

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

HELD

DECEMBER 8, 2008

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

The Chairperson called the meeting to order at 4:36 P.M.

There were present:

Benno C. Schmidt, Jr., Chairman

Valerie Lancaster Beal  
Wellington Z. Chen  
Rita DiMartino  
Joseph J. Lhota  
Peter S. Pantaleo  
Kathleen M. Pesile

Carol A. Robles-Roman  
Marc V. Shaw  
Charles A. Shorter  
Sam A. Sutton  
Freida Foster-Tolbert  
Jeffrey S. Wiesenfeld

Simone Lamont, ex officio

Manfred Philipp, ex officio (non-voting)

Frederick P. Schaffer, General Counsel and Senior Vice Chancellor for Legal Affairs  
Jay Hershenson, Secretary and Senior Vice Chancellor for University Relations  
Hourig Messerlian, Deputy to the Secretary  
Steven Quinn  
Anthony Vargas

Chancellor Matthew Goldstein  
Interim EVC and University Provost Alexandra Logue  
Executive Vice Chancellor and C.O.O. Allan H. Dobrin  
President Dolores Fernandez  
President Ricardo R. Fernandez  
President Russell K. Hotzler  
President William P. Kelly  
President Christoph M. Kimmich  
President Eduardo J. Marti  
President Gail O. Mellow  
President Tomás Morales  
President James L. Muyskens  
President Antonio Perez  
President Regina Peruggi  
President Jennifer Raab

President Kathleen M. Waldron  
President Carolyn G. Williams  
President Gregory H. Williams  
Dean Michelle Anderson  
Dean Ann Kirschner  
Dean Stanford A. Roman, Jr.  
Dean Stephen Shepard  
Vice Chancellor Ernesto Malave  
Vice Chancellor Garrie Moore  
Vice Chancellor Pamela Silverblatt  
Vice Chancellor Gillian Small  
Vice Chancellor Gloriana Waters  
Vice Chancellor Iris Weinshall  
Senior University Dean John Mogulescu  
RF President Richard F. Rothbard

The absence of Vice Chairman Philip Alfonso Berry and Trustee Hugo M. Morales was excused.

**Chairman Benno C. Schmidt, Jr.** called the meeting to order, and announced that the following notice, which had been widely distributed, would be entered into the record of this Public meeting:

"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:** **Chairman Schmidt** announced that as usual **CUNY-TV** is making available this important community service by transmitting the Public Session of this afternoon's meeting of the **Board of Trustees** live on cable Channel 75. The meeting is also being webcast live and can be accessed by going to [www.cuny.edu](http://www.cuny.edu). Future meetings of this Board will also be webcast live. The Public Session of this afternoon's Board meeting will be available as a podcast within 24 hours and can be accessed through the **CUNY** website.

**Chairman Schmidt** stated that on behalf of my fellow Trustees I would like to express our deepest condolences and sympathy to **Trustee Frieda Foster-Tolbert** for the untimely passing of her husband and Hunter College alumnus Terence Tolbert on November 2, 2008. He was an enormously talented leader who was deeply committed to the use of education to positively transform lives. He will be greatly missed.

**Chairman Schmidt** stated that on behalf of the Board and **Chancellor Goldstein** I would like to welcome the new **USS** Chairperson and student **Trustee Simone Lamont**. **Simone** is pursuing a BS in mathematics at **York College** and hopes to utilize her skills by becoming an educator. **Trustee Lamont**, would you care to say a few words?

**Statement of Trustee Simone Lamont:**

I believe you said everything that I was about to say. So, I am ex officio on the **Board of Trustees**. I am a student at **York College** and I am the Chair of the **University Student Senate** and as such I am the voice of over 200,000 students and my sole interest is representing those students. Thank you.

**Chairman Schmidt** stated that the **Board of Trustees** recently had the pleasure of having a productive dinner in this room with the newly elected **CUNY** student government leaders on Monday, December 1st. It was attended by more than two dozen student government leaders including **Trustee Simone Lamont**, **Vice Chairman Philip Berry**, **Trustees Wellington Chen**, **Rita DiMartino**, **Kathleen Pesile**, **Peter Pantaleo**, **Charles Shorter**, **Jeffrey Wiesenfeld**, **Manfred Philipp** and myself. **Chancellor Goldstein** and the members of the Chancellery were also present at the dinner, as were **President Kathleen Waldron** and **President Carolyn Williams**. A summary of the discussion we had at that dinner is in your packets. We look forward to future conversations as well as other activities coordinated by the **Office of Student Affairs**.

**Chairman Schmidt** stated that he would like to congratulate Governor David Paterson on his designation of **Trustee Marc Shaw** to serve as his Senior Advisor for at least the next six months. Congratulations to Senator Malcolm Smith on his designation of **Trustee Hugo Morales** as a member of his Transition Task Force.

**Chairman Schmidt** noted that it was his pleasure to announce that **Trustee Carol Robles-Roman** was recently honored by the New York Asian Women's Center for her work in establishing the Queens Family Justice Center, which seeks to coordinate criminal justice and civil, legal and social services for survivors of domestic violence. Congratulations.

**Chairman Schmidt** stated that he would like to congratulate two Board members who are recipients of honors from the Manhattan Council of the Boy Scouts of America. They are **Vice Chairman Philip Berry** and **Trustee Hugo Morales**. **President Antonio Perez** is the Manhattan Chapter Chairman of this important organization.

**Chairman Schmidt** noted that congratulations were certainly in order to **CUNY's** newest Rhodes Scholar, David Bauer, a senior at **City College** and the **Macaulay Honors College**. David is our third Rhodes Scholar in the past five years. On behalf of my fellow Board members I would like to extend best wishes to David as he contemplates his exciting journey to England.

**Chairman Schmidt** stated that you may recall that the Association of Community College Trustees recently held its 39th Annual Leadership Congress at the New York Marriott Marquis. I would like to acknowledge the leadership of **Trustee Kathleen Pesile**, who was the principal speaker at the opening session and who facilitated a round table conference session featuring **Vice Chancellor Ernesto Malave** and the **CUNY** community college presidents; **Vice Chairman Philip Berry** was the keynote speaker at the closing general session; **Senior Vice Chancellor and Secretary Jay Hershenson** was a panelist in a town hall meeting focusing on combating poverty. Among other participants from **CUNY** were **ASAP** Director Donna Linderman, who facilitated a discussion on improving graduation rates; **CUNY's** Department of Public Safety; **Queens College** student Rachel Zevita Smyth-Godinger, **Queensborough Community College** student Leticia Smith, **Kingsborough Community College** student Shannon Gellizeau and Dinora McDermott; Alumni Mary Kay Adams and Luciana Pais from **LaGuardia Community College**; the Medgar Evers College Jazz Ensemble was also present. All in all, **CUNY** was obviously very well represented at this conference.

**Chairman Schmidt** noted that the 2008 fall athletic season was highlighted by **Hunter College's** clean sweep of all three **CUNY** championship team sports, men's soccer, women's tennis and women's volleyball. All three have or will represent **CUNY** at the NCAA Division III national tournaments. **Brooklyn College** swept the men's and women's cross country titles. The overall races were won by runners from **Bronx Community College** and **Queensborough Community College**. **Bronx** also won the community college volleyball title, while **BMCC** captured the men's soccer crown.

**B. COLLEGE AND FACULTY HONORS:** **Chairman Schmidt** called on **Trustee Rita DiMartino**, who announced the following:

1. **Queens College** Professor of Physics Vinod Menon has developed the first ever flexible microcavity laser, which can conform to any shape and is 95% less expensive to make than traditional lasers; **Queens College** Professor of Education Alice Artzt was inducted into the Long Island Mathematics Education Hall of Fame for her outstanding contributions to reducing the shortage of qualified math teachers nationwide. Congratulations!
2. From over 2,300 schools surveyed, **Baruch College** has been named one of the 25 best graduate entrepreneurship programs nationwide by *Entrepreneur Magazine* and *The Princeton Review*. This is the second time **Baruch College** has been selected for inclusion in the top 25. Congratulations.
3. Distinguished **Hunter College** Professor Emerita Nancy Siraisi was one of 25 recipients of a MacArthur Fellowship, and **Hunter College** Associate Professor of Nursing Joyce P. Griffin-Sobel was selected as one of 24 Fellows of the Academy of Nursing Education. Congratulations!
4. **Graduate Center** Sociology Professors Paul Attewell and David Lavin have won the 2009 University of Louisville Grawemeyer Award for their research on higher education; Distinguished Professor of English at the **Graduate Center** and **Hunter College** Meena Alexander was selected a 2008-09 Fellow of the Guggenheim Foundation; and Professor of History at the **Graduate Center** and **Baruch College** Alfonso W. Quiroz received a 2008-09 John Simon Guggenheim Memorial Foundation Fellowship. Congratulations!

**C. STUDENT AND ALUMNI HONORS:** Chairman Schmidt called on Trustee Freida Foster-Tolbert, who announced the following:

1. The first-time pass rate of **CUNY School of Law** graduates who took the July 2008 New York State bar exam was 82.6%. This matches the record-breaking pass rate from 2007. 109 graduates took the exam for the first time and 90 of them passed. Congratulations **Dean Anderson!**
2. **Hunter College** graduate student Elyssa Davis has been awarded the 2008-09 Society of Women Geographers Evelyn I. Pruitt National Minority Fellowship; **Hunter College's** Model U.N. team recently won two awards at the Third Annual Columbia Model U.N. Crisis Simulation event--**Hunter** student Jared Greenfield received an Honorable Mention award, and Lauren Vriens received a Verbal Accommodation Award. Congratulations!
3. At the recent Annual Greater New York Dental Meeting, **Hostos Community College** students won third place and honorable mention competing against New York University College of Dentistry among others: Noelia Urena and Gabriela Taylor won third place for their presentation, and honorable mention was awarded to Jonnel Mortley and Melanie Wildy. Congratulations!

**D. GRANTS:** Chairman Schmidt presented for inclusion in the record the following list of grants and bequests of \$100,000 or above received by the University subsequent to the September 22, 2008 Board meeting.

#### BARUCH COLLEGE

1. \$159,944 **NATIONAL INSTITUTES OF HEALTH – NATIONAL INSTITUTE OF DIABETES, DIGESTIVE & KIDNEY DISEASES** to Pinto, A. M. for “Managing Obesity by Weight Loss.”

#### BRONX COMMUNITY COLLEGE

1. \$2,365,686 **UNITED STATES DEPARTMENT OF EDUCATION** to Montenegro, L. for “Student Support.”
2. \$844,922 **NEW YORK CITY HUMAN RESOURCES ADMINISTRATION** to Ravenelle, J. for “Training.”
3. \$479,052 **UNITED STATES DEPARTMENT OF EDUCATION** to Danvers-Foust, M. for “Upward Bound Program: Student Support.”
4. \$164,428 **DEPARTMENT OF LABOR** to Kellawon, B. for “Displaced Homemaker Program.”
5. \$116,456 **OFFICE OF TEMPORARY DISABILITY ASSISTANCE** to Kellawon, B. for “Displaced Homemaker Program.”

#### BROOKLYN COLLEGE

1. \$711,212 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Romer, N. and Reiser, D. for “Networks to College – Entering the 21<sup>st</sup> Century.”
2. \$600,000 **NATIONAL SCIENCE FOUNDATION** to Powell, W., Hainline, L., Tomkiewicz, M. and Parsons, S. for “New GK-12 Brooklyn College – City as Lab.”
3. \$282,000 **UNITED STATES SMALL BUSINESS ADMINISTRATION** to Hosten, N. and Queneau, H. for “Brooklyn College Small Business Center.”
4. \$181,432 **NATIONAL SCIENCE FOUNDATION** to Singh, S. for “Collaborative Research: Arabidopsis 2010 Structure/Function.”
5. \$154,256 **UNITED STATES DEPARTMENT OF EDUCATION** to Korn-Bursztyn, C. for “Childcare Access Means Parents in School.”
6. \$148,934 **NATIONAL SCIENCE FOUNDATION** to Zolkower, B. for “Examining Teacher Discourse . . . : A Social Semiotics Model for Mathematics Lesson Study Groups.”
7. \$146,745 **NEW YORK CITY O. M.** to Rosenson, F. “Adult Literacy.”

**CITY COLLEGE**

1. \$2,506,248 **NATIONAL INSTITUTES OF HEALTH** to Williams, G. and Guyden, J. for "Cellular/Molecular Basis of Development Research Center."
2. \$2,200,000 **NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION** to Khanbilvardi, R. and Ahmed, S. for "NOAA-Cooperative Center for Remote Sensing and Technology."
3. \$2,000,000 **NATIONAL SCIENCE FOUNDATION** to Akins, D. and Tamargo, M. for "CREST: Center for Exploration of Nanostructures in Sensors and Energy Systems."
4. \$1,622,324 **NATIONAL INSTITUTES OF HEALTH** to Hubbard, K. for "CCNY?MSK Cancer Center Partnership, Training and Community Outreach."
5. \$1,125,000 **NATIONAL SCIENCE FOUNDATION** to Parker, N. for "New York City Louis Stokes Alliance Phase IV."
6. \$625,949 **NEW YORK CITY DEPARTMENT OF ENVIRONMENTAL PROTECTION** to Bandosz, T. for "Characterization and Study of Granular Activated Carbon."
7. \$617,320 **NATIONAL INSTITUTES OF HEALTH** to Hien, D. for "A Randomized Trial of Concurrent Treatment for PTSD and Substance Dependence."
8. \$526,926 **UNITED STATES DEPARTMENT OF EDUCATION** to Thangaraj, E. for "City College Support Services Program."
9. \$523,333 **NATIONAL SCIENCE FOUNDATION** to Makse, H. for "Mathematical Frameworks for Biological Modular Networks."
10. \$522,035 **NORTH CAROLINA A&T** to Ahmed, S. and Khanbilvardi, R. for "NOAA Interdisciplinary Scientific Environmental . . . Research Education Center."
11. \$420,455 **NATIONAL SCIENCE FOUNDATION** to Fosnot, C. for "Project DELTA: Algebra Digital Environments for the Learning, Teaching and Assessment of Algebra."
12. \$416,202 **NATIONAL SCIENCE FOUNDATION** to Meriles, C. and Lenzner, M. for "Construction of a Probe for Optical Detection of Nuclear Magnetic Resonance."
13. \$365,450 **ARMY RESEARCH OFFICE** to Gayen, S. and Tamargo, M. for "Nanoscale Photonic and Optoelectronic Materials and Devices."
14. \$351,225 **NATIONAL SCIENCE FOUNDATION** to Roth, M. for "Collegiate Science and Technology Entry Program."
15. \$346,019 **NATIONAL INSTITUTES OF HEALTH** to Steinberg, M. and Weiner, M. for "Research Support for Biomedical Careers at CCNY."
16. \$330,505 **NATIONAL INSTITUTES OF HEALTH** to Horvitz, J. for "Accumbens Coding for Reward Expectation: Electrophysiology and Neuropharmacology."
17. \$319,543 **NATIONAL SCIENCE FOUNDATION** for Arctic CHAMP Program."
18. \$311,462 **UNITED STATES DEPARTMENT OF EDUCATION** to Witherspoon, K. and Job, Y. for "Upward Bound."
19. \$300,999 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Fosnot, C. for "Mathematics in the City."
20. \$300,000 **PRINCETON UNIVERSITY** to Moshary, F. for "Engineering Research Center on Mid-Infrared Technologies for Health on the Environment."
21. \$211,628 **NATIONAL SCIENCE FOUNDATION** to Vorosmarty, C. for "Understanding Change in the Climate and Hydrology of the Arctic Land Region."
22. \$200,000 **DEPARTMENT OF ENERGY** to Sarachik, M. and Punoose, A. for "Thermal Conductivity and Thermopower New the 2D Metal Insulator Transition."

