation he/she may make such a recommendation to the Chancellor in accordance with the procedures for appointments to the instructional staff.

**D. APPEALS**

1. An administrator may appeal a negative decision of the Administrative Screening and Review Committee regarding his or her candidacy to the Dean, who shall consider, decide, and notify the candidate regarding the appeal.

**V. BOARD OF VISITORS**

A. There shall be a Board of Visitors for The City University School of Law at Queens College appointed by the Chancellor. The Board of Visitors shall be made up of distinguished jurists, lawyers, scholars, and other interested persons. Its role will be to advise the Law School about its academic program, its role in the community, placement of graduates and the like. It shall assist the Dean, the Chancellor and the Board of Trustees in all aspects of the Law School's development efforts. It shall serve as a liaison between the Law School, the legal profession, and the public and private groups which are served by the legal profession and participate in the legal process.

B. Members of the Board of Visitors will be appointed for three-year terms upon the recommendation of the Dean of the Law School, with the concurrence of the Chancellor.

C. The membership of the Board of Visitors should reflect the Law School's role in the Borough of Queens, in the City, the State, and the Nation. The Board of Visitors shall be governed by Bylaws promulgated by the Board of Visitors.

**VI. AMENDMENTS****A. AMENDMENT PROCEDURE**

1. Amendments to this Governance Plan may be recommended by the Faculty, the Dean, or the Chancellor.

Any recommendations which originate in the Law School Faculty must be first submitted to the Dean for consideration. The Dean shall review the [Faculty recommendation(s)]. Any recommendation in whole or in part approved by the Dean or any modification thereof that the Dean determines to be in the best interests of the Law School shall be recommended to the Chancellor for further consideration.

2. The Chancellor shall review the Dean's recommendations. Any recommendation in whole or in part approved by the Chancellor or any modification thereof that the Chancellor determines to be in the best interests of the Law School shall be recommended to the Board for approval.

3. No change in this Governance Plan shall be implemented until it has been adopted by the Board.