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

HELD

MARCH 21, 2016

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

The Chairperson called the meeting to order at 4:31 P.M.

There were present:

Benno Schmidt, Chairperson
Philip A. Berry, Vice Chairperson

Valerie Lancaster Beal
Wellington Z. Chen
Una S. T-Clarke
Rita DiMartino
Freida D. Foster
Judah Gribetz

Hugo M. Morales
Brian D. Obergfell
Jill O'Donnell-Tormey
Carol A. Robles-Roman
Barry F. Schwartz
Charles A. Shorter

Joseph K. Awadjie, ex officio
Terrence F. Martell, ex officio (non-voting)

Frederick P. Schaffer, General Counsel and Senior Vice Chancellor for Legal Affairs
Jay Hershenson, Senior Vice Chancellor for University Relations and Secretary of the Board
Hourig Messerlian, Deputy to the Secretary
Towanda Lewis
Anthony Vargas
Doris Wang

Chancellor James B. Milliken
EVC and University Provost Vita Rabinowitz
EVC and C.O.O. Allan H. Dobrin
President Diane B. Call
President Lisa S. Coico
President Rudolph Crew
President Scott E. Evenbeck
President Ricardo R. Fernández
President William J. Fritz
President David Gomez
President Karen L. Gould
President Farley Herzek
President Russell K. Hotzler
President Thomas Isekenegbe
President Marcia V. Keizs
President Gail O. Mellow
President Antonio Pérez

President Jennifer Raab
President Chase Robinson
President Felix V. Matos Rodriguez
President Jeremy Travis
President Mitchel Wallerstein
Dean Michelle Anderson
Dean Sarah Bartlett
Interim Dean Mary Pearl
Vice Chancellor Judy Bergtraum
Vice Chancellor Brian Cohen
Vice Chancellor Frank D. Sánchez
Vice Chancellor Matthew Sapienza
Vice Chancellor Pamela Silverblatt
Vice Chancellor Gloria Waters
Associate VC Andrea Shapiro Waters
University Dean John Mogulescu
Senior Advisor Marc V. Shaw
Chairperson Benno Schmidt called the meeting to order, and read the following notice into the record of the 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: Chairperson 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 at www.cuny.edu/livestream providing service worldwide through personal computers and mobile devices. 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.

Chairperson Schmidt noted that in light of recent state budget developments, he would like to begin his report this afternoon with a statement that he hopes will provide perspective on the budgetary challenges before us:

Seventeen years ago, I led a task force that concluded that The City University of New York (CUNY) in 1999 was “Adrift,” and stuck in “a spiral of decline.” Under a chaotic admissions system, uneven standards, and with a lack of planning and coordination among its campuses, this venerable New York institution was suffering from painful declines in enrollment, faculty and quality. Mayor Rudolph Giuliani was blunter, arguing that we should “blow up” the system because of its flaws, and start all over again.

It is worth recalling this bleak diagnosis because of the vast distance CUNY has traveled since that time. It has not just been improved; it was reborn. Public and political reaction to our report prompted a period of reassessment and fundamental reform that has been transformative and inspirational. The people of New York have been richly rewarded for their investments and patience. Today’s CUNY is one of the greatest success stories in modern higher education—which is why the recent uncertainty over its governance and funding is puzzling and potentially harmful.

CUNY—the largest urban university system in the country—is at record enrollment, with a total of 275,000 degree students, compared with fewer than 200,000 when we wrote the report. An additional 250,000 are enrolled in non-degree adult and continuing education courses. Who are our students? In addition to being among the brightest and most motivated anywhere, the great
majority are from low-income, underrepresented groups, and immigrant populations. Seventy-five percent of all PELL grant recipients in New York City—a key form of financial aid for the neediest—now attend CUNY colleges. Seventy percent of full-time undergraduates receive enough financial aid to fully cover their tuition. More than eight out of ten undergraduate students graduate free of federal student loan debt. Access to CUNY has never been greater.

As for quality, 39 of our students won prestigious Fulbrights in the past two years and CUNY has produced more MacArthur “Genius” award winners than any other public university, except for Berkeley. CUNY routinely congratulates winners of honors such as Rhodes and Marshall scholarships as they match or beat competitors from Ivy League schools. CUNY has experienced nearly a 70 percent increase in students declaring STEM majors over the past decade in response to targeted investments in faculty and facilities.

Our faculty have earned, and continue to bring home, the most prestigious of honors, from Pulitzers, Grammys and Nobel Prizes to Lifetime Achievement Awards in poetry and criminology.

Ambitious planning is well underway for CUNY’s next act—leading the way for 21st century urban universities. This is exactly the time—when New Yorkers are reaping enormous educational and economic benefits from CUNY’s progress—when the State of New York should be increasing its investment to lock in those substantial returns and accelerate greater future rewards.

Instead, the conversation about the future of CUNY has been dominated by huge risks to its budget and rumors of governance changes. The 2016-17 New York State Executive Budget proposed shifting $485 million of the state’s annual CUNY funding to the city while providing $240 million to help settle our outstanding labor contracts—the University's highest priority. The city immediately rejected assuming this budget obligation. The Governor has promised that CUNY's budget will not be cut, but it is unclear how funding for CUNY and the much-needed investments to settle contracts for CUNY's faculty and staff will be resolved.

Stabilizing CUNY’s funding is critical to sustaining the University’s remarkable rise and its contributions to New York’s economic and cultural vitality.

CUNY is obligated, like all public universities, to operate cost-effectively and focus its resources on academic programs. Chancellor Milliken initiated a University-wide cost reduction process and is leading our efforts, together with the Trustees’ Committee on Fiscal Affairs (CFA), to ensure a more efficient, productive CUNY that puts most emphasis on additional full-time faculty and academic and student support services. In part because it is the nation's largest University system in one city, CUNY has been a national leader in creating shared services among its campuses in areas such as information technology, human resources, public safety, admissions, financial aid, facilities management and construction. While a comparison of cost based on audited financials demonstrates that CUNY compares very well with other large systems, we are committed to continuing to achieve greater efficiencies and investing more in student success.

We look to the Governor and the Legislature to reaffirm the importance of an independent CUNY to the people of New York and to agree on a stable, fair budget that will enable CUNY to fulfill its historic commitment of providing the people of our city and state with access to high quality education.

I want to particularly acknowledge and thank the leaders of all twenty-five CUNY college foundations for their open letter to Governor Andrew Cuomo and members of the New York State Senate and Assembly about CUNY, the budget situation in Albany, and the importance of support for the University. This is the first time that such a distinguished group of alumni and business leaders have come together to communicate with key decision-makers—in a unified manner—in support of CUNY. They are the women and men who helped raise private funds to enhance
services and programs at CUNY, and for student scholarships. We are deeply grateful. I understand that there will be additional messages in other media during the course of this entire week.

The Chancellor will have more to report on the State Budget later on at this meeting.

Chairperson Schmidt stated that he is delighted to report that College of Staten Island Professor Daniel McCloskey, who is with us this afternoon, was named by President Barack Obama as a recipient of the Presidential Early Career Award for Scientists and Engineers. Dr. McCloskey is one of 105 early career scientists awarded with this highest national distinction. He added that he would like to ask President William Fritz to introduce Dr. McCloskey, prior to inviting him to say a few years.