23. \$186,875 **JET PROPULSION LABORATORY** Rossow, W. for "NASA-Cloudsat Mission."
24. \$170,158 **NATIONAL SCIENCE FOUNDATION** to Seo, S. for "BRIGE: Fluidic Assisted Heterogeneous Integration of Thin Film Devices for Advanced Photonic Systems . . . "
25. \$133,496 **COLUMBIA UNIVERSITY** to Akins, D. for "Columbia Center for Electron Transport in Molecular Nanostructure."
26. \$115,004 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Brown, R. for "CCNY/SCRIP STEP Program."
27. \$109,891 **DEPARTMENT OF ENERGY** to Koplik, J. for "Complex Fluids in Self-Affine Fractures."
28. \$104,107 **UNITED STATES DEPARTMENT OF EDUCATION** to Mogulescu, J. and Coppin, J. for "GEAR UP."
29. \$101,637 **STX SHIPBUILDING CO.** to Lee, J. for "Processing Intensification by Integrating of Reaction and Separation."
30. \$100,000 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Hernandez, R. for "Special Legislative Initiative: Teaching Dominican Studies."
31. \$100,000 **NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION** to Royman, L. for "CREST: Algorithm Developments for GOES R: Vegetation."

**HUNTER COLLEGE**

1. \$2,911,760 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/DIVISION OF RESEARCH RESOURCES** to Raab, J. and Dottin, R. for "Research Center for Minority Institutions: Center for Gene Structure Function/AIDS Infrastructure Grant."
2. \$850,000 **UNITED STATES DEPARTMENT OF EDUCATION/NATIONAL INSTITUTE ON DISABILITY & REHABILITATION RESEARCH** to O'Neill, J. for "Hunter Stats RRTC: Research Rehabilitation & Demographics and Statistics."
3. \$699,975 **UNITED STATES DEPARTMENT OF EDUCATION/NATIONAL INSTITUTE ON DISABILITY & REHABILITATION RESEARCH** to O'Neill, J. for "Rehabilitation, Research & Training Center for Improving Employment Outcomes."
4. \$691,948 **NATIONAL SCIENCE FOUNDATION** to Cardoso, E. for "MIND Alliance for Minority Students with Disabilities in Science, Technology, Engineering and Mathematics."
5. \$630,203 **NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE** to Salmon, R. and Graziano, R. for "An Education Program for Minority Social Workers."
6. \$586,080 **NEW YORK STATE OFFICE OF CHILDREN & FAMILY SERVICES** to Fahs, M. for "Local District Training & Support."
7. \$574,166 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Ediger, A. and DeGaetano, Y. for "New York City Bilingual Education Technical Assistance Center."
8. \$455,971 **NEW YORK STATE OFFICE OF ALCOHOLISM & SUBSTANCE ABUSE SERVICES** to O'Neill, J. for "Field Placement for Master's Level Vocational Rehabilitation Intern."
9. \$360,000 **NEW YORK STATE DEPARTMENT OF HEALTH** to Filbin, M. for "Spinal Cord Injury Research."
10. \$354,000 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE FOR ALLERGIES AND INFECTIOUS DISEASES** to Dichtenberg, J. for "Imaging mRNA Transport & Translation in a Mouse Model of Fragile X Syndrome."
11. \$322,801 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCES** to Eckhardt, L. for "Gene Expression in Myeloma Cells."

12. \$277,694 **NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE** to Bromberg, E. for "Training in Intensive Case Management."
13. \$270,000 **NEW YORK COMMUNITY TRUST** to Gebbie, K. for "Hunter School of Nursing Fund."
14. \$268,202 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCES** to Qui, W. and Alaie-Petrillo A. for "Curricular and Pedagogical Innovation in Quantitative Biology."
15. \$264,220 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF MENTAL HEALTH** to Krauss, B., Roye, C., Wheeler, D. and Parsons, J. for "Minority Researcher Skills in Youth, Community, Family, and HIV."
16. \$251,000 **NEW YORK CITY HUMAN RESOURCES ADMINISTRATION** to Goodman, H. for "Delivery of Social Services Training/Education to Employees of NYC through Innovative Learning Technologies."
17. \$223,067 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL CANCER INSTITUTE** to Francesconi, L. for "Radiometal Chelates for Targeted Therapy of Melanoma."
18. \$204,364 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF NURSING RESEARCH** to Dowd, J. for "Under the Skin: Understanding the Role of Stress & Immune Function in Health."
19. \$170,000 **NATIONAL SCIENCE FOUNDATION** to Goss, D. for "Functional Analysis of TEV International Ribosome Entry Site."
20. \$160,412 **NATIONAL SCIENCE FOUNDATION** to Bargonetti, J. for "Growth Control Regulated by p53 and Mdm2 on Chromatin."
21. \$150,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Cardoso, E. for "Long-Term Training, Rehabilitation Counseling."
22. \$142,600 **NATIONAL SCIENCE FOUNDATION** to Epstein, S. for "Integrating Problem-Driven & Class-Based Learning for Constraint Satisfaction."
23. \$140,560 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF MENTAL HEALTH** to Harding, C. for "Effects of Mold Exposure on Brain and Behavior."
24. \$132,788 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCES** to Freudenberg, N. for "Transdisciplinary Research on Urban Health Collaborative: NIH Roadmap Curriculum Project."
25. \$130,160 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCES** to Bratu, D. for "Deciphering the Composition of Oskar mRNP via in Vivo Fluorescence Imaging."
26. \$116,602 **MT. SINAI/NATIONAL INSTITUTE ON OCCUPATIONAL SAFETY & HEALTH** to Caravanos, J. for "Educational Resource Center: Industrial Hygiene."
27. \$115,841 **PUBLIC HEALTH SERVICE/NATIONAL INSTITUTES OF HEALTH/NATIONAL INSTITUTE FOR CHILD HEALTH & HUMAN DEVELOPMENT** to Romero, D. for "Fertility & Disadvantage among Low-Income Adults: A Mixed Approach."
28. \$114,922 **NEW YORK CITY LITERACY PROGRAM** to McCormack, B. and Gorforth, L. for "Saturday Program in English Language Literacy."
29. \$112,499 **NATIONAL SCIENCE FOUNDATION** to Gardener, D., Mills, P. and Sweeney, W. for "The Noyce Tteacher Academy Scholar Program."
30. \$108,832 **NATIONAL SCIENCE FOUNDATION** to Striano, T. for "Neural Processes of Eye Gaze Perception and its Influence on Learning in Infancy."

31. \$100,000 **NATIONAL SCIENCE FOUNDATION** to Dichtenberg, J. for "Imaging the Spatio-Temporal Dynamics of mRNA Transport & Translation in Response to Synaptic Activity."
32. \$100,000 **JEWISH COMMUNAL FUND/BARBARA & DONAL JONES FAMILY FUND** to Nokes, K. and Nickitas, D. for "Enhancing Student Nurse Literacy in Electronic Medical Record Technologies: 'Who Will Care for Me?'"

**JOHN JAY COLLEGE OF CRIMINAL JUSTICE**

1. \$1,277,650 **NEW YORK CITY DEPARTMENT OF JUVENILE JUSTICE** to Jacobs, N. for ""Collaborative Family Initiative."
2. \$839,348 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Guinta, L. for "Vocational Education Program (VATEA)."
3. \$290,663 **BUREAU OF JUSTICE ASSISTANCE** to Kennedy, D. for "Center for Crime Prevention and Control."
4. \$243,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Booker, T. for "Ronald E. McNair Post-Baccalaureate Achievement Education Program."
5. \$169,929 **BUREAU OF JUSTICE ASSISTANCE** to Jennings, C. for "The Regenhard Center for Emergency Response Studies."

**KINGSBOROUGH COMMUNITY COLLEGE**

1. \$265,000 **TORTORA SILLCOX FAMILY FOUNDATION** to Peruggi, R. for "President's Prep Program, 9/15/2008 to 9/15/2009."
2. \$150,000 **CENTER FOR ECONOMIC OPPORTUNITY** to Schulman, S. for "CUNY Young Adult Program."

**LAGUARDIA COMMUNITY COLLEGE**

1. \$336,000 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Galvin, S. for "Liberty Partnership."
2. \$282,000 **UNITED STATES SMALL BUSINESS ADMINISTRATION** to Tabachnick, J. and Bornstein, S. for "Survey and Needs Assessment of Emerging Hispanic Designers."
3. \$249,982 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Farrell, S. for "Veterans Upward Bound (Yr 2 of 5)."
4. \$247,200 **UNITED STATES DEPARTMENT OF EDUCATION** to Hills, R. for "Low Incidence."
5. \$221,777 **NATIONAL INSTITUTES OF HEALTH** to Bihn, J. and Delcham, H. for "Bridges to Baccalaureate (Yr 1 of 5)."
6. \$166,666 **NEW YORK STATE DEPARTMENT OF HEALTH** to Watson, S. and Odedefaa, N. for "Health Workforce Retraining Initiative."
7. \$147,843 **UNITED STATES DEPARTMENT OF EDUCATION** to Arcario, P. for "Quantum Leap (Yr 3 of 3)."
8. \$139,220 **NEW YORK STATE DEPARTMENT OF LABOR** to "Jobs for Youth."

**LEHMAN COLLEGE**

1. \$2,719,200 **UNITED STATES DEPARTMENT OF EDUCATION** to Martinez, H. for "Gaining Early Awareness and Readiness for Undergraduate Programs."
2. \$1,786,870 **NATIONAL SCIENCE FOUNDATION** to Sormani, C., Wolfe, M. Libfeld, S. and Gningue, S. for "Mathematics teacher Transformation Institutes."



3. \$749,900 **NATIONAL SCIENCE FOUNDATION** to Qian, G., Gningue, S., Jones, L. and Kelly, A. for "Mathematics and Science Teacher Education Recruitment."
4. \$575,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Kreuzer, P. for "Title V – Developing Hispanic Serving Institutions."
5. \$335,250 **NATIONAL INSTITUTES OF HEALTH** to Wurtzel, E. for "Regulation of Provitamin, a Carotenoid Biosynthesis in Maize."
6. \$285,250 **NATIONAL INSTITUTES OF HEALTH** to Goral, M. for "Efficacy of Language Treatment in Monolingual and Bilingual Chronic Aphasia – SCORE."
7. \$285,250 **NATIONAL INSTITUTES OF HEALTH** to Kennelly, E. for "Plant Polyphenols for the Treatment of Chronic Obstructive Pulmonary Disease – SCORE."
8. \$250,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Rothstein, A. for "Upward Bound" Pathways to College."
9. \$241,310 **NATIONAL INSTITUTES OF HEALTH** to Muntzel, M. for "Mechanisms of Obesity Induced Sympathetic Activation – SCORE."
10. \$226,600 **SCIENCE AND TECHNOLOGY ENTRY PROGRAM** to Rothstein, A. for "Educational talent Search."
11. \$212,049 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Rothstein, A. for "Science and Technology Entry Program."
12. \$185,165 **SCIENCE AND TECHNOLOGY ENTRY PROGRAM** to Baez, P. for "Gaining Early Awareness and Readiness for Undergraduate Programs."
13. \$150,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Martinez, H. for "Teachers of English Language Learners."
14. \$138,850 **HOSPITAL LEAGUE, LOCAL 1199** to Paull, M. for "Health Care Careers Core Curriculum/Certificate in Alcohol and Substance Abuse Counseling."
15. \$100,478 **HOSPITAL LEAGUE, LOCAL 1199** to Paull, M. for "Lehman College MSN Program."

#### **MEDGAR EVERS COLLEGE**

1. \$600,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Schrader, C. and Lake, A. for "Predominantly Black Institution Program."
2. \$268,801 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Lake, A. and Beck, C. for "Science and Technology Entry Program."
3. \$231,000 **NEW YORK CITY DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT** to Lake, A. and Reid, J. for "Out-of-School Youth Program."
4. \$176,703 **NATIONAL SCIENCE FOUNDATION** to Carroll, M. and Catapane, E. for "STEP into Science Program."
5. \$136,061 **NATIONAL INSTITUTES OF HEALTH** to Catapane, E. for "Medgar Evers College/Kingsborough Bridge Program."

#### **NEW YORK CITY COLLEGE OF TECHNOLOGY**

1. \$950,085 **NEW YORK STATE DEPARTMENT OF EDUCATION** for "Perkins IV."
2. \$105,255 **UNITED STATES DEPARTMENT OF EDUCATION** to Kezerashvili, R. for "Transfer of Learning, Year 3."

**QUEENS COLLEGE**

1. \$575,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Rachal, P. for "The New York Deaf-Blind Collaborative."
2. \$306,900 **NATIONAL INSTITUTES OF HEALTH** to Weinstein, D. for "Signaling Mechanisms Coordinating Cell Fate Determination and Morphogenesis."
3. \$292,748 **NEW YORK CITY BOARD OF EDUCATION** to Gaudette, H. for "Townsend Harris High School/Queens College Collaboration."
4. \$204,951 **NEW YORK CITY BOARD OF EDUCATION** to Ludman, A. for "Title IIB Mathematics Science Partnership Program."
5. \$174,999 **NATIONAL SCIENCE FOUNDATION** to Melendez, A. for "RIG: Role of Bec-1 Mediated Autophagy in Aging and Fat Metabolism."
6. \$158,780 **UNITED STATES DEPARTMENT OF AGRICULTURE** to Baker, M. for "Rotation Distance and Resistance Management in Colorado Potato Beetle: Is Movement a Cost of Resistance?"
7. \$135,000 **NATIONAL SCIENCE FOUNDATION** to Hickerson, M. for "Collaborative Research: Testing Biogeographic Models of Community Assembly, Colonization . . . Bayesian Models."

**QUEENSBOROUGH COMMUNITY COLLEGE**

1. \$1,050,944 **NATIONAL INSTITUTES OF HEALTH** to Schneider, P. for "QCC Bridges to the Baccalaureate Program."
2. \$617,328 **NEW YORK STATE DEPARTMENT OF EDUCATION** for Sponsored Programs, Office of VTEA."
3. \$261,920 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Jean-Pierre, P. and Simmons, S. for "Liberty Partnership – Project PRIZE."
4. \$208,032 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Jean-Pierre, P. and Guneid, R. for "CSTEP."
5. \$107,355 **NEW YORK STATE DEPARTMENT OF EDUCATION** to Bateman, K. for "Adult Literacy."

**COLLEGE OF STATEN ISLAND**

1. \$1,044,578 **UNITED STATES DEPARTMENT OF EDUCATION** to Sanders, J. for "Comprehensive Program to Improve Teacher Quality through Discovery Teaching Approaches."
2. \$580,650 **NEW YORK STATE OFFICE OF MENTAL RETARDATION AND DEVELOPMENTAL DISABILITIES** to Freedland, R. for "Center for Developmental Neuroscience Fellowships."
3. \$467,268 **NEW YORK STATE OFFICE OF SCIENCE, TECHNOLOGY AND ACADEMIC RESEARCH** to Yang, N. for "Center for Engineered Polymeric Materials (CART)."
4. \$352,741 **NATIONAL INSTITUTES OF HEALTH** to Naider, F. for "Peptide-Cell Interactions in Saccharomyces Cerevisiae."
5. \$311,301 **NEW YORK STATE DEPARTMENT OF EDUCATION/VOCATIONAL & TECHNOLOGY EDUCATION ACT** for "Perkins III."
6. \$206,880 **NATIONAL INSTITUTES OF HEALTH** to Banerjee, P. for "The 5-HT1A Receptor and Brain Development."
7. \$150,522 **NEW YORK CITY DEPARTMENT OF HEALTH & MENTAL HYGIENE** to Kijne, H. for "Creative Exchange."
8. \$120,700 **HOSPITAL LEAGUE 1199** to Kijne, H. for "1199HC4 Program."

9. \$100,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Kress, M. for "Title III Strengthening Institutions Program: Creating a Faculty Development Program."