Statement of President William Fritz:
It is my distinct honor and pleasure to introduce Dr. Daniel McCloskey who is an outstanding member of the College of Staten Island (CSI) and CUNY faculty. As mentioned, President Obama recently named CSI Associate Professor of Psychology, Dr. McCloskey, a recipient of the Presidential Early Career Award for Scientists and Engineers, granting him the U.S. government's highest award for scientists and engineers in the early stages of their independent research careers. Dr. McCloskey's research was nominated to the President by the National Science Foundation (NSF). He is one of only 105 researchers awarded this national distinction, of which four were from the State of New York. Of the other three, two were from Cornell University and one from NYU. Nationally, the others were mostly from top-tier, well-funded national labs. Dr. McCloskey's recognition by NSF and by President Obama is a testament to the high-caliber research that CSI students are exposed to in his lab and indicative of the overall cutting-edge research being conducted at the College. For those who are unaware of the nature of his research, it is based on studies of the African naked mole rat. With assistance from CSI's interdisciplinary high-performance computing center, Dr. McCloskey is able to track the behavior of over 100 animals in a colony which provides insights to the organized social community in how individual differences and social behavior are influenced by psychological and environmental factors, and the role of social behavior, brain systems, and health. This in turn enables greater insight into diseases such as epilepsy and autism. Many have visited Dr. McCloskey's lab on visits to Staten Island and everyone is enamored with the African naked mole rats. In 2012, he was also awarded a five-year faculty early career grant from NSF—one of approximately 500 nationwide. The really amazing thing about Dr. McCloskey is his involvement of undergraduate students in his scholarship. Every time I visit his lab, there are undergraduate students participating in all phases of the research. Many are co-authors of professional papers and presentations, which is giving them the edge when they apply to further their studies. Most present at CSI's annual conference on undergraduate research scholarship and performance. This care for undergraduate students is not seen at many of the better, well-known national labs that the other recipients are from. It is what sets off the faculty at CUNY. That is the highest level of scholarship while providing an incredible CUNY value to the students.

Statement of Dr. Daniel McCloskey:
This week in Albany policymakers are assessing the value of CUNY to the state and recently Chancellor Milliken spoke to those policymakers about the return on investment that continued and secure state funding to CUNY provides. As the first person in my extended family to graduate college and after receiving baccalaureate, masters, and Ph.D. degrees from New York State-funded public colleges and universities, I agree fully with the Chancellor's remarks. My research at CUNY brings in federal grant dollars which create new jobs and provide high-level training for students at all levels, including those from New York City public schools. The Presidential Early Career Award and the NSF Career Award associated with it are a reflection of the federal government's recognition that CUNY and CSI can provide both access and excellence. But this can happen only through continued state support and a fair contract for the hard-working faculty. The investments made within CUNY, including allocation of state funding, are directly responsible for my current successes. During CUNY's Decade of Science funding, Vice Chancellor Gillian Small granted a request for a state-of-the-art neurophysiology equipment to be shared by the faculty at CSI. Almost overnight my grant proposals were considered more competitive
because reviewers understood that CSI and CUNY were invested in supporting quality research. Vice Chancellor Small also initiated a grant-writing workshop in 2011 for faculty who were writing proposals for the NSF Career Award. This training allowed me to draft a clear plan for research, education, and outreach which was awarded by NSF and ultimately recognized by The White House. The investments made by CSI have been perhaps the most profound influence on my academic career thus far. There was also some institutional support from CSI to help buy some equipment, but more important was the time investment. In addition to collaborations with wonderful faculty, my interactions with the administration have been truly rewarding. CSI's Vice President for Institutional Technology, Dr. Michael Cress, has spent hundreds of early-morning and weekend hours helping me to process and analyze my data. Dr. Cress is the life's blood of the computational research conducted at CSI, and he has done more for the success of CSI researchers like myself than most people realize. Recently, President Fritz spent two weekends drafting an 11-page scholarly discourse on the phylogeny in fossil records of my research subject, the African naked mole rat. This type of commitment from my administration is what my colleagues at the major research institutions admire the most. It shows a high-level institutional support for motivated junior faculty and has encouraged me to embark in new directions with a feeling of security. It is my hope that these accomplishments are only the beginning of the return on investment that I aspire to provide, and that the junior faculty joining CUNY today receive the same support and encouragement that has been so beneficial to me. Thank you very much.

University Faculty Senate (UFS) Chair and Trustee Terrence Martell stated that he is not an expert in African naked mole rats, but he did take a group of undergraduate scientists to Albany in February to show to the legislature just how proficient CUNY undergraduate students are. One of those more impressive students was from CSI and spent much time explaining about the gradations of the tunnels that they have so that the groups do not mix up together. He added that it was an impressive performance, well above his understanding of what the issues were, but I can tell you that the legislators that came down and saw this show, saw an enthusiastic young scientist ready to add value to New York State and to the nation and it is exactly why these young men and women need to be supported.

Chairperson Schmidt stated that he would like to thank UFS Chair and Trustee Martell, and UFS for organizing the CUNY-SUNY University Faculty Senate Poster Day event in Albany on February 12th. This year it was the undergraduate students at all the collective schools who had the opportunity to display their work. There was an impressive and inspiring display at the Legislative Office Building, which attracted much interest.

Chairperson Schmidt stated that this past weekend, the Somos El Futuro hosted its 29th Annual Legislative Conference in Albany. Trustees Una Clarke, Rita DiMartino, and Hugo Morales, and University Student Senate (USS) Chair and Trustee Joseph Awadjie participated at the conference. On Saturday, March 18th, CUNY hosted a luncheon that was attended by the Trustees, legislators, several college presidents, administrators, students and elected officials. Many speakers reaffirmed their support for CUNY, including Mayor Bill DeBlasio, Speaker Carl Heastie, State Comptroller Tom DiNapoli, City Comptroller Scott Stringer, Public Advocate Letticia James, and several state senators and assembly members. Chancellor Milliken presented former Secretary of State, and CCNY graduate, Cezar Perales with the “Distinguished Alumnus” award.

Chairperson Schmidt stated that he also mentions this event as there was a special recognition of the 20th anniversary of the Model New York State Senate Session project which has provided college students from CUNY and SUNY with a unique opportunity to develop and enhance their leadership potential through experiential education. Forty-three CUNY and eighteen SUNY students participated in a lively debate on paid family leave Saturday afternoon. Senior Vice Chancellor and Secretary Jay Hershenson was honored during the conference’s gala Saturday evening with the “Champion for Latinos” award by the New York Senate Assembly and Senate Puerto Rican/Hispanic Task Force.

Chairperson Schmidt reported that the Board held its annual Brooklyn Borough hearing on Tuesday, February 16, 2016. Trustee Valerie Beal chaired the hearing that was also attended by Trustees Una
Clarke, Brian Obergfell, and USS Chair and Trustee Awadjie, members of the Chancellery, and the Brooklyn College Presidents or their representatives. Also, the Board held its annual Staten Island Borough hearing on Monday, March 14, 2016. Trustee Rita DiMartino chaired the hearing that was also attended by Trustee Jill O'Donnell-Tormey and USS Chair and Trustee Awadjie, members of the Chancellery, and College of Staten Island President Fritz. A summary of both proceedings have been circulated to the Trustees and the Chancellor's cabinet, and transcripts are available in the Office of the Secretary.

Chairperson Schmidt stated that on behalf of the Board, he would like to extend his deepest condolences to the family of Alan Margolis who passed away recently after a long battle with cancer. For many years, Alan was the senior registrar at Queens College, who then transitioned his knowledge and enormous experience to assist the Central Administration on many key projects such as CUNY first. Alan will truly be missed!

B. COLLEGE AND FACULTY HONORS: Chairperson Schmidt called on Trustee Valerie Lancaster Beal, who announced the following:

1. Baruch College Distinguished Professor of English, Grace Schulman, was chosen to receive the 2016 Poetry Society of America Frost Medal for distinguished achievement in American Poetry. An awards ceremony is to be held in April at the National Arts Club in Manhattan. Congratulations!

C. STUDENT AND ALUMNI HONORS: Chairperson Schmidt called on Trustee Carol A. Robles-Roman, who announced the following:

1. Three CUNY colleges were among a recently released list of the “15 Most Affordable Bachelor's Degrees in Physics.” By affiliateschools.net. Listed alphabetically, they are: Lehman College, Queens College, and York College. Congratulations!

2. The Baruch College Master’s in Financial Engineering (M.F.E.) student Song Wang just won the “Solve-a-Thon at M.I.T.” trading competition organized by WorldQuant, receiving a $10,000 cash prize. Additionally, an M.F.E. team recently won three of six events—commodities training, credit risk, and sales and trading—at the 2016 Rotman International Trading Competition. The team, who came in second in equity evaluation, and third in algorithm trading, consisted of six students who were ably prepared by two professors and several alumni of the M.F.E. program. Congratulations!

3. One current and one former Hostos Community College students—Jose Deschamps and Rabiat Ajao were recently honored with USA Today Phi Theta Kappa All New York Academic awards. Congratulations!

4. LaGuardia Community College student Daria Sowa was selected from among 1,900 students as a Coca-Cola Community College Academic Team Gold Scholar based on her scores in the all-U.S.A. Community College Academic Team Competition. Congratulations!

D. GRANTS: Chairperson 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 January 25, 2016 Board meeting.

BROOKLYN COLLEGE

1. $125,383 ST. LOUIS UNIVERSITY to Ryan Murelli, for “Optimization of Alpha-Hydroxytropolones as Novel Inhibitors of the HBV RNASEH.”
CITY COLLEGE

1. $470,249 VARIOUS PRIVATE SOURCES to Vincent Boudreau, for “Colin Powell Center for Policy Studies.”
3. $351,936 NATIONAL EYE INSTITUTE to Mark Emerson, for “Transcriptional Regulation of Cone Photoreceptor Genesis.”
4. $300,000 NEW YORK STATE DEPARTMENT OF EDUCATION OFFICE OF HIGHER EDUCATION to Millicent Roth, for “City College Academy for Professional Preparation.”
5. $199,956 NEW YORK STATE DEPARTMENT OF TRANSPORTATION to Camille Kamga, for “University Transportation Research Consortium.”

GRADUATE SCHOOL AND UNIVERSITY CENTER

1. $912,540 NEW YORK CITY DEPARTMENT OF EDUCATION to Elaine Klein, for “The SIFE Curriculum.”
2. $198,781.82 SWEDISH MINISTRY OF FOREIGN AFFAIRS to Thomas Weiss, for “Post-2015 Development: Strengthening the UN’s Ideational and Operational Roles.”

HUNTER COLLEGE

1. $1,197,141 NEW YORK STATE EDUCATION DEPARTMENT to Matthew Caballero and Rachel Chase, for “2013-2016 21st Century Community Learning Centers Program.”
2. $617,794 PHS/NIH/NATIONAL INSTITUTE OF MENTAL HEALTH to Sarit Golub, for “Preparing for Implementation of Sustained Release Antivirals for HIV Prevention.”
3. $530,000 FOUNDATION FOR CHILD DEVELOPMENT to Lacey Peters and Lindsay Portnoy, for “New York University, City University of New York Health Promotion & Prevention.”
4. $294,843 INSTITUTE FOR INTERNATIONAL EDUCATION to Der-Lin Chao, for “K-12 Blended Learning Pilot Program.”
5. $250,950 WESTAT/CONRAD N. HILTON FOUNDATION to Julia Lathrop, for “Foster Youth Initiative.”
6. $230,000 HEALTH RESEARCH INCORPORATED to Denis Nash, for “Foster Youth Initiative.”

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

1. $200,000 ROBERT WOOD JOHNSON FOUNDATION to Silvia Mazzula, for “Expanding the Latina Researchers Network to Build Community, Diversify Research Capacity, and Foster Interdisciplinary Collaborations.”
2. $155,210 NEW YORK STATE EDUCATION DEPARTMENT to Barry Nemeroff, for “Science and Technology Entry Program (STEP).”
E. ORAL REPORT OF THE CHANCELLOR: Chancellor James B. Milliken presented the following report:

For more than 160 years, CUNY has been the gateway to progress and fulfillment for the millions of New Yorkers who did not begin life with great advantages, particularly those from low-income families, underrepresented groups and immigrants. The University has a remarkable record of providing a high quality, affordable education, and the returns to New York have been invaluable. The greatest prize is what they have done for CUNY’s communities and prosperity. CUNY graduates have been instrumental in making New York the cultural, financial and business capital of the world. And generations of New Yorkers have joined the middle class because of CUNY. With the support and guidance of the Board, the University is committed to ensuring that its graduates continue to play these leading roles as New York prepares for the challenges of the future.

However, as Chairperson Schmidt reported, CUNY’s role and continued achievements face, surprisingly, enormous risks today. This year’s budget process involves unusual and extraordinary threats to CUNY. It begins with a proposed shift of almost $500 million from the state to the city, which the city has adamantly rejected. It has been said that there will be no additional cost to the city and that CUNY will not be cut, but it is not all clear today how this will be resolved.

For CUNY to continue to serve the city and state and especially serve the more than 500,000 students who are enrolled today, several things must happen: first, there must be a resolution to the long out-of-date labor contracts. This requires funding in the budget. The University is not asking for anything new or unusual, just that the state’s pattern—which is the one SUNY faculty and staff benefited from—be extended to CUNY. Each budget—the Executive, Senate and Assembly—including funding for CUNY’s labor contracts. The number used, $240 million, is the investment the University sought last year to make up for a 4 percent increase in 2010 moving forward. A year later, the number is higher, of course, but the point is that there is no disagreement among the three parties to the state budget negotiations that an investment in CUNY’s contract is necessary and should be part of the final budget. Second, there must be no cut to CUNY’s budget. Governor Cuomo has provided assurances that that will not happen, and the University is grateful for that. In fact, as Chairperson Schmidt mentioned, CUNY’s budget is underfunded and requires new investment. As part of this, there must be ongoing new investment in
CUNY, which is needed in part to fund the faculty and staff salary increases going forward. This requires either a tuition plan or funding in lieu of tuition. The Board supported a continuation of the predictable tuition policy, which was in the Executive budget. Both the Senate and the Assembly budgets rejected tuition increases. The Assembly budget includes funding for CUNY in lieu of tuition. The Senate budget includes funding in lieu of tuition for SUNY, but not CUNY. Of course, the University believes that CUNY and SUNY should be treated equitably and if tuition is frozen moving forward funding should be provided for both systems. Without these three things happening, the important work CUNY does will be seriously threatened.

There has been much talk about administrative costs and efficiencies. And of course CUNY should operate cost-effectively and focus its resources on academic programs and student support, and it has been doing that. A comparison of costs of major university systems clearly demonstrates that CUNY is spending less on administrative overhead than most of its peers. Nonetheless, I agree that more can be done. CUNY’s cost reduction process—working together with the Committee on Fiscal Affairs (CFA) of this Board—will help ensure that an efficient, productive CUNY continues to put its emphasis on faculty, academic and student support services. The University has been a leader in creating shared services amongst its campuses in numerous areas.

As CUNY continues to work with state leaders on the budget, the University will not lose sight of the goal of continuing to provide the highest-quality, affordable education to those students who, in so many instances, prove they can do the most with it. What I also want to make clear is that while the budget consumes a great deal of time and energy, the investments that the taxpayers have made in CUNY continue to provide enormous returns for the colleges and leaders as the University creates new programs and new opportunities for the students, all contributing to the atmosphere of excellence at CUNY.