**YORK COLLEGE**

1. \$1,200,000 **UNITED STATES DEPARTMENT OF EDUCATION** to Meleties, P. for "Fostering African American Students' Talent (FAST)."
2. \$425,527 **NATIONAL INSTITUTES OF HEALTH** to Levinger, L. for "The Head of the tRNase Z Recognition and Binding Domain."
3. \$149,650 **NATIONAL SCIENCE FOUNDATION** to Meleties, P., Schleifer, S. and Khandaker, N. for "Pathways to Earth Science Education."

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

Thank you, Mr. **Chairman**. Let me also express my condolences to **Trustee Frieda Foster-Tolbert**. **Frieda**, before you walked in, our **Chairman** spoke very eloquently and very passionately and sympathetically about Terence and he was a remarkable guy and he did extraordinary things for this city. Our sympathies are very much with you during this difficult period.

**Chairman Schmidt** and I, along with **President Bill Kelly** and a former provost of Columbia University, Jonathan Cole were recently on a trip in China, specifically in Jiangsu Province where we are making extraordinary progress in developing relationships for our PhD programs in the sciences. I wanted to thank you, **President Kelly**, for your very good advice and counsel during that trip, and Jonathan Cole did a wonderful job as well. The gentleman that sits to my left is a very modest man, but while we were over there he was given an extraordinary honor, something that all of us should take great pride in: he was made an Honorary Citizen of Jiangsu Province, and I was at that event. I have not been to an event that was more regal than that. Congratulations from all of us. We are very touched by you being recognized in that important way and the relationships that we are trying to establish, I think, will go a long way to building some of our great PhD programs in the sciences.

**Chairman Schmidt** stated that the closest thing in the 21st Century to the experience of royalty is being the guest of a communist government.

**Chancellor Goldstein** continued with his oral report stating that everyone has copies of a recent email news that I sent out talking about the state of the budgets both in Albany and in City Hall. We have been working very closely with Governor Paterson, with Budget Director Laura Anglin and others in anticipation of the Governor's early release of the Executive Budget, which will occur next week on December 16th. This is a good month before the Governor traditionally releases his budget. He will also deliver his state of the state address in Albany on January 7th.

I do not need to remind the **Board** and others who are in attendance this evening that the fiscal challenges that we face in the state are quite severe and in many ways daunting. Those of us here most likely have not seen a crisis of this magnitude in our professional lives. But we will stand together, we will create an opportunity to have stabilization in our core academic offerings here, and our work with the Division of the Budget has been very helpful to us as we meet this challenge. But we have a lot of work ahead of us and we will be talking about the budget recommendations to you, the **Board**, later in this meeting around the budget for the next academic year for this University.

We are very active politically, not only quietly with the Governor and the Mayor and their principal staffs, but we are mobilizing as we do each year the community here at the University through the **CUNY** Legislative Action Council. They will have an initial meeting on January 8th and we are, along with SUNY, organizing an event in Albany to bring together all of the state legislators who attended public higher education colleges in New York State and we are expecting a very large turnout indeed.

I have asked five of our presidents to serve as borough coordinators as we move through this very contentious season in Albany and at City Hall. **President Ricardo Fernandez** will represent the Bronx, **President Edison Jackson** will coordinate activities in Brooklyn, **President Tomás Morales** will do the same in Staten Island,

**President James Muyskens** in Queens, and I have asked **President Jeremy Travis** to handle the events in Manhattan.

I have also directed **Executive Vice Chancellor Allan Dobrin** to coordinate three working groups that I asked to be formed to provide long term options to help us get through this very difficult and challenging fiscal time. I have reported on these working groups before. I have met with all of the three leaders, **Vice Chancellor Malave**, who is chairing a group that is examining the University's expenditures, focusing primarily on discretionary spending and looking to protect our core services of instruction, research and student support and he is doing a marvelous job in really drilling down deep into the very core of our budget to advise me on options as we go forward. **Vice Chancellor Weinshall** is chairing a group that is looking into models that we could use to monetize our physical assets here at the University in innovative and creative ways that we have not utilized before. Lastly, **Senior Vice Chancellor and General Counsel Rick Schaffer** is leading a group to examine the **Board of Trustees'** Bylaws or civil service rules and collective bargaining agreements. All three have been working tirelessly to develop initial ideas that we may have to tap into as we go through not only this year but next year as well, which we envisage to be a very difficult and challenging year.

**Statement of Executive Vice Chancellor and Chief Operating officer Allan H. Dobrin:**

Let me just do a very quick progress report on some of the progress we have made. **Vice Chancellor Weinshall's** committee has already done a great deal of work. They have retained HR&A Advisors, Inc. (Hamilton, Rabinovitz, & Altschuler) to do an analysis of all of our properties. They identified seventeen properties and we asked HR&A Advisors to do a number of things: to do a site analysis to try to get a sense of which of these properties give us the greatest opportunity to save some money; do a zoning and market analysis of those sites; and then doing some financial modeling to take a look at how we can best utilize the assets. We have a preliminary report back from HR&A Advisors. They have identified four sites as having a very high probability for us to utilize, three for possible sale, a sale or lease back, and one for revenue generation. They have identified four sites with moderate potential and eight sites which they felt were not worth pursuing. We have now asked them to go back to what we felt were the five best sites and try to determine whether or not we should proceed with those. We will have that answer back in the next month or so.

**Ernesto's** committee has taken a real look at our budget, and we are really looking at where every single dollar is and then micro-analyzing each of the categories of the budget. We are then taking all of these funds and putting them into three categories. The first is, as the **Chancellor** said, our core services and that is the category we expect that will be touched the least if the budget were to continue to deteriorate. The second is what we call support services, things like public safety, which we would take a look at whether we are doing it at the proper level or not. Then the third is all of the activities that the University does, are good societal things to do and we are all very proud of doing them, but not something a university has to do. We will take a look at whether or not it makes sense to continue doing those activities.

We are then going to do a number of analyses on these. We are going to take a look at longitudinal analyses, to see in what areas we have been growing, and whether that makes sense or not. We are going to take a look at different bench markings, so we would take a look at how much we are spending on information technology compared to other universities. We are fortunate that we have twenty-three responsibility centers in the University, so we have the ability of comparing each of those to each other. We could look, for instance, at whether or not we are spending well, how much we are spending in IT at **Queens College** versus **Brooklyn College**, and see which way we should be trending that. Lastly we are going to be taking a look at restructuring opportunities that we have not had in the past. As reported out we have saved about \$51 million over the last five years in restructuring productivity initiatives. Now that we are doing **CUNYFirst**, we have a lot of additional technology opportunities. Just to give you an example of something to look at, right now each college provides benefits advice to people at the college. We are thinking about consolidating that. If you did that, you would need less people to do it if you did it in one place. But just as importantly, we could do more specialization. So you get the Great White Whale doing more with less. It is a rare opportunity to do more with less but we really have some opportunities now that our technology is better.

Last, **General Counsel and Senior Vice Chancellor Schaffer** is heading up a committee which we call "the enabling committee" because there are many difficult things we have got to get done in order to follow through on the other two committees' recommendations. **Rick** is taking a look at the **Board of Trustees** Bylaws and he is looking at

**CUNY** Civil Service and labor contract interpretations to see if there are changes we need to make so that we can be as productive going forward as we hope to be.

**Chancellor Goldstein** continued with his oral report stating that we are still at a very preliminary and nascent stage of development here and at some point when we get a working plan we will be expanding these committees to bring in more people across the University, certain board members, presidents and others at the University to try to come up with an action plan that we hopefully will not have to invoke in certain instances, but just to be prepared as we did last year when we were successful in managing an unanticipated problem of magnitude that we had not seen in a while.

Let me comment briefly on the city budget. The Mayor has recently issued the November financial plan, and as many of you know, it included budget reductions to **CUNY** totaling over \$5 million in the current fiscal year and in the next fiscal year it is envisioned to be about \$9.5 million. In order to mitigate the effects of these cuts on our community colleges we have identified about \$2.5 million in University-wide reserves and program savings, therefore bringing down the reduction target to the colleges to about \$2.6 million for this fiscal year. However, and I want to emphasize this, the data are deteriorating and we have not seen an inflection point at all at this point the curve continues to be negative in its trajectory. The Mayor will be issuing his next financial plan update in January and I would be very surprised if there would not be further opportunities for City government to really reduce further our operating dollars for fiscal year 2010, beyond the 9.5 that was planned several months ago. We will need to wait to see how that works out.

I want to thank **Executive Vice Chancellor Allan Dobrin, Vice Chancellor Ernesto Malave** and **Vice Chancellor Iris Weinshall** for their testimony before the New York City Council of Higher Education Committee just a few weeks ago on November 20th regarding the impact of the November financial plan for **CUNY**.

We are also working with the Mayor and his staff and with the *Daily News* to sponsor the very first "Your Money HelpLine." This is modeled after the very successful program that **Senior Vice Chancellor and Secretary Jay Hershenson** developed around immigration and citizenship. This program will take place from Monday, December 15th through Friday, December 19th, from 9 A.M. to 7 P.M. and we anticipate that we will have large numbers of people from the University with backgrounds that we believe could be very helpful in giving advice to people who are in great distress and really do not have the background to be able to manage some of the affairs that they are being confronted with.

We are also cosponsoring a conference on February 3rd, with *Crain's New York Business* and the New York City Partnership on how to boost New York's economy. Guest speakers will include Jamie Dimon from JPMorgan Chase and Mayor Michael Bloomberg, who will give the afternoon address.

On the federal level we at this University have taken a real leadership role in helping to mobilize all of the very top public universities in the United States a call to action. This was an idea that we discussed with Vartan Gregorian of the Carnegie Corporation of New York and we have a small working group that consists of our **Chairman Benno Schmidt**, myself, Mark Yudof, the president of the University of California system, Michael Crow, the president of Arizona State University and Vartan Gregorian. As of maybe half an hour ago we have over twenty institutions signing on to an action plan that was developed by **Benno**, myself, and a few others in this working group to anticipate the stimulus package on infrastructure that President-elect Obama is anticipated to announce very shortly after he takes office. The idea is to get public universities' needs in infrastructure pretty high up in the cue as governors work with the President-elect to obtain investment in infrastructure. Most of the work, of course, has been around bridges and tunnels and roads. Schools have been discussed, but we really have not discussed public university needs as well. We have already submitted a plan that went to Governor Paterson. SUNY is in the process of doing the same thing and we are very optimistic that this initiative will get the attention of the new President-elect and hopefully we will start to see some investment in areas across the United States of public universities that we have not seen in a while. This is only iteration one of a much more ambitious strategy of really trying to get government to understand how important public higher education is here in the United States. We often reflect on what Abraham Lincoln did in creating the Morrill Act, and President Truman in creating the GI Bill and the mission agencies that resulted right after World War II--the National Science Foundation, the National Institutes of Health, the National Endowment for the Humanities--all of these institutes that have had a dramatic effect in building up the rich

research universities here in the United States. There is a call for action now as we look and see what is happening in the United States relative to what is happening around the world. We must invest in public higher education, we must produce more teachers that are qualified to teach subjects that we find difficulty in attracting. We must graduate students in greater numbers. We must retain students in greater numbers. We must do things that we have not been as successful as we need to be, but it is going to require a very serious investment. I am very pleased to work with our **Chairman** in getting these ideas out into the public domain and we will see how we succeed. I am delighted so far by the enormous number of responses that we have received from some of the very top public universities that have indicated that they are prepared to help in any way that they can.

We are also looking to renew our campaign for investing in the University. We had a very successful campaign for **CUNY** that we finished five years earlier than we believed we would finish. We reached our goal of \$1.2 billion. I am in the process now of meeting with a number of presidents, their senior staff, development and the volunteers that work with them at our foundations to try to get a sense of how we can best position our campuses for even deeper opportunities. I have been delighted and I think our presidents have done an extraordinary job and the **Board** ought to be very pleased--and I am sure all of you are--about how successful so many of our presidents have been. This is really just the beginning for this University. We do not have a long tradition at **CUNY** in doing the kinds of things that so many of the privates have done so successfully for such a long period of time and I would say many of the publics as well. I think the opportunities are there. Obviously it is a difficult time to raise money, but I do not think you stop even at a time of downturn, you have to keep on moving and I will be working with the presidents as we continue to invigorate this important activity.

Our enrollment continues to soar. We now have over 244,000 students studying for degree programs here at this University and an equivalent number studying in programs that are not leading to a degree but are leading to skills that are needed to be developed in order for people who are coming to our institutions to improve their lives.

SAT scores continue to rise. Applications continue to rise as well. I am a little concerned about the rapid rise because we have physical constraints on our campuses and for me it is important to increase our enrollment by retention. We are making wonderful progress on that as well.

Because the University's reputation has been burnished in very significant ways over the past few years, **Mr. Chairman**, because our pricing structure is certainly competitive with respect to many other institutions, we have a wonderful opportunity to continue to have an important impact in the society, but we also have to be very careful about doing more than we may be able to do, but we will watch this very carefully.

This is our first Board meeting since Mayor Bloomberg and Speaker Sheldon Silver along with other city and state officials authorized the full funding finally for **Fiterman Hall**. We have the money in place, and I said to **President Antonio Perez** on the morning of September 12, 2001, when we looked at the devastation downtown, that we will get this done. It took a long time, **Antonio**, but the Mayor and the Speaker stepped up here and the full funding for **Fiterman** is now in place. Congratulations that we finally got that done.

**Mr. Chairman**, this is also our first Board meeting since our announcement of the successful implementation of the Board's approval of moving the School of Social Work at **Hunter College** to East Harlem, and the generous gift of Lois and Samuel Silberman and the New York City Community Trust, and certainly with the exemplary support of Governor Paterson and the state legislature. Congratulations, **President Raab**. This is a great institution. The School of Social Work at **Hunter** has always had an exquisite reputation but its best days are ahead with a new facility that will be built.

**Mr. Chairman**, we are also working very closely with the DOE in ways that this University has never worked with the DOE before. I spoke to Chancellor Joel Klein months ago and I said that we really have to work in partnership to insure to the degree that we can that when students leave the DOE with a diploma that they are ready to succeed at our University. Quite frankly too many of those students that are graduating from the DOE schools are just not ready and all of us who are educators understand this and we celebrate some of our successes but we also lament the fact that too many students are slipping through the cracks. Chancellor Joel Klein gets it and as a result of that we now have a very serious effort that is being managed on our end by **Dean John Mogulescu** and on the DOE's end by Chancellor Joel Klein's Chief of Staff Photo Anagnostopoulos. Photo and **John** are working together and Chancellor

Joel Klein and I will be meeting with that committee in the next week or so just to see the progress. The working group's goal is to develop a blueprint for college readiness and success. It could not have come at a more fortuitous time because this is the primary focus now of the Gates Foundation, if you read their literature, and we will be jumping ahead of the curve here in ways that we might be able to partnership with the Gates Foundation as we develop data sets that will better inform how we do our business.

Kudos to the High School of American Studies at **Lehman College** and the Queens High School of Science at **York**, both of which were listed among the top hundred high schools in the United States by *New York News & World Report*.

All of you know about **CUNY** Month, which always takes place in November. We had over 500 events and activities that took place during this month and we are heavily promoting the winter session at this University, but starting in the winter session. It is called "Get a Jump on January" and the material is in front of you.

Congratulations to **Vice Chancellor Ernesto Malave** who was presented with the Hispanic Professional Leadership award by the New York City Chamber of Commerce. That took place last Friday. Congratulations to you, **Ernesto**.

Congratulations to **Senior Vice Chancellor and Secretary Jay Hershenson** on being selected as the 2008 recipient of the Marvin D. "Swede" Johnson Achievement Award for his exemplary dedication to **CUNY** and his outstanding contributions to state relations on behalf of the University. **Jay**, congratulations.