In that vein, the Board will be voting today on an important new step for the University, the creation of a new named professorship at John Jay College. With generous funding by the Ford Foundation and The Atlantic Philanthropies, the University will be establishing the Franklin A. Thomas Professorship in Policing Equity. Franklin Thomas was an influential trailblazer, rising from a poor childhood in Brooklyn to literally changing the face of this city as the founding president of the Bedford-Stuyvesant Restoration Corporation. He was the first African-American general counsel of the NYPD and he did remarkable work for 17 years as the president of the Ford Foundation. Stay tuned for exciting news about the first Franklin A. Thomas Chair, but for now I offer my congratulations to President Jeremy Travis and John Jay College.

A second piece of very good news. Tonight, I am pleased to report on an exciting effort to increase significantly the number of women working in technology, an important objective that will benefit the students and especially the rapidly expanding tech industry in New York. CUNY is partnering with Cornell Tech, Verizon and other leading companies on a new initiative called Women in Technology and Entrepreneurship. This initiative, hosted at CUNY, will be the first of many that will continue to demonstrate the wisdom of having appointed Ann Kirschner to lead the University in strategic partnerships. I want to recognize and thank Dr. Kirschner’s partner and someone who was key to making this happen, Judy Spitz, Verizon Executive in Residence at Cornell Tech, who is leading this new program.

Now to state the obvious, why is this important? Women make up more than half of CUNY students, but, nationwide, less than 1 percent of women students graduate with degrees in technology-related fields. If that is not startling enough, the percentage of computer science degrees awarded to women has actually declined by 19 percent in the last 30 years. CUNY with its partners are taking action to correct that with a new partnership that, among other things, will include summer programs in tech design for graduating high school seniors, scholarships to attend CUNY, new computer science classes and internships for young women. Thanks to Dr. Kirschner and Ms. Spitz, and all of CUNY’s partners at Cornell Tech,
Verizon and other leading companies, this will be a great addition to the programs that the University offers to the City and the State of New York.

**Statement of USS Chair and Trustee Joseph Awadjie:**
Good afternoon Chairperson Schmidt, Chancellor Milliken, fellow Trustees, members of the Chancellery, and to all the members of the CUNY community. I would like to make a statement regarding the ongoing budget negotiation in Albany.

First, I would like to begin by thanking Chancellor Milliken for his steadfast leadership in advocating on behalf of CUNY during this turbulent time in Albany. The importance of the conversation the University is having regarding CUNY's funding cannot be overstated. Whatever happens in the upcoming weeks will have lasting consequences. The University is lucky to have Chancellor Milliken as the lead voice for CUNY as the legislators have these discussions.

On the State Assembly side of the equation, I would like to thank the New York State Assembly Speaker Carl Heastie and Committee on Higher Education Chair Deborah Glick for their strong one-house budget that includes increased funding for CUNY, and rejects Governor Cuomo’s proposed cost shift from the state to the city—which is in essence a cut of state aid—and freezes tuition at CUNY for two academic years. The USS leadership is strongly in support of Reso. No. 732-A, which calls for Governor Cuomo and the State Legislature to increase state funding to CUNY and to reach a fair labor agreement with the University's faculty and staff.

On the State Senate side of the equation, the one-house budget bill also freezes tuition, but it accepts Governor Cuomo’s proposed cuts to CUNY. This is, of course, disappointing. The students have been clear: a tuition freeze and increased funding are not mutually exclusive. Both can be realized in the same budget. I was encouraged by the comments Senator Jose Peralta and Senator Gustavo Rivera made at the CUNY luncheon during the Somos El Futuro conference this past weekend. They are unequivocal in their intentions to preserve CUNY's funding. I would like to thank them for their support.

Lastly, Governor Cuomo is the most important variable in this equation. His proposed tuition hikes, and $485 million budget cut to CUNY are an attack on the American dream. Also, Governor Cuomo has proposed a $15 minimum wage increase for SUNY and has left CUNY out of the conversation of minimum wage increases. CUNY workers also deserve to be paid a living wage. If Governor Cuomo and the legislators do not reverse the decline in CUNY funding and fund a contract for its professors and staff, the state will abdicate its responsibilities and threaten the essence of CUNY's mission: a promise of an affordable, accessible and quality education for all New Yorkers.

The students support a fair and equitable contract for the faculty and staff. The budget should not be used as an instrument of division, pitting students against faculty, in a budget with more than enough for everyone. The faculty and students are all part of the same CUNY community and will continue to stand together to put pressure on the state representatives and Governor Cuomo. CUNY has marched side by side, has collected petition signatures together, and has faced the effects of austerity together.

It is not too late for Governor Cuomo and the Senate to turn the tide of austerity currently sweeping the nation and drowning students in debt and tuition hikes. Now is the time for investment to ensure a quality and affordable higher education. The University needs all the hands on deck in supporting this effort.

Finally, for the Board's record, I highlight the press release from the University Student Senate's March in March rally and march on Sunday, March 13th. USS thanks the City Council Black, Latino, and Asian Caucus, Chairwoman Inez Barron, Brooklyn Borough President Eric Adams, Manhattan Borough President Gale Brewer, Assembly members Diana Richardson, Michael Blake, Richard Gottfried, Rodneyse Bichotte, Jo Anne Simon, and Charles Barron, PSC President Barbara Bowen and all the faculty and staff of CUNY who supported the rally and by marching with the students across the Brooklyn Bridge as the University continue to call on Governor Cuomo to increase state funding for CUNY.
Upon motions duly made, seconded and carried, the following resolutions were adopted: (Calendar Nos. 1 through 7)

NO. 1. CHANCELLOR’S UNIVERSITY REPORT: RESOLVED, That the Chancellor’s University Report for March 21, 2016 (including Addendum and Errata Items) be approved:

NO. 2. APPROVAL OF MINUTES: RESOLVED, That the minutes of the regular Board meeting and Executive Session of January 25, 2016 be approved.

Statement of Trustee Barry Schwartz:
I would like to thank Chairperson Schmidt for his powerful opening statement and for the work that he has done at CUNY. It is much appreciated. I would also like to thank my most effective colleague USS Chair and Trustee Awadjie, for his important statement and for the important work he has done on behalf of CUNY and the Board of Trustees. Finally, I would like to commend Chancellor Milliken and members of the Chancellory, particularly Senior Vice Chancellor and Secretary Hershenson and Vice Chancellor Matthew Sapienza, for the consistent, strong, forthright and transparent message they have delivered since the budget issues at CUNY were focused upon, almost 45 days ago. He added that CFA stands ready to work with the Chancellery and any expert that may be engaged to help examine the efficiencies to be recommended to the full Board.

***REPORT BY VICE CHANCELLOR MATTHEW SAPIENZA***

Vice Chairperson Philip A. Berry requested that the comparable college information listed in the report be included in the record of the meeting.
Overview

Recent news stories referred to the highest public salaries in New York State, pointing out that most of the highest paid positions were at SUNY or CUNY, with the large majority at SUNY. We wanted to provide some context on the salary data, comparisons with other large university systems as well as other relevant information on CUNY’s work to achieve administrative savings. As you will see from this summary, it is quite common for senior academic administrators to be among the most highly paid state employees. That makes sense, of course, since these are often very well educated and experienced leaders for whom institutions compete in a national, if not international, market. Universities depend on talented management and faculty and our students, communities and state deserve no less. Nonetheless, we must always be focused on efficient operation and using public funds wisely. CUNY compares favorably in this regard and has been a national leader in consolidating functions to save money. This is largely possible because all of our operations are located in one city, an advantage no other large university system enjoys. We will continue to look for ways to be as cost effective as possible and dedicate as many of our resource as we can to support the success of our students.

Top 50 Highest Paid NY State Employees by Agency

2015 – 47 SUNY, 3 CUNY
2014 – 48 SUNY, 2 CUNY
2013 – 47 SUNY, 2 CUNY, 1 NYS Police
2012 – 49 SUNY, 1 CUNY
2011 – 48 SUNY, 2 CUNY

Source: SeeThroughNY.net website, which is sponsored by the Empire Center for Public Policy
Distribution of Top 50 State Salaries to Public Universities

- New York is not unlike other states in regard to the distribution of top salaries to its public universities
- Number of public university employees in the top 50 state salaries:

<table>
<thead>
<tr>
<th>State</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>47</td>
</tr>
<tr>
<td>Florida</td>
<td>50</td>
</tr>
<tr>
<td>Illinois</td>
<td>50</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>50</td>
</tr>
<tr>
<td>New York</td>
<td>50</td>
</tr>
<tr>
<td>Texas</td>
<td>50</td>
</tr>
</tbody>
</table>

1,800 Highest Paid NY State Employees
Fiscal Year 2015

<table>
<thead>
<tr>
<th>Agency</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNY</td>
<td>1,028</td>
<td>57.1%</td>
</tr>
<tr>
<td>Mental Health</td>
<td>306</td>
<td>17.0%</td>
</tr>
<tr>
<td>CUNY</td>
<td>213</td>
<td>11.8%</td>
</tr>
<tr>
<td>Judicial</td>
<td>116</td>
<td>6.4%</td>
</tr>
<tr>
<td>New York State Police</td>
<td>92</td>
<td>5.1%</td>
</tr>
<tr>
<td>Department of Corrections</td>
<td>17</td>
<td>0.9%</td>
</tr>
<tr>
<td>Office of Mental Health</td>
<td>10</td>
<td>0.9%</td>
</tr>
<tr>
<td>Comptroller</td>
<td>4</td>
<td>0.6%</td>
</tr>
<tr>
<td>State Insurance Fund</td>
<td>3</td>
<td>0.2%</td>
</tr>
<tr>
<td>Financial Control Board</td>
<td>2</td>
<td>0.2%</td>
</tr>
<tr>
<td>Mental Retardation</td>
<td>2</td>
<td>0.1%</td>
</tr>
<tr>
<td>Senate</td>
<td>2</td>
<td>0.1%</td>
</tr>
<tr>
<td>Assembly</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>Attorney General</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>Department of Health</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>Division of Budget</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>New York State Gaming</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,800</td>
<td></td>
</tr>
</tbody>
</table>
Average Wages in NYC are 29% higher than the rest of the State

<table>
<thead>
<tr>
<th>Metropolitan and Nonmetropolitan Area</th>
<th>Higher Ed Admin Mean Wage</th>
<th>Employment 5,636</th>
<th>All Mgmt Mean Wage</th>
<th>Employment 308,100</th>
<th>All Occupations Mean Wage</th>
<th>Employment 61,640</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYC-White Plains</td>
<td>$125,880</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
</tr>
<tr>
<td>Albany</td>
<td>$95,770</td>
<td>788</td>
<td>107,780</td>
<td>21,710</td>
<td>49,690</td>
<td>430,020</td>
</tr>
<tr>
<td>Binghampton</td>
<td>$95,280</td>
<td>234</td>
<td>103,780</td>
<td>4,400</td>
<td>44,390</td>
<td>101,000</td>
</tr>
<tr>
<td>Buffalo</td>
<td>$88,610</td>
<td>462</td>
<td>104,750</td>
<td>22,390</td>
<td>43,790</td>
<td>539,250</td>
</tr>
<tr>
<td>Ithaca</td>
<td>$141,350</td>
<td>141</td>
<td>106,720</td>
<td>2,370</td>
<td>52,020</td>
<td>49,430</td>
</tr>
<tr>
<td>Nassau-Suffolk</td>
<td>$150,900</td>
<td>918</td>
<td>135,900</td>
<td>9,390</td>
<td>37,650</td>
<td>248,120</td>
</tr>
<tr>
<td>Putnam</td>
<td>$73,830</td>
<td>546</td>
<td>$121,340</td>
<td>7,390</td>
<td>47,650</td>
<td>242,120</td>
</tr>
<tr>
<td>Rochester</td>
<td>$109,570</td>
<td>536</td>
<td>$108,700</td>
<td>21,410</td>
<td>45,770</td>
<td>495,180</td>
</tr>
<tr>
<td>Syracuse</td>
<td>$128,610</td>
<td>686</td>
<td>$109,610</td>
<td>11,410</td>
<td>46,540</td>
<td>300,320</td>
</tr>
<tr>
<td>Utica-Rome</td>
<td>$107,780</td>
<td>208</td>
<td>$97,310</td>
<td>6,000</td>
<td>41,710</td>
<td>120,000</td>
</tr>
<tr>
<td>Capital/Northern New York</td>
<td>$81,220</td>
<td>179</td>
<td>$90,810</td>
<td>6,960</td>
<td>40,620</td>
<td>184,180</td>
</tr>
<tr>
<td>Central New York</td>
<td>-</td>
<td>-</td>
<td>$95,610</td>
<td>1,340</td>
<td>42,060</td>
<td>31,180</td>
</tr>
<tr>
<td>East Central New York</td>
<td>$91,340</td>
<td>121</td>
<td>$95,250</td>
<td>5,400</td>
<td>$41,040</td>
<td>125,830</td>
</tr>
<tr>
<td>Southeast New York</td>
<td>$72,050</td>
<td>292</td>
<td>$92,860</td>
<td>7,480</td>
<td>$39,940</td>
<td>189,780</td>
</tr>
<tr>
<td>Glen Falls</td>
<td>-</td>
<td>-</td>
<td>$92,370</td>
<td>1,820</td>
<td>40,060</td>
<td>51,210</td>
</tr>
<tr>
<td>Elmira</td>
<td>-</td>
<td>-</td>
<td>$96,640</td>
<td>1,310</td>
<td>42,050</td>
<td>36,090</td>
</tr>
<tr>
<td>Kingston</td>
<td>-</td>
<td>-</td>
<td>$101,390</td>
<td>2,050</td>
<td>$43,770</td>
<td>57,200</td>
</tr>
<tr>
<td>NYC-White Plains</td>
<td>$125,880</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
<td>$154,780</td>
</tr>
<tr>
<td>Rest of State</td>
<td>$104,077</td>
<td>4,778</td>
<td>$113,655</td>
<td>182,100</td>
<td>$47,625</td>
<td>4,222,000</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics

National Center for Education Statistics (NCES) Administrative Overhead

NCES source data is supplied through IPEDS (Integrated Postsecondary Education Data System)

- NCES is the primary federal entity for collecting and analyzing data related to education.
- NCES Administrative Overhead is defined by the Institutional Support expense category.
- Financial data is self-reported by individual higher education institutions, who have flexibility in determining categorization and the methodologies for allocating some expenses (including what to allocate and how much).
- As a result, comparative analyses can be flawed.
- For example, IPEDS' Institutional Support amount for CUNY for FY2014 includes an allocated amount for depreciation, operation and maintenance of plant, interest expense, and Other Pension Employee Benefits (OPEB). The result is that CUNY's Institutional Support expense category is hundreds of millions of dollars higher than what is reported on the University's audited financial statement and what is actually spent on administrative activities.