I was very pleased with the work of the **Graduate Center** and the Recruitment & Diversity Unit of **Vice Chancellor Waters'** Office of Human Resources Management for successfully hosting the Higher Education Recruitment Consortium's Conference this year entitled "Making Excellence Inclusive: Promoting Diversity in Higher Education." Congratulations to you.

Congratulations to **Dolores Fernandez**, our President of **Hostos** on being selected to receive the Alfred G. de los Santos Junior Distinguished Leadership Award in Higher Education, a wonderful award.

Congratulations to **President Regina Peruggi** on being presented the Educational Trailblazer Award by Brooklyn District Attorney Charles Hynes in recognition of her outstanding contribution to education over the years.

Finally, there are many publications in your packets and I just ask you to take a look at them because they really present a blueprint of so many things that we will be doing over the next several months. That concludes my report, **Mr. Chairman**.

**Upon motions duly made, seconded and carried, the following resolutions were adopted: (Calendar Nos. 1 through 8)**

**NO. 1. CHANCELLOR'S UNIVERSITY REPORT:** RESOLVED, That the Chancellor's University Report for December 8, 2008 (including Addendum and Errata Items) be approved:

EXPLANATION: The Chancellor's University Report consists of standard resolutions and actions of a non-policy nature which require approval by the Board of Trustees.

**NO. 2. APPROVAL OF MINUTES:** RESOLVED, That the minutes of the regular Board meetings and Executive Session of September 22, 2008 be approved.

**NO. 3. COMMITTEE ON FACILITIES PLANNING AND MANAGEMENT:** RESOLVED, That the following items be approved:

**A. BARUCH COLLEGE – CONSULTANT CONTRACT FOR THE RENOVATION OF THE FIELD BUILDING AT 17 LEXINGTON AVENUE:**

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 Davis Brody Bond Aedas for professional design and design services during construction as required for the Field Building at Baruch College, CUNY Project No. BA800-009. The contract cost shall be chargeable to the State Capital Construction Fund for an amount not to exceed \$13.5m. The contract shall be subject to approval as to form by the University Office of the General Counsel.

EXPLANATION: Baruch College intends to renovate fully the 285,000 gross square foot 1929 Field Building at 17 Lexington Avenue. This project, Phase I of the renovation, will include an upgrade of the aging building's infrastructure and the renovation of four full floors to accommodate new classrooms and offices, as well as a restoration of the 1,500-seat Mason Hall Auditorium. The existing building infrastructure is largely obsolete; the finishes are worn out and deficient; the existing building floor lay-outs are unsuitable for the requirements of current pedagogy. Phase I of the renovation will also include upgrades to the existing high school space to create "swing space" required for the renovation of the occupied building

The proposed firm was selected in accordance with law and procedures established by the University.

Fee negotiations with Davis Brody Bond Aedas are underway and are expected to be concluded shortly. This board resolution is being submitted prior to a final resolution of contract negotiations, so that the design work on this important project can begin once the resolution is passed and a contract is executed.

**Statement of General Counsel and Senior Vice Chancellor Frederick P. Schaffer:**

Just a brief comment with respect to Cal. No. 3.A., **Trustee Charles Shorter** advised me some months ago of his connection to the firm of Davis Brody Bond Aedas, and his desire to recuse himself from any considerations relating to that firm. They were selected as part of a competitive process in which **Trustee Shorter** played no role and he will not be voting on this item at today's meeting.

**B. BRONX COMMUNITY COLLEGE – CAFETERIA BOOKSTORE RENOVATION AMENDMENT:**

RESOLVED, That the Board of Trustees of The City University of New York hereby amend the resolution adopted at its meeting of September 24, 2007, Calendar No. 4B, for the Cafeteria and Bookstore Renovation project at Bronx Community College. This resolution authorizes only an increase in the approved amount from \$2,769,000 to \$4,938,300, as follows: increase from \$1,000,000.00 to \$3,169,300 the sum charged to the State Capital Construction Fund, Project No. BX012-002. This resolution changes no other term of the resolution passed on September 24, 2007. This resolution does not alter, but continues, the sum of \$1,769,000 previously charged to the City Capital Budget, Project No. BX012-002.

EXPLANATION: The City University of New York publicly advertised the solicitation of bids for this project and received several bids, each of which exceeded the sum allocated to this project. Bronx Community College obtained additional funds for the Cafeteria Bookstore Renovation to cover the cost of the base bid from the lowest responsible and responsive bidder.

**C. LAGUARDIA COMMUNITY COLLEGE – AMENDMENT TO COMMERCIAL LEASE AGREEMENT AT 29-10 THOMSON AVENUE, LONG ISLAND CITY, NEW YORK, NY:**

RESOLVED, That the Board of Trustees of The City University of New York authorize the Senior Vice Chancellor for Legal Affairs to execute an amendment to a prior resolution (Cal. No. 7B, February 22, 1999) in order to extend and modify the lease with E. Gluck Corp., a commercial tenant at 29-10 Thomson Avenue, Long Island City, New York. The agreement shall be subject to approval as to form by the University Office of General Counsel.



EXPLANATION: The building located at 29-10 Thomson Avenue in Long Island City was acquired by the University in 1998 on behalf of LaGuardia Community College. At the time of closing the building was partially occupied by a commercial tenant who has remained at the site under a lease that is about to terminate. The tenant currently occupies parts of the 1<sup>st</sup> and 8<sup>th</sup> Floors and the entire 5<sup>th</sup> and 6<sup>th</sup> Floors for a total of 237,577 square feet of space. The leased space is used primarily for light manufacturing and storage. The University's long term plans are to recapture these floors and renovate the space for classroom use for LaGuardia Community College. In the interim, the proposed lease amendment will extend and modify the current rental agreement with the tenant.

The proposed lease amendment will extend the term of the tenant until December 31, 2020. Both the University and the tenant will have the right to terminate the lease anytime after December 31, 2012. The current base annual rent is \$1,855,035 (\$7.81/SF). The new base annual rental payable by the tenant will be increased to \$2,702,600 (\$11.38/SF). The rent will also be subject to annual increases pursuant to a CPI (Consumer Price Index). The tenant will be responsible for cleaning and maintaining the leased area. The University will be responsible for structural and exterior repairs.

#### **D. BARUCH COLLEGE - MASTER PLAN AMENDMENT:**

RESOLVED, That the Board of Trustees of The City University of New York approve an Amendment to the Baruch College Master Plan, which has been developed to accommodate the anticipated needs of the College.

EXPLANATION: In 1986, the Board of Trustees of the City University of New York approved a Master Plan for Baruch College. In June 2007, the City University of New York retained the architecture and planning firm FXFOWLE to amend the 1986 Master Plan. This Amendment to that Master Plan proposes strategies to address the College's anticipated growth and the need to modernize facilities on campus to provide adequate instructional space and student support services.

Baruch College is located on Lexington Avenue in Manhattan. Built on the site of New York City's first Free Academy, Baruch College has more than 150 years of history. The campus consists of five permanent buildings and one leased facility. These facilities provide a total of 822,834 net assignable square feet (NASF).

Based on the Fall 2006 enrollment of 12,720 full-time equivalent students (FTES), the College has a current space need of 887,862 net assignable square feet (NASF) based upon benchmarking Baruch College against similar four-year institutions. The current conditions represent a deficit of 65,028 NASF.

This Master Plan Amendment is based on a projected 2015 college enrollment of 12,853 FTES, requiring a total of 917,376 NASF. With the proposed elimination of temporary and infill buildings the projected conditions represent a deficit of 43,468 NASF (78,000 GSF). To meet this projected space need, the Master Plan Amendment calls for new construction and the renovation of existing facilities.

#### **E. THE CITY UNIVERSITY OF NEW YORK – FIVE-YEAR CAPITAL BUDGET REQUEST, FY 2009-10 THROUGH FY 2013-14:**

RESOLVED, That The City University of New York Board of Trustees approve a five-year Capital Budget Request for Fiscal Years 2009-10 through 2013-14 of approximately ~~\$5.2~~ 5.24 billion. This request includes approximately ~~\$5.15~~ \$5.2 billion for major bonded projects authorized by The City University Construction Fund to address condition assessment, infrastructure, and programmatic initiatives. These projects shall be funded through bonds sold by the Dormitory Authority of the State of New York with debt service payments appropriated by the State of New York and the City of New York, and through bonds sold by the City of New York. The Request is comprised of: ~~\$4.5~~ \$4.53 billion in new bonded and minor rehabilitation funding requested from the State, ~~\$1.5~~ \$1.1 billion of which is required to complete existing projects; \$706 million in new bonded and minor rehabilitation funding requested from the City, ~~\$94~~ \$113 million of which is to complete existing projects; and be it further

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

**NOTE: See Appendix K**

EXPLANATION: The FY 2009-10 through FY 2013-14 Capital Budget Request includes funds for major new construction, rehabilitation, and capital equipment in support of the University's mission. As in previous plans, this request focuses on completion of existing projects, and critical health, safety, code compliance, and rehabilitation projects, while recognizing the need for expansion and modernization of facilities as called for in campus master plans. In formulating specific projects under this plan, an effort will be made where possible to leverage available University real estate resources through public-private development.

Every year, the University is required to submit a five-year capital plan to the State Division of the Budget and the City Office of Management and Budget. The FY 2009-10 Request represents an update to the current five-year plan. The projects included in the plan originate at the campuses and are prioritized following Board of Trustees criteria (see below).

In 1998, the State provided the University with a fixed five-year capital plan. When that fixed plan ended in 2003-04, the University was provided with rolling multi-year plans that included both re-appropriated funds that had not yet been bonded and additional new requests. These rolling multi-year plans continued until 2008-09, when the University received a new fixed five-year plan. However, the State recognizes that additional funding may be needed before the close of this new fixed five-year plan. In May 2005, for the first time, the Mayor of the City of New York provided the University with a multi-year appropriation from the City. The FY 2009-10 Capital Budget Request reflects City commitments for the community colleges and Medgar Evers, in line with the NYC Office of Management and Budget Commitment Plan.

Summary of Active and Proposed Capital Projects

Since 1998, The City University has received more than \$5.2 billion from the City and State to upgrade existing facilities and to build major expansions. The current Request includes funding to complete previously-approved projects that were started with partial funding from prior years, as well funding for unforeseen conditions, escalation, and economic changes. Project highlights include (note: A = Acquisition; D = Design; C = Construction; E = Equipment):

- CUNY-Wide – Advanced Science Research Center Phase I (CE \$84,722,000)
- City College – New Science Facility (CE \$54,700,000)
- CUNY Law – New Law School Facility (ACE \$205,000,000)
- Hunter College – School of Social Work (E \$6,318,000)
- Lehman – Central Utilities Plant (C \$77,677,000)
- New York City College of Technology – Academic Building I (CE \$148,000,000)
- Queens – Science Upgrades Phase II (DC \$67,451,000)
- York College – Academic Core Building Dewatering (DC \$35,000,000)
- Bronx Community College – Campus Utility Upgrades, Phase I (C \$21,300,000)
- Kingsborough Community College – Mechanical Infrastructure Upgrades, Phase I (C \$5,000,000)
- Queensborough Community College – Electrical Upgrades (DC \$18,702,000).

Funding is requested to support a key initiative of the 2009-10 through 2013-14 Capital Program: Critical Maintenance. This encompasses projects intended to bring CUNY campuses to a state of good repair, to include repair of interiors, building envelopes, roofs, mechanical systems, electrical systems, chiller and boiler plants, and fire alarm systems. An estimated \$1.87 billion is needed to implement this initiative. This includes \$1.11 billion in funding for individual projects and \$757 million in critical maintenance lump sum funding.

Funding is requested to continue successful CUNY-wide programs initiated in prior budget plans, including:

- CUNY-Wide Senior Colleges – Health & Safety, Facilities Preservation and ADA (DC \$369,112,000)
- CUNY-Wide Senior Colleges – CUNY FIRST and Educational Technology Upgrades (E \$203,000,000)
- CUNY-Wide Senior Colleges – Science Lab Upgrades (DCE \$47,521,000)
- CUNY-Wide Senior Colleges – Science & Technology Equipment (E \$25,000,000)
- CUNY-Wide Community Colleges – Health & Safety, Facilities Preservation and ADA (DC \$186,214,000)
- CUNY-Wide Community Colleges – CUNY FIRST and Educational Technology Upgrades (E \$17,800,000)

- CUNY-Wide Community Colleges – Science Lab Upgrades (DCE \$7,183,000)

#### Criteria for Prioritization of the FY 2009-10 through FY 2013-14 Request

1. CUNY-wide projects to ensure health, safety, security, and compliance with codes, including ADA and asbestos-related regulations
2. Individual campus projects that were started with partial earlier funding and need completion of funding
3. Projects to upgrade existing science facilities and provide new science instruction and research facilities
4. CUNY-wide technology projects, including infrastructure upgrades, systems engineering, and new equipment
5. CUNY-wide facility and infrastructure preservation projects
6. Individual campus renovation projects similar in scope to the CUNY-wide project types listed above
7. New construction of space needed for academic programs, with projects ranked in order of overall campus space deficiency. Highest priority is assigned to classroom and instructional laboratory facilities and to the replacement of temporary or leased space with permanent space
8. CUNY-wide projects to meet energy conservation and performance objectives
9. CUNY-wide and individual campus projects for purposes other than those listed above

#### Statement of Vice Chancellor Iris Weinshall:

Thank you. You have a handout which we prepared going over the Capital Budget. As **Trustee Shaw** pointed out, the request is for FY 2009-2010 through 2013-2014 and this will be our new five-year capital plan. We are requesting a total of \$5.2 billion, \$3.8 billion for senior colleges and \$1.3 billion for community colleges. As everybody on the Board is aware, the state provides 100% of the funding for the senior colleges and 50% for community colleges, the other 50% coming from the City of New York.

We prioritized our projects in this request as follows: Our main priority this year is critical maintenance, and I think as the Board is aware last year we were given an allocation of \$284 million for critical maintenance projects, and we are told that the state--this was a five-year plan--will be putting in another \$284 million in our budget for critical maintenance. We are going to be completing active and ongoing projects, projects like the West Quad building at **Brooklyn College**, as well as the SAUDLA building out at **City College**. We are still continuing with the Chancellor's initiative of building projects that support the Decade of Science. I would like to advise the Board that we have broken ground on the ASRC complex out at **City College** and we are proceeding with Remsen Hall out of **Queens College** at a very quick place. Then there will be individual campus projects, ones that are not as large as some of these capital projects but, nonetheless, are very important to the individual campuses. **Mr. Chairman**, I think that if any of the Board members have any questions, we have the handout and I am prepared to answer any questions.

#### F. NEW YORK CITY COLLEGE OF TECHNOLOGY - MAIN CAMPUS FIRE ALARM SYSTEM:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a contract with the firm of Johnson Controls, Inc. to purchase services and equipment to complete the installation of a fire alarm system at New York City College of Technology under existing New York State Office of General Services Contract No. 63103. The total cost of all such purchases shall be chargeable to the State Capital Construction Fund, Project No. 2807909999 for an amount not to exceed \$586,584.

EXPLANATION: New York City College of Technology will use these services and equipment to complete the installation of a fire alarm system serving its main campus, including Namm Hall, the Allied Health Center, the "G" Building and the Namm Hall Atrium.

#### G. YORK COLLEGE - CLASSROOM BUILDING FIRE ALARM SYSTEM:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a contract with the firm of Johnson Controls, Inc. to purchase services and equipment to design and install the Classroom Building Fire Alarm System at York College under existing New York State Office of General Services Contract No. 63103. The total cost of all such purchases shall be chargeable to the State Capital Construction Fund, Project No. 2807909999 for an amount not to exceed \$570,000.

EXPLANATION: York College will use these services and this equipment for the installation of a Fire Alarm System in the Classroom Building.