IPEDS Definition of Institutional Support

A functional expense category that includes expenses for the day-to-day operational support of the institution. Includes expenses for general administrative services, central executive-level activities concerned with management and long range planning, legal and fiscal operations, space management, employee personnel and records, logistical services such as purchasing and printing, and public relations and development. Also includes information technology expenses related to institutional support activities. If an institution does not separately budget and expense information technology resources, the IT costs associated with student services and operation and maintenance of plant will also be applied to this function.
Operating & Institutional Support Expenses per FTE
Audited Financial Statements

A better comparison for expenses comes from using institutions’ audited financial statements

- Data is audited by an independent entity, thereby reducing the risk of variability amongst expense categories.
- Data analyses also need to take into account varying missions and activities. For example, highly intensive research universities or those with large medical centers will have higher operating expenses overall and per FTE.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Audited by</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City University of New York (All Colleges)</td>
<td>KPMG</td>
</tr>
<tr>
<td>The City University of New York (Senior Colleges ONLY)</td>
<td>KPMG</td>
</tr>
<tr>
<td>State University of California</td>
<td>KPMG</td>
</tr>
<tr>
<td>The University of Texas System</td>
<td>Debute</td>
</tr>
<tr>
<td>Rutgers, The State University of New Jersey</td>
<td>KPMG</td>
</tr>
<tr>
<td>University of Massachusetts</td>
<td>Grant</td>
</tr>
<tr>
<td>University of Wisconsin</td>
<td>Thornton</td>
</tr>
<tr>
<td>State University System of Florida**</td>
<td>Florida</td>
</tr>
<tr>
<td>California State University</td>
<td>KPMG</td>
</tr>
</tbody>
</table>

12 Month Full Time Equivalent (FTE) Students

- $206,201
- $133,546
- $208,481
- $246,407
- $188,822
- $62,123
- $62,672
- $56,827
- $295,445
- $309,335

Operating Expenses per FTE

- $20,000
- $22,439
- $47,610
- $109,909
- $79,541
- $53,507
- $64,629
- $30,095
- $56,117
- $77,693

Institutional Support per FTE

- $2,864
- $3,158
- $4,737
- $5,998
- $6,136
- $4,188
- $3,493
- $1,725
- $1,213
- $8,850

* SUNY community colleges are not part of SUNY’s reporting entity and thus their expenses and FTEs are not included in the calculations.

** Individual college reports are audited by the State of Florida, however, the consolidated report, which is a compilation of those reports, is unaudited.

Note: The financial activity of the discretely presented component units are not excluded from this analysis.
Shared Services at CUNY

Activities that are performed centrally on behalf of the colleges in order to leverage operational efficiencies, expertise and economies of scale. These services directly benefit the campuses, and the colleges would be required to perform these activities if they were not performed centrally. Examples include:

- **Academic Program Development:** ASAP program implementation; institutional research and analysis; testing, library resources.
- **Admissions:** student recruitment; application processing.
- **Financial Aid Administration:** student financial aid award packaging and distribution.
- **Capital Planning and Construction:** administration of the university’s capital construction program.
- **Human Resources Services:** payroll processing; professional learning and development; management of hiring processes, advertisement placement; management of university wide employee data and reporting; time and leave project implementation.
- **Development/Fundraising:** coordination of University-wide fundraising efforts, fundraising software.
- **Information Technology:** university-wide data center; enterprise resource management system and several other academic and student centric university applications.
- **University Operations:** public safety training; environmental health and safety.
- **University Relations:** advertising, immigration services.

CUNY Administrative Reductions

The University has and will continue to pursue opportunities for reductions and reallocation in order to maximize our ability to deliver quality higher education services and to support our strategic priorities.

- At its meeting on February 1, 2016, the Board of Trustees’ Fiscal Committee agreed with the Chancellor’s request to work with the University administration on efficiency and cost savings initiatives.
- The University has implemented significant reductions to its Central Administrative and Shared Services budget for Fiscal Year 2016:
  - Overall targeted savings is 6%, which we are expected to achieve.
  - The Chancellor announced this reduction to the Board of Trustees in June 2014.
  - A hiring freeze was implemented. Only critical replacements were allowed, after review by a committee.
  - Other targeted reductions are to purchasing, temporary services, non-essential travel, and overtime.
- Additional reductions will be implemented in Fiscal Year 2017.

NO. 3. COMMITTEE ON FISCAL AFFAIRS: RESOLVED, That the following items be approved:

A. BOROUGH OF MANHATTAN COMMUNITY COLLEGE - PURCHASE OF CUSTODIAL SERVICES:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a contract on behalf of Borough of Manhattan Community College to purchase custodial services for its leased spaces at 70 Murray Street, and 5030 Broadway. The contract shall be
awarded to the lowest responsive and responsible bidder pursuant to law and University Regulations. Such purchase shall not exceed a total estimated cost of $7,000,000.00 for five (5) years. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Borough of Manhattan Community College will use these services to provide custodial services at the leased spaces at 70 Murray Street, and 5030 Broadway.

Trustee Schwartz stated that he recently visited Borough of Manhattan Community College, and would like to note that the students and administration take great pride in the wonderful facility.

B. THE CITY COLLEGE OF NEW YORK AND YORK COLLEGE - ACADEMIC EXCELLENCE FEE FOR THE MASTER OF SCIENCE PHYSICIAN ASSISTANT PROGRAMS AT THE CUNY SCHOOL OF MEDICINE:

RESOLVED, That the Board of Trustees of The City University of New York adopt an academic excellence fee of $800 per semester for the Master of Science Physician Assistant Programs at the CUNY School of Medicine at City College and York College, effective in the Fall 2016 semester.

EXPLANATION: The CUNY School of Medicine at City College and York College Physician Assistant programs seek to recruit and educate students from the diverse surrounding communities to become highly competent, compassionate, and culturally aware providers of excellent medical care to underserved urban areas. These programs are committed to providing strong support to expect high performance from our students.

All excellence fees will be retained by the CUNY School of Medicine and York College respectively to fund direct costs of the degree programs, including increased staffing to strengthen services to students and to meet the technical needs of the programs and to cover supplies, equipment, materials and expenses related to clinical training. All other tuition and fee rates will follow those previously established by the Board of Trustees.

The City College of New York and York College will continue to provide any financial aid assistance available to eligible Physician Assistant Program students.

Trustee Schwartz stated that CFA has requested a yearly report of all excellence fees that have been established, and looks forward to receiving it in the beginning of next fall.

C. LAGUARDIA COMMUNITY COLLEGE - COOLING TOWERS FOR THE E BUILDING:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a contract on behalf of LaGuardia Community College to purchase and install two new cooling towers in the E Building. The contract(s) shall be awarded to the lowest responsive and responsible bidder(s) after public advertisement and sealed bidding by the College pursuant to law and University Regulations. Such purchase shall not exceed a total estimated cost of $800,000. The contract(s) shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: LaGuardia Community College will replace the existing cooling towers with new energy-efficient and environmentally friendly units to maintain proper temperature and humidity in the building during cooling seasons. The College may purchase the towers and the installation services from one or more vendors.
D. MEDGAR EVERS COLLEGE - PURCHASE OF BUS SERVICE FOR STUDENTS, STAFF AND FACULTY:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a contract on behalf of Medgar Evers College to purchase bus services to transport its students, staff, and faculty to and from the Franklin Avenue subway stop at Eastern Parkway and various campus locations. The contract shall be awarded to the lowest responsive and responsible bidder after public advertisement and sealed bidding by the College pursuant to law and University regulations. Such purchase shall not exceed a total estimated cost of $800,000. The contract shall have a five-year term with the right for the University to terminate the contract at any time. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Medgar Evers College will use this contract to provide the necessary transportation services to its students, faculty, and staff year-round on a regularly scheduled basis.

Trustee Schwartz stated that Medgar Evers College (MEC) Chief Operating Officer Jerry Posman advised CFA that when President Rudolph Crew took office at MEC, he polled the students as to things that would matter to them day-to-day.