#### H. COLLEGE OF STATEN ISLAND – GUARANTY FOR THE NEW RESIDENCE FACILITY

RESOLVED, That the Board of Trustees of The City University of New York, in support of a residence facility at the College of State Island, authorize the General Counsel and Senior Vice Chancellor for Legal Affairs to negotiate, approve and execute agreements with other parties, as necessary, to guarantee payment of the debt service associated with the financing of the residence facility.

EXPLANATION: Construction of the 607-bed residence facility to be built on the campus of the College of Staten Island (“Residence Facility”) is scheduled to begin in early 2009 and is expected to be complete for the Fall 2010 academic year. Several sources will be available to pay debt service on the tax-exempt bonds to be issued by the New York City Housing Development Corporation (“HDC”) for the construction, development and operation of the Residence Facility. Those sources include: \$1,600,000.00 from the College of Staten Island Auxiliary Services Corporation, Inc. and The College of Staten Island Foundation; monies deposited in the capitalized interest fund, the debt service reserve fund and other funds and accounts established in connection with the HDC financing; and, revenues derived from the operation of the Residence Facility. However, due to conditions in the current financial market, non-recourse financing of the Residence Facility is not available. CUNY will be required to guarantee payment of debt service to the extent that the funds referred to above prove to be insufficient and no other funds are available. The guaranty will remain in effect until occupancy of the Residence Facility is stabilized. American Campus Communities Operating Partnership LP (“ACC”), an affiliate of the developer of the Residence Facility, will obtain a standby letter of credit in the amount of \$5,000,000.00 for the benefit of CUNY which will permit CUNY to draw down on the letter of credit in the event a demand is made upon CUNY to pay debt service. If CUNY draws down on the letter of credit, it will be deemed a loan by ACC to CSI Student Housing LLC (a subsidiary of the College Auxiliary Enterprises Corporation, and the ground lessee and owner of the Residence Facility).

Note: On April 30, 2007 (Cal. No. 4.I), the Board approved a resolution authorizing the General Counsel and Vice Chancellor for Legal Affairs to negotiate, approve and execute an agreement to provide pre-development services in connection with the Residence Facility. By further resolutions adopted on June 23, 2008 (Cal. No. 6.C), the Board requested the Dormitory Authority of the State of New York to enter into a ground lease of the proposed site of the Residence Facility, and authorized the General Counsel and Vice Chancellor for Legal Affairs to negotiate, approve and execute agreements relating to the development, management and operation of the Residence Facility. Copies of the referenced resolutions are attached.

#### NO. 4. (ADDED ITEM) THE CITY UNIVERSITY OF NEW YORK – AMENDMENTS TO INTELLECTUAL PROPERTY POLICY:

RESOLVED, That the Board of Trustees of The City University of New York approve the following amendment to Section V.E. of the University’s Intellectual Property Policy:

##### E. Intellectual Property Committee.

\* \* \*

2. Composition. The Intellectual Property Committee shall consist of at least nine members. The [Executive] Vice Chancellor for Research [for Academic Affairs] or designee (who shall serve as chair of the Committee) and the President of the Research Foundation or designee, shall be members. The Chair of the University Faculty Senate, or a person designated by the Chair, shall select the remaining members of the Committee, taking into account the recommendations of the Chancellor. Membership of the Committee shall, insofar as possible, consist of individuals who have generated copyrighted or patented materials and should collectively represent a diversity of types of such materials (i.e., textbooks, biotechnology, software, etc.) The General Counsel of the Research Foundation shall serve as staff to the Committee.

3. Subcommittees. The Chair of the Intellectual Property Committee shall appoint from among the membership of the Intellectual Property Committee a Copyright Subcommittee responsible for the review of disclosures of Copyrightable Works, and a Patent and Technology Subcommittee responsible for the review of disclosures of Inventions, Trade Secrets and Know-How, and Tangible Research Property. Each subcommittee shall, insofar as possible, consist of at least five members, a majority of whom shall have generated copyrighted materials, in the case of the Copyright Subcommittee, or patented materials, in the case of the Patent and Technology Subcommittee. The Chair of the Intellectual Property Committee or designee shall serve as chair of the subcommittees. In connection with the review of the disclosure of a particular invention, the Chair of the Patent and Technology Subcommittee may convene a meeting limited to those members whose areas of expertise are most relevant to the subject of the invention.

\* \* \*

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

**EXPLANATION:** At the time the Board adopted the Intellectual Property Policy, the position of Vice Chancellor for Research had not been created. These amendments are intended to reflect the role of the Vice Chancellor for Research and to permit the Vice Chancellor to have his or her designee serve as chair of the Committee on Intellectual Property or its subcommittees and to permit the chair of the Patent and technology Subcommittee to convene meetings of only those members whose areas of expertise are most relevant to the subject of the invention under review.

**Statement of General Counsel and Senior Vice Chancellor Frederick P. Schaffer:**

This is a very brief technical amendment to our intellectual property policy relating to the personnel who serve on the Intellectual Property Committee at the time that the Board originally adopted the Intellectual Property Policy. We did not then have a vice chancellor for research and with the creation of that position; it was felt appropriate that the vice chancellor for research, or her designee, would serve as the chair of the Intellectual Property Committee. This amendment simply reflects that change.

**NO. 5. COMMITTEE ON FISCAL AFFAIRS:** RESOLVED, That the following items be approved:

**A. THE CITY UNIVERSITY OF NEW YORK – INVESTMENT POLICY**

RESOLVED, That the Board of Trustees approve the Investment Policy set forth in Attachment I hereto.

**EXPLANATION:** This Investment Policy was drafted in consultation with the University's new investment consultant, Cambridge Associates, and is intended to replace all prior policies adopted by the Board of Trustees relating to investments. The following is a summary of its principal provisions.

With respect to governance, the Investment Policy provides that except for the adoption and amendments thereto and the selection of the Investment Consultant(s), the Board of Trustees delegates to the Committee on Fiscal Affairs and its Subcommittee on Investments, acting as fiduciaries for the Board, the responsibilities for overseeing the investment program. Those responsibilities rest primarily with the Subcommittee on Investments, which shall report annually to the Committee on Fiscal Affairs and the Board of Trustees. The Subcommittee on Investments shall meet quarterly. It has broad authority, within the guidelines set forth in the Investment Policy, to make decisions, with the advice of the Investment Consultant(s) and the University's Staff and Management with responsibility for the investment program, in such areas as asset allocation and choice of portfolio managers and to monitor quarterly investment metrics. The Vice Chancellor for Budget and Finance may, after consulting with the Chairperson of the Subcommittee on Investments, authorize emergency action on portfolio issues requiring immediate action that cannot await the scheduling of a meeting.

The Investment Policy establishes a real return target of 5% (as compared to the current nominal target of 9%), which represents a sound objective that eliminates the need to forecast the rate of inflation. In order to preserve principal, the Policy also establishes a spending rate of up to 5% of each account based on a 12-quarter rolling average. Flexibility is permitted to exceed that spending rate for non-endowed funds in special situations, subject to prior

approval by the Vice Chancellor for Budget and Finance. The Investment Policy also establishes a new asset allocation that provides the University the option of some limited investments in emerging markets, alternative investments and real assets. This allocation is intended to increase diversification, protect the portfolio from the dual risks of inflation and deflation and enhance the prospects that more college foundations will invest through the University managed portfolio.

## CITY UNIVERSITY OF NEW YORK INVESTMENT POLICY

### 1. Purpose of the Investment Policy Statement

This Investment Policy governs the management of the City University of New York's ("CUNY") Long-term Investments.

### 2. Background

CUNY's Long-Term Investment Pool (the "Portfolio") was created to serve the long-term financial needs of the participating colleges. Though permanent in nature, the Portfolio consists of both endowed and non-endowed assets. It therefore serves as an umbrella vehicle for multiple independent colleges, many of which have other long-term funds.

It is the aim of the CUNY Portfolio to become the preferred choice for colleges for placement of the long-term assets of the affiliated colleges. Such co-investment would clearly be beneficial for all parties involved as increased asset size would afford greater investment flexibility with higher return potential.

### 3. Responsibilities

- A. The Board of Trustees serves as steward of the Portfolio and is responsible for approving this Policy and all amendments thereto and for approving the selection of the Investment Consultant(s). The Board hereby delegates all other responsibilities relating to the Portfolio to the Fiscal Affairs Committee and its Subcommittee on Investments, both of which serve as fiduciaries on behalf of the Board of Trustees.
- B. The Fiscal Affairs Committee ("Committee") shall provide broad oversight of the investment program, including an annual review of the work of the Subcommittee on Investments.
- C. The Subcommittee on Investments ("Subcommittee") shall be composed of trustees appointed by the Chairperson of the Board of Trustees with expertise and/or experience in the financial industry and one faculty member recommended by the University Faculty Senate for consideration for appointment by the Chairperson. The Subcommittee shall be responsible for the total investment program and will provide prudent oversight of the Portfolio in order to further the goals and mission of CUNY and the participating Colleges. More specifically, the Subcommittee shall be responsible for
  - i. Developing objectives and strategies for the Portfolio consistent with this Policy.
  - ii. Setting the asset allocation in implementation of the above strategy.
  - iii. Meeting quarterly to review and evaluate asset allocation, quarterly investment results, various risk factors and to identify areas of improvement and/or correction; such meetings to occur after the release of quarterly results from the Investment Consultant.
  - iv. Reporting annually to the Fiscal Affairs Committee and the Board of Trustees on asset allocation and performance of the Portfolio as well as other substantive matters, and
  - v. Retaining and dismissing Investment Managers.

- D. CUNY Management and Finance Staff shall be responsible for implementing Subcommittee decisions, administering the Portfolio, pre-screening Investment Managers for the Subcommittee's consideration, rebalancing the Portfolio, presenting investment results; coordinating with the Investment Managers, Consultant(s) and Custodian and assisting the Subcommittee to fulfill its responsibilities as described above. In addition, the Vice Chancellor for Budget and Finance may, after consulting with the Chairperson of the Subcommittee, authorize action of Portfolio issues that require immediate action that cannot await the scheduling of a meeting of the Subcommittee. All such emergency actions shall be reported to the Subcommittee immediately in writing.
- E. The members of the Subcommittee and CUNY Management and Staff shall adhere to the Code of Conduct and the Conflict of Interest Policy applicable respectively to trustees and employees.
- F. Each Investment Consultant shall provide assistance to the Subcommittee and CUNY Management and Staff, as requested, on the development, implementation, and ongoing practice of investment guidelines and practices consistent with the Subcommittee's mandate to provide prudent oversight of the Portfolio. Each Investment Consultant shall also assist CUNY Management and Staff and the Sub-Committee with the selection of investment managers and provide periodic investment ideas tailored to CUNY's specific needs as well as provide investment performance measurement and advice concerning risk management strategies, primarily through asset allocation studies and diversification strategies. Each Consultant shall act as a fiduciary of the Portfolio.
- G. Each Investment Manager shall be responsible for investing as a fiduciary with discretion the assets under its management and in reporting and communicating with the Subcommittee in accordance with the general and specific guidelines set by the Subcommittee and in compliance with industry standards.
- H. Each Custodian shall be responsible for all needs relating to the custody and accounting of the Portfolio's assets, including processing all Investment Manager transactions, related additions or withdrawals, as well as daily cash sweep of idle balances and securities lending; and reporting and communicating with CUNY Management and Staff, Investment Managers and Investment Consultant(s), in accordance with the general and specific guidelines set by the Subcommittee.

#### 4. Investment Objectives

- A. The Financial Objectives of the Portfolio are to provide continuous support to the operations of the participating Colleges through relatively predictable and stable annual spending, while at the same time preserving and enhancing the purchasing power of the Portfolio for the benefit of future generations of students.
- B. The Long-Term Investment Objectives of the Portfolio are to (1) attain an average annual real (inflation-adjusted) total return<sup>1</sup> at least equal to the Endowment's annual spending rate of 5%, net of management fees; (2) outperform the Portfolio's custom benchmark; and (3) outperform the median return of a pool of endowment funds with broadly similar investment objectives and policies both on an absolute and on a risk-adjusted basis.

In order to achieve the above objectives, CUNY has adopted the asset allocation as specified in the Appendix hereto. CUNY recognizes that the investment objectives may not be achieved in any single year. Instead, a longer-term horizon of 3-7 years shall be used in measuring the long-term success of the Portfolio.

#### 5. Spending Policy

The Portfolio shall be managed according to the "total return" concept, which envisions the sources of spending as being from interest, dividends and capital gains.

To preserve the Portfolio's long-term value, CUNY shall make available to be spent each year up to 5% of the Portfolio's average market value for the preceding twelve quarters. The spending rate shall be calculated each fiscal

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<sup>1</sup> Real total return is the sum of realized and unrealized capital appreciation (or loss) and current income in the form of dividends and interest, adjusted for inflation as measured by the Consumer Price Index.

year on March 31st. Given the Portfolio's multiple stakeholders with varying financial needs, non-endowed funds shall be permitted flexibility in special situations, subject to the approval of the Vice Chancellor of Budget and Finance with reporting of these situations to the Subcommittee.

For new gifts and/or endowments, CUNY shall add the market value of the new funds into each of the three prior years' market value totals so that the full weight of the new funds is reflected in the spending rate calculation.

## **6. Asset Allocation and Portfolio Composition**

The asset allocation of the Portfolio shall reflect a proper balance of CUNY's investment objectives, risk tolerance and need for liquidity. To achieve this balance, the portfolio shall conceptually be divided into three parts: an equity portfolio, a diversifying assets portfolio, and a fixed income portfolio.

The purpose of the equity portfolio shall be to provide capital appreciation in order to meet the financial objective of supporting current operations while preserving, and preferably growing, the purchasing power of the fund. In order to meet the investment objectives, the equity portfolio shall be the dominant of the three sub-portfolios. CUNY recognizes that equity investments will most likely entail a substantial degree of volatility. The equity fund shall be invested in both U.S. and non-U.S. public and private equities.

The purpose of the diversifying assets portfolio shall be a) to provide additional diversification through investments in assets and/or investment strategies with attractive expected returns combined with low expected correlations with the traditional equity and fixed income holdings of the portfolio and b) to support the Portfolio through periods of unexpected high inflation through investment in assets and asset classes which are expected to perform well during inflation. The diversifying assets portfolio may include real estate, inflation-adjusted fixed income securities, commodities and natural resource-related stocks. The diversifying asset portfolio may also include hedged strategies, including strategies that use leverage and derivatives, and may encompass both public and private investment vehicles.

The primary purpose of the fixed income portfolio shall be to provide a hedge against the effects of a prolonged economic contraction. A secondary purpose shall be to contribute to overall return and to reduce the overall volatility of the total Portfolio's returns. In order to achieve the primary purpose, investments should be made primarily in long-duration, non-callable or call-protected high quality bonds.

Given the long-term nature of the Portfolio, the policy allocation to cash and cash equivalents should normally be zero, but transitional cash positions may be held.

As noted above, the specific asset allocation with ranges as determined by the Subcommittee is contained in the Appendix hereto.

## **7. Diversification, Risk and Liquidity**

The Portfolio's investments shall be diversified both by Investment Manager, by asset class and within asset classes. The purpose of diversification is partly to enable higher returns with lower risk than would otherwise be achievable and partly to ensure that no single manager, security, asset class or specific investment style will have a disproportionate impact on the Fund's aggregate returns.

As risk and return are related entities, the Subcommittee, assisted by the Consultant(s), shall consider risk along with returns in evaluating each portfolio, asset class or Investment Manager and shall ensure that risk, in its various forms, is monitored, evaluated and discussed on a regular basis.

Investment in alternative assets will often entail illiquidity. While such investments can be a natural part of a well-diversified portfolio, the Subcommittee shall consider the liquidity needs of CUNY and the affiliated Colleges and shall keep the illiquid investments at a level where illiquidity does not endanger regular spending, including in situations of negative portfolio returns.



**8. Rebalancing**

Assets shall be rebalanced back to their respective targets to ensure that the asset allocation remains an accurate reflection of the CUNY's desired risk profile. The following methods shall be used: 1) rebalancing using cash inflows and outflows, 2) rebalancing annually in April or May using March 31<sup>st</sup> market values, and 3) rebalancing back to the target allocations should actual allocations move outside allowable ranges.

The Subcommittee may decide, as an appropriate investment tactic, to underweight or overweight a specific asset class within the allowable range for a time, in which case the automatic rebalancing back to target will not take place. Such decisions shall be recorded in the meeting minutes.

**9. Manager Hiring and Firing**

The Subcommittee shall not consider the selection of any Investment Manager without first setting a target allocation to a particular asset class and determining that a manager is needed to implement that allocation strategy.

The Subcommittee shall fairly and rigorously evaluate prospective Investment Managers. The Subcommittee shall strive to hire Investment Managers that are appropriate for the Portfolio's risk-return profile, using industry best practices, which include a thorough examination of the firm's organization, history, integrity, ownership structure and assets under management, the quality and stability of its key professionals and staff, the quality and consistency of its investment philosophy, strategy, decision-making process, its fit with the Portfolio's objectives, its performance metrics, its record of compliance and its fee structure.

The Investment Consultant(s) and CUNY Management and Staff shall monitor and keep the Subcommittee up to date with respect to Investment Managers, including their compliance with this Policy, their investment performance, any significant changes in their organization, process or philosophy and all pertinent information regarding regulatory or disciplinary investigations, proceedings or findings and/or litigation.

Though active managers are hired to outperform their respective benchmarks, it is a commonly accepted fact that even strong managers may have periods of relative underperformance. Firing a manager due to short-term performance issues can often have a negative impact on a portfolio since manager performance tends to be cyclical, so that managers who underperform in one cycle often will outperform in the next and vice versa. The Subcommittee aims to have stable, long-term manager relationships. In that regard it plans to evaluate manager returns over various and appropriate time periods. However, a manager may be placed on a watch list in response to the Subcommittee's concerns about the manager's performance, failure to comply with guidelines, organizational changes or any other reason that the Subcommittee or CUNY Staff deems appropriate.

**10. Performance Monitoring**

With the assistance of the Investment Consultant(s) and CUNY Management and Staff, the Subcommittee shall review the Portfolio's assets and the status of its investment accounts quarterly, and shall make such adjustments as deemed necessary to achieve the CUNY's investment objectives. In addition, CUNY Management and Staff shall receive monthly performance reporting primarily for administrative purposes.

- A.** The total portfolio shall be evaluated against the investment objectives. This entails measuring whether over rolling three- to seven-year periods it outperforms a) the 5% real return objective, b) the custom benchmark consisting of a mix of appropriate benchmarks for each of the major asset categories within the policy asset allocation at the target weights, and c) a peer group of comparable colleges and universities.
- B.** The performance of each of the main components of the portfolio shall be measured against asset class-specific benchmarks, which will enable evaluation of the effectiveness of the implementation strategy used for that asset class.
- C.** The Investment Managers shall be monitored on returns relative to a manager-specific benchmark as well as to returns of a peer group of comparable managers.

- D. The performance reporting shall be carried out in a manner and form that enables the Subcommittee to clearly evaluate portfolio and manager performance, both on an absolute and on a risk-adjusted basis, as described above. Relevant benchmarks for each category will be incorporated in guidelines, as established by the Subcommittee.

#### 11. Investment Guidelines

With the assistance of the Investment Consultant(s), CUNY Management and Staff shall create specific guidelines for each Investment Manager when it is hired and shall review and recommend changes to those guidelines as necessary.

To the extent that CUNY invests in mutual funds and/or commingled vehicles, the guidelines are contained in the offering documents. Since, in these cases, CUNY cannot impose its own guidelines, CUNY Management and Staff, assisted by the Consultant, shall determine beforehand whether the guidelines contained in the offering document are acceptable and suitable for the given mandate.

Each Investment Manager shall be required to monitor compliance with its specific guidelines quarterly (or more frequently if market conditions warrant) and based on the then current market values. Each Investment Manager shall be required to promptly communicate in writing to the Subcommittee any violations of the guidelines stating the nature of the violation, potential remedies, or a petition that a compliance waiver be granted setting forth the reasons therefore. CUNY Management and Staff, assisted by the Consultant(s) shall be responsible for enforcing this requirement.

All such guidelines shall incorporate the following basic principles:

##### A. Manager Autonomy

Decisions as to individual security selection, security size and quality, number of industries and holdings, current income level, turnover and the other tools employed by active managers shall be left to broad manager discretion, within the limits of any specific guidelines and subject to the usual standards of fiduciary prudence.

##### B. Leverage and Derivatives

Unless explicitly authorized by the Subcommittee, the use of leverage or speculative use of derivatives shall be prohibited unless as part of an alternative asset program or as a means for investment managers to hedge investment risk, to hedge currency risk or replicate investment positions at a lower cost than would otherwise be created in a cash market. If the use of leverage or speculative use of derivatives is authorized, the guidelines shall include specific limitations on their use. In such cases, managers must have systems in place to rigorously analyze, monitor and control associated risks.

##### C. Diversification

Each Investment Manager shall be required to diversify holdings so that the portfolio is not exposed unduly to any single security issuer or sector. The guidelines shall set forth holding limits applicable to that Investment Manager.

##### D. Duty to Inform

Each Investment Manager shall be required to inform CUNY as soon as possible if a deviation from guidelines is anticipated and seek approval. In addition, each Investment Managers shall be required to inform CUNY as soon as practicable of any significant change in firm ownership, acquisitions of other investment managers, changes to organizational structure; investigations or proceedings commenced by or subpoenas received from the SEC or any other regulatory or law enforcement agency, official notice of any disciplinary proceeding or litigation against the manager or any of its employees; departures of key professional personnel, changes of account structure or changes in the manager's fundamental investment philosophy.

Each Investment Manager shall be required to propose revisions to the guidelines at any time the existing guidelines would impede meeting the investment objectives established for the manager.

#### E. Best Execution

Except under unusual circumstances (in which case CUNY shall be promptly notified), each Investment Manager shall be required to enter into all transactions on the basis of best execution, which means best realized net price. Turnover should be minimized consistent with the effective implementation of the strategy.

### 12. Changes to the Investment Policy

This Policy shall be in force until modified in writing and approved by the Board of Trustees. The Subcommittee will review this Policy at least annually to ensure continued appropriateness, but may propose revisions to it at any time it sees fit. The Subcommittee shall communicate proposed changes to this Policy to the Fiscal Affairs Committee.

#### APPENDIX Asset Allocation

<u>Asset Class</u>	<u>Policy Target</u>	<u>Policy Range</u>
U.S. Equity	25%	15% - 30%
Global ex. U.S. Equity	20%	10% - 30%
Emerging Market Equity	5%	3% - 10%
Marketable Alternatives	5%	3% - 10%
Private Equity/Venture Capital	10%	0% - 15%
Real Assets	10%	5% - 15%
Fixed Income	25%	20% - 30%
Cash	0%	0% - 5%

Targets and ranges will be reviewed at least annually and any changes will be communicated to the Board of Trustees.

#### Statement of Vice Chancellor Ernesto Malave:

Let me just take the Board back to over a year ago when we concluded that it was time to take a fresh look at our investment policy and our investment advisors and we started a process with a request for proposals for consultant services that took some time to complete. We settled on Cambridge Associates and we reported that to the Board a number of months ago.

The first task of Cambridge Associates was a complete review of the investment policy of the University and the **Subcommittee on Investment** of the **Fiscal Affairs Committee** engaged in a number of meetings in which presentations were made by our new consultants and the result of that was to set up policy recommendations that were considered by the Investment Subcommittee and are before you today.

The short set of key differences is as follows: One, they are devolving to the Office of the Vice Chancellor and the Chancellor the ability to make decisions very quickly. As you know, in the current investment environment that we are in we need to be able to act nimbly, and in consultation with the Committee Chair, the Office of the Vice Chancellor is authorized to make recommendations and to immediately inform the **Subcommittee on Investment** of any changes in writing.

Secondly, diversification of the asset allocation of the University's portfolio: We were sort of heavily weighted in U.S. equities and it was the recommendation of Cambridge Associates that we take advantage of emerging markets, very carefully of course, but that we were not as diverse as we ought to be and that to protect us going forward we need to have a broader asset base. The recommendations of the committee were considered very strongly and there was a lot of due diligence that was applied by both our Controller's Office and our Chief Investment Officer and really very robust meetings of the **Subcommittee on Investment**.

We are very pleased with the outcome of the work that we started over a year ago. We are very confident with our new set of recommendations and are prepared to answer any questions. Thank you, **Mr. Chairman**.

**B. THE CITY UNIVERSITY OF NEW YORK – FY 2009-2010 UNIVERSITY BUDGET REQUEST:**

RESOLVED, Subject to the availability of resources, CUNY seeks a total of \$2.590 billion for the University. This total includes additional funding of \$165.0 million comprising \$85.1 million for baseline needs and \$79.8 million for programmatic increases.

EXPLANATION: With the 2009-2010 Budget Request, the University is proposing the continuation of its innovative approach to the financing of its State-approved Master Plan for the education of CUNY students—The CUNY COMPACT. However, given the extraordinary financial crisis facing the State and City of New York, with projected budget deficits at the State level of up to \$15 billion in FY2010 and \$50 billion through FY2012, CUNY's budget message this year seeks to finance the University's ongoing obligations and investment program through continuing budget restructuring and efficiencies, philanthropy, revenues from enrollment growth and an increase in tuition of up to \$300 per semester for undergraduate resident students.

**The 2009-2010 Budget Request proposes to set-aside \$10 million from the revenue generated by increased tuition to establish an Institutional Financial Aid Initiative. This resource will be utilized by colleges to assist those students who will be placed at risk of continuing their matriculation due to higher tuition rates. In addition, this set-aside will also be used to drive down the cost of textbooks for CUNY students. This Financial Aid Initiative will help students defray the proposed tuition increases and underscore our commitment that no student in need of financial assistance would be denied access to the University.**

The University's number one priority continues to be the hiring of more full-time faculty and providing support for research, academic enhancements, and student services. The Investment Plan includes the following initiatives:

- **Full-time Faculty:** The University plans to hire 350 new full-time faculty. These new hires will move the University closer to its goal of having 70% of instruction provided by full-time faculty. Implicit in the University's faculty hiring goal is the continuing commitment to workforce diversity and development.
- **The Decade of Science:** In addition to hiring full-time faculty, the University will use new funding to provide start-up packages to new faculty in order to ensure that it can attract internationally respected scientists, or senior scientists with the potential to reach national prominence. New funding will also be used to provide fellowships for doctoral students, provide access to electronic scientific journals, and purchase high end instrumentation and equipment.

- **Student Services**

CUNY's goal is to improve student retention and graduation rates. Towards these ends, the University needs additional funding to hire additional counselors and advisors and provide staff training and development. The University will also hire additional financial aid advisors to assist students in identifying all resources available to them to finance the cost of their education. The University also needs additional funding to expand and enhance campus career development centers. This will be accomplished through the hiring of additional staff for the centers and providing staff training and development.

- **The CUNYFirst Project**

Additional funding is required to support the University's effort to replace all of its financial, human resources, and student information management legacy systems with PeopleSoft and Oracle software, as well as to invest in smart classrooms and computer labs, including a nursing simulation lab.

- **Workforce Development**

CUNY has become the preeminent workforce and economic development institution in New York City, serving City workers and employers in traditional degree programs and a wide variety of non-credit offerings. Additional funding would enable the University to expand its worker development and training programs, to support Advanced Technology Centers to serve business and industry across the spectrum, and to continue to contribute seed funding for new, innovative workforce initiatives that create opportunities for workers and employers alike.

- **Upgrading CUNY's Infrastructure**

The University has had to defer maintenance for years because of fiscal pressures. The result of the lack of funding to support maintenance programs has led to facility degradation in the near term and significantly increased facility operating and routine maintenance expenses. The University requires additional operating funds to maintain the various infrastructures of the campuses, not only the utilities, but the information technology networks, roads, walks, landscapes, and instructional and research equipment. The University also plans investments in the area of environmental sustainability and is partnering in New York City's "30 in 10" Challenge—reducing greenhouse gas emissions by 30% over the next 10 years.

### **C. THE CITY UNIVERSITY OF NEW YORK – REVISED TUITION AND FEES SCHEDULE, EFFECTIVE FALL 2009:**

RESOLVED, That effective Fall 2009 the Board of Trustees of The City University of New York adopt a revised schedule of student tuition and fee up to the amounts set forth on the attached schedule. On a per semester basis, these include the following increases: up to \$300 for full-time undergraduate resident students at senior colleges, up to \$200 for full-time undergraduate resident students at community colleges, up to \$480 for full-time masters resident students (rates for masters students in specialized programs will be increased proportionately; see schedule below), up to \$430 for full-time doctoral resident students, up to \$670 for full-time law school resident students and comparable percentage increases for per-credit rates (including per-credit rates for non-resident students) and for non-degree rates; and be it further

RESOLVED, That the Board of Trustees authorize the Chancellor, in consultation with the Chairman, to determine the exact increases in tuition and fees up to the amounts set forth above in the best interest of the University and as may be necessary to countervail possible reductions in State or City funding for college operations, to fulfill its core educational mission and to deliver essential services to its student body and to provide needed investment in the academic advancement of the University; and be it further

RESOLVED, That the Board of Trustees authorize the Chancellor to make revisions to the City University Tuition and Fee Manual as may be necessary to implement this resolution and to report such revisions at the first regular meeting of the Board of Trustees following the action.

**EXPLANATION:** With the 2009-2010 Budget Request, the University is proposing the continuation of its innovative approach to the financing of its Master Plan for the education of CUNY students—The CUNY Compact. However, given the extraordinary financial crisis facing the State and City of New York, with projected budget deficits at the State level of up to \$15 billion in FY2010 and \$50 billion through FY2012, CUNY's budget message this year seeks to finance the University's ongoing obligations and investment program through continuing budget restructuring and efficiencies, philanthropy, revenues from enrollment growth and an increase in tuition up to 15% at the senior colleges and up to 14.28% at the community colleges as set forth above. The University is also requesting the state to establish a Philanthropy Matching Program through which it will provide \$3 for every \$1 in CUNY philanthropic funding.

The 2009-2010 Budget Request proposes to set aside \$10 million to establish a Student Financial Aid Initiative. This resource, which will include funds from philanthropy, will be utilized by colleges to assist those students who will be placed at risk of continuing their matriculation due to higher tuition rates. In addition, this set aside will also be used

to reduce the cost of textbooks for CUNY students. This Student Financial Aid Initiative will help students defray the proposed tuition increases and underscore our commitment that no student in need of financial assistance will be denied access to the University.

**Tentative Tuition and Fee Schedule Fall 2009 - Senior College**

<b>Undergraduate</b>	<b>Resident Students</b>	<b>Non-resident Students</b>
Full-time	\$2,300 per Semester	\$415 per Credit
Part-time	\$195 per Credit	\$415 per Credit
Non-Degree	\$285 per Credit	\$610 per Credit

**Masters Students including the Graduate School**

Full-time	\$3,680 per Semester	\$575 per Credit
Part-time	\$310 per Credit	\$575 per Credit
Maintenance of Matriculation	\$150 per Semester	\$250 per Semester

**Other Masters Program**

Baruch	Masters in Business Administration		
	Full-time	\$5,400 per Semester	\$735 per Credit
	Part-time	\$485 per Credit	\$735 per Credit
City	Masters in Architecture		
	Masters in Engineering		
	Full-time	\$4,310 per Semester	\$635 per Credit
	Part-time	\$360 per Credit	\$635 per Credit
Hunter	Masters in Social Work		
Lehman			
	Full-time	\$4,370 per Semester	\$615 per Credit
	Part-time	\$365 per Credit	\$615 per Credit
Hunter	Masters in Physical Therapy		
CSI			
	Full-time	\$4,025 per Semester	\$600 per Credit
	Part-time	\$330 per Credit	\$600 per Credit

**Doctoral Students**

Level I Full-time	\$3,290 per Semester	\$645 per Credit
Level I (per credit)	\$370 per Credit	\$645 per Credit
Level II	\$2,060 per Semester	\$4,580 per Semester
Level III	\$815 per Semester	\$1,635 per Semester

**Law School**

Full-time	\$5,120 per Semester	\$8,510 per Semester
Part-time	\$425 per Credit	\$715 per Credit

FOOTNOTE: The above schedule reflects an approximate 15% increase to current tuition rates.