E. JOHN JAY COLLEGE OF CRIMINAL JUSTICE - NYC JUSTICE CORPS:

RESOLVED, That the Board of Trustees of The City University of New York authorizes the General Counsel to renew four existing contracts on behalf of John Jay College of Criminal Justice to provide services for the NYC Justice Corps. These contracts were initially authorized by the Board in Cal. No. 3.A. on April 30, 2012, and renewal contracts for additional terms ending on June 30, 2016 were subsequently authorized by the Board in Cal. No. 3.C. on September 29, 2014. The additional renewal term authorized hereby shall be one year. Such purchase shall not exceed a total estimated cost of $2,602,000.00 during fiscal year ending June 30, 2017, using funds allocated by the City of New York to CUNY and payable by the Research Foundation. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: John Jay College of Criminal Justice will use these services for the continued operation of the NYC Justice Corps in targeted New York City communities with high rates of poverty and young adult involvement in the criminal justice system. The NYC Justice Corps is a collaborative initiative that The City University of New York is engaging in with the New York City Center for Economic Opportunity (NYC CEO) as a demonstration project to reduce poverty and reduce recidivism among youth ages 18 to 24 by setting them on the path toward higher levels of education, dignified work, and meaningful participation in civic life. The initiative also seeks to enhance the capacity of New York City neighborhoods most affected by justice system involvement to support the successful reentry and reintegration of their own young people into the life of the community and the labor market of New York City.

NYC CEO has directed John Jay College to undertake this contract renewal, thus extending the total term of the contract that was set in the 2012 RFP by one year without a new procurement process. NYC CEO is reducing funding and requiring the program to align with the Mayor’s new “bridge” strategy of workforce development services tailored to employment sectors. The Justice Corps contractors have agreed to continue operating the program for one additional year (FY 17). NYC CEO will review the effectiveness of the bridge-aligned Justice Corps program to determine whether to provide funding after June 30, 2017. Funding for FY 18 and beyond will be subject to a competitive procurement process.

Trustee Schwartz noted that at the suggestion of Trustee Valerie Beal, CFA has asked Vice Chancellor Sapienza and his staff to provide an annual update on performance metrics for all of the various items that have been asked to be approved over the last year.
Report of Fiscal Affairs Committee Chair Barry Schwartz:
The Committee on Fiscal Affairs, the Subcommittee on Investment and the Subcommittee on Audit met in a joint session on February 1, 2016. Following the approval of the Committee on Fiscal Affairs minutes of November 2, 2015, the meeting was adjourned and the Subcommittee on Investment (SCI) was convened. After approval of the Subcommittee minutes of April 6, 2015, the Subcommittee went into Executive Session. With no more items on the agenda, SCI was adjourned, and the Subcommittee on Audit (SCA) was convened by its chair, former Trustee Peter Pantaleo. After approval of the minutes of its November 2, 2015 meeting, and after a presentation by KPMG of the A-133 Draft Audit Report, the Subcommittee approved a resolution approving that report. This was followed by a presentation by KPMG on the FY2015 Management Letter with CUNY’s responses.

Trustee Schwartz stated that he would like to acknowledge the extraordinary service and good counsel that former Trustee Pantaleo provided to the Board and to CFA. He added that Trustee Beal has agreed to assume his role as Chair of SCA.

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

A. LEHMAN COLLEGE - DNP IN NURSING PRACTICE:

RESOLVED, That the program in Nursing Practice offered at Lehman College leading to the Doctor of Nursing Practice, be approved, effective February 29, 2016, subject to financial ability.

RESOLVED, That the Board of Trustees requests that the New York State Board of Regents amend the Master Plan of Lehman College so as to permit the College to offer the above-cited program leading to the DNP.

EXPLANATION: The proposed 39-credit program for individuals holding the Masters in Nursing Practice is designed to prepare them to provide evidenced-based cost effective high quality care for persons from a wide range of cultural backgrounds, translating research into clinical practice. The curriculum will include diagnosis and treatment of illness or health conditions, advocacy for underserved and culturally diverse individuals and groups, decision making related to personal health, the constraint of health care costs while maintaining quality of care, health informatics, health education, counseling, coordination of services, and evaluation of treatment outcomes.

A clinical doctoral degree in nursing represents the Department of Nursing’s efforts to meet the anticipated requirement by their accrediting organization, American Association of Colleges of Nursing (ACCN), to make the DNP a requirement for entry to practice for advanced practice nursing. In addition, the proposed DNP program is expected to fulfill a strong local, regional, and national need for doctorally prepared advanced practice nurses who can help fill the anticipated shortage of primary care physicians. The college is confident that its own alumni and graduates of other masters programs in the area will be natural feeders for the Lehman DNP. A master plan amendment is required because this is Lehman College’s first program at the doctoral level.

Trustee Hugo Morales stated that the number of physicians in the Bronx is decreasing every year. In the next 10 years, there will be thousands of vacancies that are not being filled by physicians; they will be filled by nurses so it is extremely important for this program to receive the much needed support.

B. HUNTER COLLEGE - MS IN GEOINFORMATICS:

RESOLVED, That the program in Geoinformatics offered at Hunter College leading to the Master of Science, be approved, effective February 29, 2016, subject to financial ability.
EXPLANATION: Geoinformatics is the field of study that lies where Geographic Information Science and Computer Science intersect. There is a growing employment demand in for-profit, nonprofit and government organizations for individuals with strong geospatial technical and analytical skills. This program will meet that demand by focusing on computational methods for spatial-temporal analysis and big data analytics.

C. SCHOOL OF PROFESSIONAL STUDIES - MA IN YOUTH STUDIES:

RESOLVED, That the program in Youth Studies offered at the School of Professional Studies of the Graduate School and University Center and leading to the Master of Arts, be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: There is a plethora of employment opportunities that do not require teacher certification or other forms of licensing, both within and outside of the school system, that involve working either directly with young people or at the policy making level. A relevant master’s degree will increase career opportunities and advancement for interested individuals. While the program has an applied focus, it also views the field through the humanities and social sciences by exploring such areas as adolescent psychological and sexual development, group dynamics, and disabilities. Undergraduate programs, particularly at Brooklyn and York, will serve as feeder programs to this program which is the first of its kind in New York City.

D. CITY COLLEGE - MS IN COMPUTER ENGINEERING:

RESOLVED, That the program in Computer Engineering offered by City College and leading to the Master of Science, be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: The success of the undergraduate degree program in Computer Engineering and the desire of its graduates to continue their studies at City College are serious motivators for the Grove School of Engineering faculty to launch a compatible MS program. In addition, there is a great demand in the tri-state area in fields such as telecommunications, computing devices, cloud computing and medicine for experts in the combined application of hardware and software. This program will strengthen the existing suite of graduate programs in Biomedical, Chemical, Civil, Electrical and Mechanical Engineering at City College.

E. SCHOOL OF PROFESSIONAL STUDIES - MS, BS TO MS AND ADVANCED CERTIFICATES IN NURSING EDUCATION, NURSING INFORMATICS AND NURSING ORGANIZATIONAL LEADERSHIP:

RESOLVED, That the programs in Nursing Education; Nursing Informatics and Nursing Organizational Leadership offered at the School of Professional Studies of the Graduate School and University Center and leading to the Master of Science; Bachelor of Science/Master of Science; and Advanced Certificate be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: Collectively these on-line programs address a variety of issues within the nursing profession. The programs in Nursing Education address the issue of the shortage of individuals qualified to teach Nursing at the post-secondary level as well as in hospitals and agencies. The programs in Nursing Informatics will help fill the need for nurses qualified to fill leadership roles the management and implementation of health care information systems. The Nursing Organizational Leadership programs will prepare nurses to work in and lead teams of health care professionals providing integrated services to patients.
F. BARUCH COLLEGE - DPS IN EXECUTIVE BUSINESS DOCTORATE:

RESOLVED, That the program in Executive Business Doctorate offered at Baruch College leading to the Doctor of Professional Studies, be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: Capitalizing on over forty years of providing graduate education at both the masters and doctoral levels, Baruch College now seeks to provide doctoral level education to seasoned executives looking to acquire the theories and skill sets needed to examine complex organizational issues and problems using applied research methods. The program will be delivered in an executive format using a cohort model and the college has a sufficient number of faculty members with a broad expertise to deliver the program.