Tentative Tuition and Fee Schedule Fall 2009 - Community College

Undergraduate	Resident Students	Non-resident Students
Full-time	\$1,600 per Semester	\$215 per Credit
Part-time	\$135 per Credit	\$215 per Credit
Non-Degree	\$180 per Credit	\$285 per Credit

FOOTNOTE: The above schedule reflects an approximate 14.28% increase to current tuition rates.

**Statement of Vice Chancellor Ernesto Malave:**

In your materials today you have two documents. A white cover spiral-bound document that includes the narrative for the Budget Request and all the associated numbers, and you also have a presentation that was provided to the **Committee on Fiscal Affairs** at the November 24th meeting, which I will only go over a number of selected charts.

I would like to just draw your attention to the Budget Request narrative, to page 2, which is entitled Current Budget Conditions in the National Context, as I think it is important to start off with the national context. All of you know the enormous challenges this country faces financially, the markets and the economy and the effects of that challenge have bled into every state and, of course, into New York, which is home to Wall Street and particularly **CUNY**.

What the Governor has projected, and we will know more about this next week when he releases the Executive Budget, is a budget gap in New York State of up to \$15 billion, an enormous number, an enormous challenge and we are all dealing with it. In fact, we have already started dealing with the pressures of that challenge, and as the Chancellor has indicated in his numerous emails and communications, that we have already sustained between state reductions and city reductions a net loss of \$82 million in resources in the current year. Thankfully, we have been able to manage that with minimal disruption to our core services. Obviously, losing \$82 million will have an effect, but we have been able to maintain the key academic of students at full services.

That is where we start before we enter fiscal 2010. One of the differences this year from prior years is that the Governor has telegraphed what the 2010 budget will look like. The Governor invited the legislature to return to Albany on November 18th to consider a number of budget proposals to deal with the current year budget gap of almost \$2 billion, and a \$12 1/2 billion budget gap in fiscal 2010 and made a series of proposals, which I think are important to take note of. He indicated that given the circumstances that he would be recommending a tuition increase of \$600 for undergraduate resident students for **The City University of New York** for 2010. He also made recommendations for 2009, which did not get considered, so I will not dwell on them, but for 2010 he clearly suggested that they would be issuing a budget proposal for a tuition increase of up to \$600 or for \$600 for resident undergraduate students.

What was clear in his proposal was that, that was because of an anticipated reduction of over \$80 million in state support. They were already telegraphing that we were going to be suffering a significant reduction in state support. What is important to point out is that, unlike all previous efforts by the State of New York going back thirty years to deal with budget challenges, the Governor was acknowledging an important principle, that if you are going to raise tuition try to assure that a piece of that revenue returns for an investment program in **The City University of New York**, and in this case the State University of New York as well. That had never been the case before. Every time a tuition proposal was suggested, it was always to fill a hole or to fill a hole in a partial sense, so students always paid more and received less. I think it was an important change for the Executive to acknowledge that important principle. The other one that is important is an acknowledgement that the \$82 million that we have already sustained was enough and that the systems could only take so much, both **CUNY** and **SUNY**, and that going forward we needed to find a way to finance the needs of the University. That was an important set of principles enunciated by the Governor and again we will see more details of that tomorrow.

The other thing to consider in the context is as the Chancellor indicated, the City of New York is also facing budget pressures and we have sustained deductions of at least \$5.1 million to date and we clearly anticipate the Mayor making a set of recommendations to cut even further in 2010. It is uncertain whether or not the City Council will go along with it. It is clear that the City of New York is facing budget pressures and the budget gap for 2010 is approximately \$4 billion. There are budget challenges everywhere.

The question for us, and as you will see in the presentation, is how does **CUNY** respond? We have chosen to respond by crafting a **CUNY** Compact that is a little bit different from what we have done in the past--we have sought full financing of state support for our mandatory needs and an investment program. Acknowledging where the circumstances are with the state, we are moving and still maintaining key components of the Compact, which is an effort to increase philanthropy at this University, a continuing effort to self-finance our needs through productivities. It is very important that we simply not seek to increase tuition and forget about our responsibility to reshape our budget. When the Chancellor refers to the budget working groups, that is what he is referring to, to make sure that we are as vigilant as we possibly can be in making sure that we are spending our resources wisely and maintaining that public trust.

Most of the Compact is financed through a tuition increase, because we believe very strongly that given that enrollment figure that the Chancellor referred to, unless we generate the revenues to meet the challenges of that enrollment growth, we are just going to slip further and further behind. Given the work that this Board has authorized us to do in our Master Plan, we can not afford to do that and we are not making that recommendation. We are making a recommendation to generate the revenue that we need in this University to move the system forward even in these challenging times. Perhaps, because of these challenging times it is important that we have a robust public university system.

On page 5, I just want to allude to a couple of things that the Chancellor referred to earlier--this is very important--and that is the financial aid program. I have briefed the **University Student Senate** and the **University Faculty Senate** on what our proposal is, which is that we want to make sure that there is no student in this University who is going to be held in harm's way and who is going to lose his/her matriculation as a result of being unable to afford this increase. We have been directed to come up with a program to do that. It contains a number of elements and I will very quickly go through them. There is a class of students at **CUNY**--not the very poor who are fully financed to do a full tuition assistance program that continues to be very strong, nor the middle class students that we have at the University who will be very inconvenienced by a tuition proposal, but nonetheless the risks of them losing matriculation is not something that is high--but there is a class of students in the middle that are the working poor, independent students who do not get quite the level of financial aid that we want to target this assistance to. We are going to work closely with the financial aid community in **CUNY** to do that.

We are also going to create our own job programs where students may be given the opportunity to work in various areas of the college during certain select times in order for them to be able to work off their increase in tuition. Something that has turned out to be very popular, no surprise here, is that we are coming up with a program to reduce the cost of textbooks in the University. So on the one hand clearly students are going to have to pay more in order to preserve their original investment in this University, but anything that we can do to reduce the cost of textbooks I think is very important and we are going to be working closely over the next few months to do that. Finally, we have worked with a tuition payment plan, which enables the students to stretch out the payments of tuition. So instead of having to pay the whole amount up front, we can spread the tuition payment over four or five, maybe even six payments and we are going to do that. Right now the program that we have contains an application fee for participation that we are going to waive and cover in order to make this as painless as possible and that is a very important feature of this program. I wanted to make sure we did not lose sight of that.

The core of this budget proposal is approximately 300 new full-time faculty that we are going to need in this University to maintain the instructional and student faculty ratios that we have with our projected levels of enrollment and also to focus on some key student service areas, the principal ones are counseling and advising, and we also have a number of new initiatives for veteran services that **Vice Chancellor Garrie Moore** and **University Dean Bob Ptachik** are heavily engaged in. We have more and more veteran students coming to **CUNY** and I think we have an important responsibility to make sure that that is addressed.

The issue of the Decade of Science is not just about buildings and instrumentation, it is about scholarship support for doctoral students that are essential in order to attract the quality faculty that we need. I would just simply point to the community colleges just for a moment on the tuition charges. Before I go to the community colleges, for the senior colleges we are recommending an increase of up to \$600. We pretty much know what the likely numbers are but the Chancellor has directed us to try to lower that number to the extent that we can. Right now the authorization is to go



up to \$600 for the undergraduate level and for the community colleges up to \$400 or \$200 a semester. Here the crisis is not as great as it is for the senior colleges. It is very important that as an integrated University we do not diminish and lose sight of the fact that we need to maintain high quality programs at our community colleges. We are going to model what we are doing this time with the community college investment program that we started in 2003, which resulted in 300 new full time faculty at our community colleges and we are going to replicate that program again. I think it is very important not to lose sight of the need to maintain an integrated University and that is why the number is not quite \$600, but it is sufficient to create an investment program for the community colleges as we know the challenges that the City of New York has already telegraphed that we are going to face.

Finally in the last two charts of this presentation, you will see, notwithstanding the growth and the projected increases in tuition, that **CUNY** continues to be very competitive with our competitors in the City of New York, we believe not only because of our enhanced quality, but our pricing structure that New Yorkers will continue to want to come to **CUNY**, notwithstanding the challenges. I would like to just remind the Board, as it is sometimes easy to forget, that it was 2003 the last time we raised tuition for undergraduate students and over that five to six year period if you average it out, what we are doing now would still be under the rate of inflation over that period of time. While this is a challenging environment to raise tuition, we believe that the number is consistent and puts us in a pretty good place to make sure that we carry out the mandate of this Board. Thank you.

In answer to a question from **Trustee Sam Sutton, Vice Chancellor Malave** stated that **CUNY's** tuition is a little below the average charged nationwide, which is about \$6,000 on an annual basis for publicly supported universities-- we are \$4,000. In 2003 there was a 25% increase in tuition when it was increased from \$3,200 to \$4,000. From fall 2007 to fall 2008 we added a net increase of 220 new full-time faculty, and this was on top of the 250 that were added last year. Over the past two years we have added net nearly 500 new full-time faculty. Going forward we would like to add net another 350 full-time faculty.

**Chairman Schmidt** added that there is not a university system in the country that has added anything remotely close to that number of net new full-time faculty over the same period, as **CUNY**.

**Statement of UFS Chair and Trustee Manfred Philipp:**

It is clear that the most important thing for this University is the continued provision of net new full-time faculty members and that I am pleased to see that this is a provision of this plan. I should note that the resolution in the Board Calendar only says 250 and I am sure that is a typo because the supporting materials here clearly make it clear that the intent is to do 350. Just on that basis, it received support from the representative of the **University Faculty Senate** on the Board's **Committee on Fiscal Affairs**. I would also like to compliment **Vice Chancellor Malave** for his continued strong interaction with the Budget Advisory Committee of the **University Faculty Senate**. This is the longest existing standing committee of the Senate and we have frequent and intense meetings on this and other aspects of the budget and at this point it is wise to, it is a good thing to recognize that. Thank you.

**Statement of USS Chair and Trustee Simone Lamont:**

I would like to speak on behalf of the **University Student Senate** and the students of **CUNY** and while we appreciate the need for additional financial resources in the face of drastic budget cuts and inflation in general, the students of **CUNY** are in opposition of a tuition increase. We feel that a sudden drastic increase in fees will be to the detriment of many students and believe that well structured incremental increases would serve us better as this would allow us to budget accordingly. Moreover, the Governor's Executive Budget has yet to be presented and we feel that a vote on a potential tuition increase is premature. As such, we remain hopeful that upon delivery of this budget the current financial circumstances of **CUNY** will be greatly improved. We must commend **Chancellor Goldstein** and the Chancellery for considering the effects of such an increase on students and for subsequently making plans to keep the increase as low as possible in the event that it does occur. We also appreciate efforts by the Chancellery to include students in the decision making process. Thank you.

Following discussion, Cal. No. 5.B. and 5.C. were adopted by Board. **Trustee Simone Lamont** voted NO.

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

**COLLEGE****DEGREE****MEDGAR EVERS COLLEGE**

Dominic Carter

Doctor of Humane Letters

Marcella M. Maxwell

Doctor of Humane Letters

(Awarded at the 19<sup>th</sup> Annual Academic Convocation on December 3, 2008, following consultation with the Board of Trustees)

**HUNTER COLLEGE**

Sheila Lubetsky Birnbaum

Doctor of Laws

Richard Gilder

Doctor of Humane Letters

(To be awarded at the 2009 Winter Commencement Exercises on January 22, 2009)

**Report of Committee on Faculty, Staff and Administration Chair Valerie L. Beal:**

The **Committee on Faculty, Staff and Administration** did not meet in November. However, two appointments were sent to the Committee members for review and placed in the Chancellor's University Report, which the Board has just approved. They are the appointment of Dr. Marva Craig as Vice President for Student Affairs at the **Borough of Manhattan Community College**, effective November 4, 2008, and the appointment with waiver of Section 6.2 C of the Bylaws of Dr. Howard Lune as Associate Professor with tenure in the Department of Sociology at **Hunter College** effective September 1, 2008.

In addition, it has been brought to our attention that three collective bargaining agreements were recently settled. In the interest of expediting the implementation of these agreements for the benefit of the represented employees, I wish to place these added items before the Board.

**NO. 7. (ADDED ITEMS) COMMITTEE ON FACULTY, STAFF, AND ADMINISTRATION:** RESOLVED, That the following items be approved:

**A. THE CITY UNIVERSITY OF NEW YORK - APPROVAL OF THE 2006-2009 AGREEMENT WITH LOCAL 384, DISTRICT COUNCIL 37, COVERING EMPLOYEES AT THE EDUCATIONAL OPPORTUNITY CENTERS:**

RESOLVED, That the collective bargaining agreement between The City University of New York and Local 384, District Council 37, covering employees at the Educational Opportunity Centers of Brooklyn, Queens, Manhattan, and The Bronx, for the period October 1, 2006, through October 31, 2009, is hereby approved; and be it further

RESOLVED, That the Chancellor is authorized and directed to execute the collective bargaining agreement with Local 384, District Council 37, covering employees at the Educational Opportunity Centers.

EXPLANATION: The prior collective bargaining agreement between The City University of New York and Local 384, District Council 37, covering employees at the Educational Opportunity Centers expired on September 30, 2006. This resolution approves the successor 2006-2009 agreement.

**B. THE CITY UNIVERSITY OF NEW YORK – APPROVAL OF THE 2006-2009 AGREEMENT WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS, LOCAL 237:**

RESOLVED, That the collective bargaining agreement between The City University of New York and The International Brotherhood of Teamsters, Local 237, for the period August 18, 2006, through September 17, 2009, is hereby approved; and be it further

RESOLVED, That the Chancellor is hereby authorized and directed to execute the collective bargaining agreement with The International Brotherhood of Teamsters, Local 237.

EXPLANATION: The prior collective bargaining agreement between The City University of New York and The International Brotherhood of Teamsters, Local 237, expired on August 17, 2006. This resolution approves the successor 2006-2009 collective bargaining agreement.

**C. THE CITY UNIVERSITY OF NEW YORK - APPROVAL OF THE 2006-2009 AGREEMENT WITH LOCAL 1597, DISTRICT COUNCIL 37, COVERING EMPLOYEES AT THE BARUCH COLLEGE STUDENT CENTER, THE BROOKLYN COLLEGE STUDENT CENTER, AND THE QUEENS COLLEGE STUDENT CENTER:**

RESOLVED, That the collective bargaining agreement between The City University of New York and Local 1597, District Council 37, covering employees at the Student Centers of Baruch College, Brooklyn College and Queens College for the period October 1, 2006, through October 31, 2009, is hereby approved; and be it further

RESOLVED, That the Chancellor is authorized and directed to execute the collective bargaining agreement with Local 1597, District Council 37, covering employees at the Student Centers.

EXPLANATION: The prior collective bargaining agreement between The City University of New York and Local 1597, District Council 37, covering employees at the Student Centers of Baruch College, Brooklyn College and Queens College expired on September 30, 2006. This resolution approves the successor 2006-2009 collective bargaining agreement.

**Committee Chair Beal** added that she has been asked to convey a bit of news. A professor at **Hostos Community College**, Vladimir Ovtcharenko, has advised that a new genus and species of the Ground spider family was discovered in the desert of Central Asia. The spider will be named Hostosinia Eugenia in honor of the celebrated educator Eugenio Maria De Hostos. Mr. Chair, this concludes my report and thank you.

**Report of Student Affairs and Special Programs Committee Chair Kathleen M. Pesile:**

The **Committee on Student Affairs and Special Programs** met on November 3, 2008 and there were no items for the Board's approval. **Vice Chancellor Moore** gave a comprehensive report on several key areas of student affairs including the **CUNY Leadership Academy**, the **University Student Senate**, Veteran's Affairs and **CUNY's** mental health initiative. I am pleased to report that the University is making significant strides in developing a **CUNY-wide** model for mental health counseling services. The model will insure access to mental health counseling for all **CUNY** students as well as improve, enhance and expand on the programs and services currently available across all of our campuses. **Vice Chancellor Moore** will now share with you in more detail the progress on the mental health initiative.

**Statement of Vice Chancellor Garrie Moore:**

Several years ago we began our conversation in more detail regarding the need to address mental health counseling and the whole issue of the wellness of our students and I am very pleased to report today that we have made significant progress in addressing the needs of our students in the area of psychological counseling. I am also pleased to report that we have been successful in bringing on board a consulting group, Keeling & Associates, who are working very closely with me and my staff as well as the vice presidents for student affairs and the counseling staffs throughout to pull together a very unique, but yet a very meaningful and operational counseling model specific for **CUNY**. The goal of our work is to help college campuses and system staff to conduct in depth analyse and evaluations of health centers, counseling centers, SEEK, College Discovery, veteran services, disability support services and all of our programs and services that affect student success.

Last year we met with our mental health counselors in a day and a half retreat. **Vice Chancellor Malave** joined me along with the consultant group to hear directly from them what our needs are and how we are serving our students. I am pleased to report that this was a productive meeting, that we left that meeting realizing that there were some immediate needs to address. We presented the report to the Chancellor and the Chancellery and the Chancellor responded and we were able to meet the immediate needs on our campuses. So we are in much better shape today than we were a year ago. I am also pleased to report that we have conducted a number of sessions with our counselors following that retreat wherein we met with approximately eighty counselors throughout our system to address moving forward, what are our next steps.

We currently are engaged in a self study looking at the mental health department of each campus. We are looking at our health services, we are looking at our veteran services, we are looking at our disability support services to see what we are doing right, what we are doing wrong and how do we move our programs and services forward. We have addressed the needs of our departments by adding technology. We have added Titanium software, which is a program that will help our counseling departments manage their cases and collect data. We are testing a new program called Kognito that is a web based training tool for faculty and staff to detect issues in the classroom before they become a larger problem.

We believe that all of the work we are doing will certainly provide better services for our students. We expect to have a complete report of what our specific needs are for **CUNY** by early February-March and I expect to provide another report to you at that time. Now why is all of this so important and why are we making so much noise about mental health counseling and meeting our counseling needs? Let me share with you a few brief statistics that came out this fall: The National College Health Assessment found that 44% of students reported that they were so depressed it was difficult to function in the past year, that 9% has seriously contemplated suicide and 1.3% had actually attempted suicide. At the very least these results highlight the reality that colleges and universities must have effective strategies in place for responding to these complex concerns. I believe that **CUNY** is moving in the right direction, we are doing the right things and we will have a very sound counseling program that will address all the needs of our students. Thank you.

**Trustee Valerie Beal** noted that in this economic period as students who have worked so hard are graduating and going into this job market, I would suspect that your services will be called on even more so. I am glad to see the initiative and hope we are mindful of expanding them to deal with what our students will be going through in these next couple of years.

**Vice Chancellor Moore** stated that just today we met with academic advisors, psychological counselors and other staff members from career services to talk about developing a seamless approach, where we are looking at what we are doing in order to collaborate better. We are finding that as students bring us a particular need that we are able to address that need, whether it is a job-related need, counseling-related, or other health issues.

In response to a question from **Chairman Schmidt**, **Vice Chancellor Moore** stated that part of the process in place is to encourage students to come to counselors if they have a sense of a fellow student being in trouble.

**Upon motion duly made, seconded and carried, the meeting was adjourned at 6:06 P.M.**

**SECRETARY AND SENIOR 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.)**

**FIVE-YEAR CAPITAL BUDGET REQUEST  
FY 2009-2010 through FY 2013-2014**

**Summary of Active and Proposed Capital Projects**

Since 1998, The City University has received more than \$5.2 billion from the City and State to upgrade existing facilities and to build major expansions. The current Request includes funding to complete previously-approved projects that were started with partial funding from prior years, as well funding for unforeseen conditions, escalation, and economic changes. Project highlights include (note: A = Acquisition; D = Design; C = Construction; E = Equipment):

- CUNY-Wide – Advanced Science Research Center Phase I (CE \$84,722,000)
- City College – New Science Facility (CE \$54,700,000)
- CUNY Law – New Law School Facility (ACE \$205,000,000)
- Hunter College – School of Social Work (E \$6,318,000)
- Lehman – Central Utilities Plant (C \$77,677,000)
- New York City College of Technology – Academic Building I (CE \$148,000,000)
- Queens – Science Upgrades Phase II (DC \$67,451,000)
- York College – Academic Core Building Dewatering (DC \$35,000,000)
- Bronx Community College – Campus Utility Upgrades, Phase I (C \$21,300,000)
- Kingsborough Community College – Mechanical Infrastructure Upgrades, Phase I (C \$5,000,000)
- Queensborough Community College – Electrical Upgrades (DC \$18,702,000).

Funding is requested to support a key initiative of the 2009-10 through 2013-14 Capital Program: Critical Maintenance. This encompasses projects intended to bring CUNY campuses to a state of good repair, to include repair of interiors, building envelopes, roofs, mechanical systems, electrical systems, chiller and boiler plants, and fire alarm systems. An estimated \$1.87 billion is needed to implement this initiative. This includes \$1.11 billion in funding for individual projects and \$757 million in critical maintenance lump sum funding.

Funding is requested to continue successful CUNY-wide programs initiated in prior budget plans, including:

- CUNY-Wide Senior Colleges – Health & Safety, Facilities Preservation and ADA (DC \$369,112,000)
- CUNY-Wide Senior Colleges – CUNY FIRST and Educational Technology Upgrades (E \$203,000,000)
- CUNY-Wide Senior Colleges – Science Lab Upgrades (DCE \$47,521,000)
- CUNY-Wide Senior Colleges – Science & Technology Equipment (E \$25,000,000)
- CUNY-Wide Community Colleges – Health & Safety, Facilities Preservation and ADA (DC \$186,214,000)
- CUNY-Wide Community Colleges – CUNY FIRST and Educational Technology Upgrades (E \$17,800,000)
- CUNY-Wide Community Colleges – Science Lab Upgrades (DCE \$7,183,000)

**FIVE-YEAR CAPITAL BUDGET REQUEST  
FY 2009-2010 through FY 2013-2014**

**EXHIBIT A – State and City Capital Budget Funding History**

**EXHIBIT B – Five-Year Project Requests by Project Category:**

- Major Bonded Projects (those greater than approximately \$2 million in total project cost and funded with Dormitory Authority bonds)
- Minor Rehabilitation Projects (those less than \$2 million in total project cost)

**EXHIBIT C – Five-Year Project Requests by Project Category**

**EXHIBIT A**  
**State and City Capital Budget Funding History**

The University has received the following State appropriations:

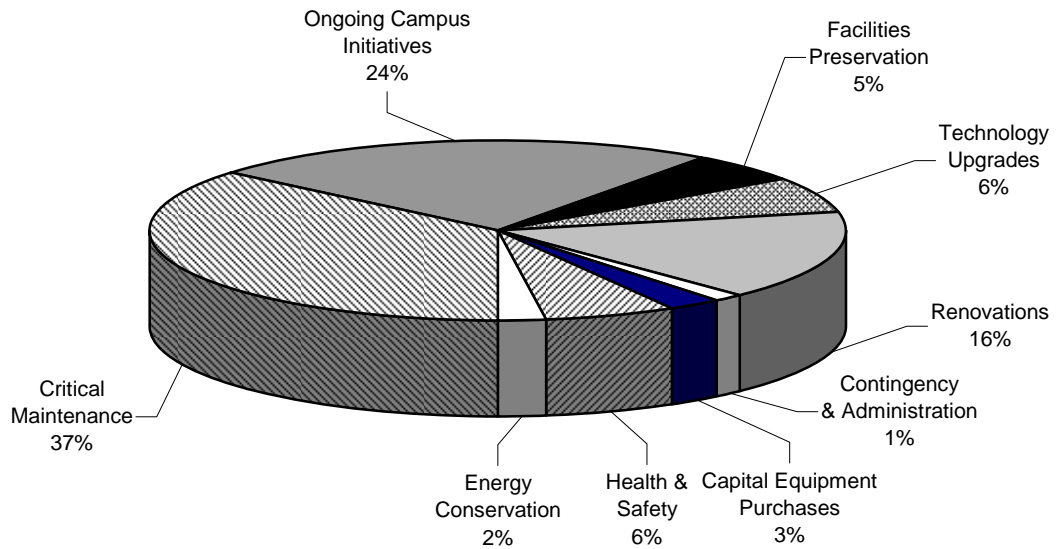
(\$ in millions)	Senior Colleges	Community Colleges & Medgar Evers	Total University
1998-99 to 2003-04 bonded funds	\$902.2	\$109.7	\$1,011.9
<i>1998-99 to 2003-2004 minor rehabilitation funds</i>	<i>\$20.0</i>	<i>\$5.0</i>	<i>\$25.0</i>
2003-04 to 2007-08 bonded funds		\$50.0	\$50.0
<i>2003-2004 to 2007-2008 minor rehabilitation funds</i>		<i>\$5.0</i>	<i>\$5.0</i>
2004-05 to 2007-08 bonded funds	\$1,095.0		\$1,095.0
<i>2004-05 to 2007-08 minor rehabilitation funds</i>	<i>\$20.0</i>		<i>\$20.0</i>
2005-2006 bonded funds increase	\$222.0	\$125.8	\$347.8
2006-2007 bonded funds increase	\$261.7	\$75.3	\$337.0
2007-2008 bonded funds increase	\$225.0	\$40.8	\$265.8
2008-2009 to 2012-2013 bonded funds	\$1,596.0	\$206.9	\$1,802.9
<i>2008-2009 to 2012-2013 minor rehabilitation funds</i>	<i>\$23.2</i>	<i>\$2.8</i>	<i>\$26.0</i>
<b>Total bonded funds</b>	<b>\$4,301.9</b>	<b>\$608.5</b>	<b>\$4,910.4</b>
<i>Total minor rehabilitation funds</i>	<i>\$63.2</i>	<i>\$12.8</i>	<i>\$76.0</i>

In 2005, for the first time, CUNY received a multi-year appropriation from the Mayor that provided \$157.4 million of new City funding for the Community Colleges and Medgar Evers and allowed the University to access available State funding that had been previously appropriated to the capital budget. The City plan matched all of the State appropriations through 2005-06. In FY 2009, CUNY received an additional \$165.3 million in City funding. This amount includes \$108.5 million from the Mayor and \$56.8 million in funding from the City Council and Borough Presidents.

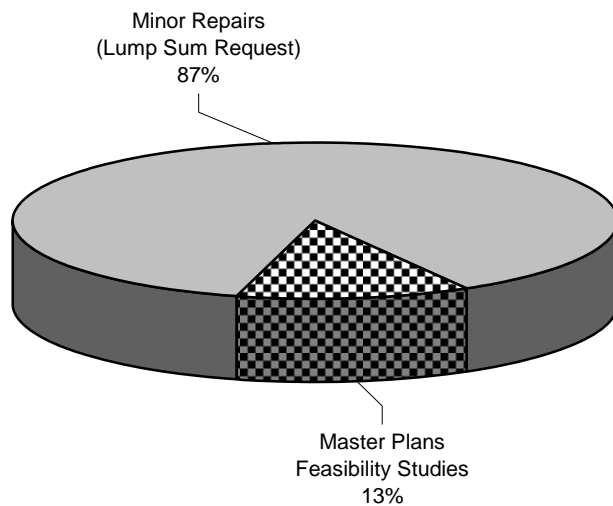
Total funding received since 1998-99 totals \$5.2 billion.

**EXHIBIT B**  
 FY 2009-10 through FY 2013-14 Project Requests  
 By Project Category

**MAJOR BONDED PROJECTS (SENIOR AND COMMUNITY COLLEGES)**  
**\$5.2 BILLION**



**MINOR REHABILITATION PROJECTS (SENIOR AND COMMUNITY COLLEGES) -**  
**\$40 MILLION**





**EXHIBIT C**

Criteria for Prioritization of the FY 2009-10 through FY 2013-14 Request

**Priority Order for Requested Projects:**

1. CUNY-wide projects to ensure health, safety, security, and compliance with codes, including ADA and asbestos-related regulations
2. Individual campus projects that were started with partial earlier funding and need completion of funding
3. Projects to upgrade existing science facilities and provide new science instruction and research facilities
4. CUNY-wide technology projects, including infrastructure upgrades, systems engineering, and new equipment
5. CUNY-wide facility and infrastructure preservation projects
6. Individual campus renovation projects similar in scope to the CUNY-wide project types listed above
7. New construction of space needed for academic programs, with projects ranked in order of overall campus space deficiency. Highest priority is assigned to classroom and instructional laboratory facilities and to the replacement of temporary or leased space with permanent space
8. CUNY-wide projects to meet energy conservation and performance objectives
9. CUNY-wide and individual campus projects for purposes other than those listed above

**THE CITY UNIVERSITY OF NEW YORK  
HONORARY DEGREES  
Granted in 2008**

<b><u>Recipient</u></b>	<b><u>Honorary Degree Granted</u></b>	<b><u>College</u></b>
Alma Guillermoprieto	Doctor of Humane Letters	Baruch
Alan Dershowitz	Doctor of Laws	Baruch
Paul Auster	Doctor of Humane Letters	Brooklyn
Michael Cunningham	Doctor of Humane Letters	Brooklyn
Philip G. Zimbardo	Doctor of Humane Letters	Brooklyn
Elie Wiesel	Doctor of Letters	City
Enrique Carbajal	Doctor of Humane Letters	City
Harry Doherty	Doctor of Humane Letters (posthumous)	CSI
Michael Shugrue	Doctor of Letters	CSI
Dolly Filártiga	Doctor of Laws	CUNY Law
Juan Gonzalez	Doctor of Laws	CUNY Law
Roderick L. Ireland	Doctor of Laws	CUNY Law
William G. Bowen	Doctor of Humane Letters	GSUC
Ornette Coleman	Doctor of Musical Arts	GSUC
Edward Hirsch	Doctor of Humane Letters	GSUC
Sheila Lubetsky Birnbaum	Doctor of Laws	Hunter
Richard Gilder	Doctor of Humane Letters	Hunter
Ellen Wolf Schrecker	Doctor of Humane Letters	John Jay
Gary L. Wells	Doctor of Humane Letters	John Jay
Patricia Hill Collins	Doctor of Humane Letters	John Jay
Ted Koppel	Doctor of Letters	John Jay
David Levering Lewis	Doctor of Humane Letters	John Jay
Margaret K. Bruce	Doctor of Humane Letters	Lehman
Frank Espada	Doctor of Arts	Lehman
Woodie King, Jr.	Doctor of Humane Letters	Lehman
Dominic Carter	Doctor of Humane Letters	Medgar Evers
Marcella M. Maxwell	Doctor of Humane Letters	Medgar Evers
Adam Heller	Doctor of Science	Queens
Peter Gelb	Doctor of Humane Letters	University Honorary Degree (Macaulay Honors College)