G. JOHN JAY COLLEGE - BS IN TOXICOLOGY:

RESOLVED, That the program in Toxicology offered at John Jay College leading to the Bachelor of Science, be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: As part of an ambitious strategic plan, the college is expanding its offerings in the sciences. The proposed BS in Toxicology will provide students with a strong foundation in the general sciences as well as a wide range of advanced courses in toxicology from the sciences, forensics and public health perspectives. Graduates of the program will be prepared for both entry level positions in toxicology and public health as well as for graduate study in the field.

H. JOHN JAY COLLEGE - MA IN ECONOMICS:

RESOLVED, That the program in Economics offered at John Jay College leading to the Master of Arts, be approved, effective February 29, 2016, subject to financial ability.

EXPLANATION: The Master of Arts degree in Economics at John Jay College will be an applied graduate program providing students with comprehensive and foundational knowledge required for either the workplace or pursuit of higher degrees. The program will have a curricular focus on economic justice and will provide students with a firm grasp of theories, skills, and tools used by practitioners to apply these to economic analyses.

I. 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:

<table>
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<tr>
<th>COLLEGE</th>
<th>DEGREE</th>
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<tr>
<td>CITY COLLEGE</td>
<td></td>
</tr>
<tr>
<td>Dr. Robert E. Kahn</td>
<td>Doctor of Science</td>
</tr>
<tr>
<td>Dr. Harold A. Scheraga</td>
<td>Doctor of Science</td>
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<tr>
<td>(To be conferred at the commencement ceremony on June 3, 2016)</td>
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In response to a question from Trustee Schwartz, Chairperson Schmidt stated that the Committee on Academic Policy, Programs and Research will be asked to provide the Trustees with information about the intended honorary degree recipients prior to each Board meeting going forward.

J. [ADDED ITEM] THE CITY UNIVERSITY OF NEW YORK - MS IN NUTRITION:

RESOLVED, That the program in Nutrition, leading to the Master of Science currently registered to be awarded by the CUNY Graduate School of Public Health and Health Policy through the authority of the
CUNY Graduate School and University Center be transferred to Hunter College as the sole grantor at a
time in the near future, effective March 22, 2016.

EXPLANATION: As part of the reorganization of CUNY’s public health offerings, and acknowledging the
history of the program and the existing faculty resources at Hunter, the Chancellor recommends that the
MS in Nutrition be maintained at Hunter. As with other changes related to public health, this structure is
recommended because it will best meet the requirements of the program’s accrediting body and therefore
will best serve the students.

NO. 5. COMMITTEE ON FACULTY, STAFF AND ADMINISTRATION: RESOLVED, That the
following items be approved:

A. BARUCH COLLEGE - NAMING OF THE JOEL J. AND LILLIAN COHEN CONFERENCE ROOM:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the
Joel J. and Lillian Cohen Conference Room, located on the 2nd floor of the Newman Vertical Campus at
Baruch College in Room 2-190.

EXPLANATION: Joel J. Cohen received a Bachelor of Business Administration degree from Baruch
College in 1959. Mr. Cohen has been a member of the Baruch College Fund board since 2001, and
served as its President from 2011 to 2015.

Mr. Cohen is the founder and former Chairman and co-CEO of Sagent Advisors Inc., an investment
banking boutique. Prior to founding Sagent, Cohen was managing director, global co-head of mergers
and acquisitions, chair of the Fairness and Valuation Committee, and a member of the Management
Committee at Donaldson, Lufkin & Jenrette. Cohen served on the Board of Directors of The Chubb
Corporation for 25 years, including a period as Chairman and Lead Director.

Mr. Cohen and his wife, Lillian, have been active and generous supporters of Baruch College for many
years. They have made outstanding contributions and commitments to Starr Career Development Center
(CDC) to establish the “Joel J. and Lillian Cohen Soft Skills Program.” The program has played a pivotal
role in establishing and expanding programs within the Starr CDC and increasing opportunities for Baruch
students. More recently, they provided a generous gift of $500,000 to the Baruch College Fund to endow
the “Joel J. and Lillian Cohen Student Skills Development Fund” within the Starr Career Development
Center.

To date, the Cohens’ gifts to the College total $2,065,329. In recognition of their generosity, the College
wishes to name Room 2-190 of the Newman Vertical Campus as “Joel J. and Lillian Cohen Conference
Room.”

B. BOROUGH OF MANHATTAN COMMUNITY COLLEGE - NAMING OF THE ART AND RITA
SIEGEL PIANO LAB:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the
“Art and Rita Siegel Piano Lab,” located on the third floor of Miles and Shirley Fiterman Hall at Borough of
Manhattan Community College.

EXPLANATION: In October 2015, Leslie Siegel, a long-time friend of BMCC, made a pledge to the
Borough of Manhattan Community College Foundation of $50,000, payable over two years, in order to
name the Piano Lab on the third floor of Fiterman Hall in memory of her parents, Art and Rita Siegel, who
were both music lovers. The gift will support unrestricted MoneyWorks scholarships, which provide
scholarships along with a financial literacy component to recipients. The first payment of $25,000 has
been received and the second installment will be provided prior to December 2016. The Piano Lab
contains more than 20 electric pianos with headphones that make it possible for students to learn in a group setting how to play the piano as well as music theory.

In recognition of Leslie Siegel’s generosity, the College seeks approval to name the “Art and Rita Siegel Piano Lab.”

C. COLLEGE OF STATEN ISLAND - NAMING OF THE RICHMOND COUNTY SAVINGS FOUNDATION ATRIUM:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the Atrium in the 2M Building at the College of Staten Island as the “Richmond County Savings Foundation Atrium.”

EXPLANATION: The Richmond County Savings Foundation (RCSF), established as part of the conversion of Richmond County Savings Bank to a public institution, is committed to supporting projects that enhance the quality of life in the communities it serves. Since 1999, the Foundation has been a generous supporter of the College, providing a total of $682,000 in support, including a gift of $50,000 to establish the Marchi Scholarship in 2007.

In October 2015, the Foundation pledged a gift of $250,000 to support the College’s Building 2M Renovation Initiative. The gift will support modernization of the academic building and creation of a state-of-the-art entrance.

In recognition of the generous support of the Foundation, the College requests that the CUNY Board of Trustees approve the naming of the Atrium in the 2M Building as the “Richmond County Savings Foundation Atrium.”

D. QUEENS COLLEGE - NAMING OF THE CON EDISON LECTURE HALL:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the “Con Edison Lecture Hall” located within the New Science Building at Queens College.

EXPLANATION: Con Edison, a generous supporter of Queens College, has made a pledge in the amount of $250,000 to the Queens College Foundation to establish the “QSTEEM - Queens Science-Technology-Energy/Environment-Mathematics Education & Training Initiative.” This gift, in support of STEM programs at Queens College, will enhance academic programs and research in the sciences; support capital improvements to Lecture Hall C-201; provide paid internship opportunities to students; and increase public programs related to science.

In recognition of Con Edison’s generous support for STEM education programs, Queens College will name Lecture Hall C-201 in the New Science Building as the “Con Edison Lecture Hall” at a naming ceremony in early 2016. In addition, the Division of Mathematics and Natural Sciences at Queens College will host a number of academic and public programs in the Con Edison Lecture Hall that will enhance the educational experience of the College’s students and bring the Queens community to the Science Building to learn more about STEM and the environment.

E. THE CITY COLLEGE OF NEW YORK - GOVERNANCE PLAN FOR THE CUNY SCHOOL OF MEDICINE:

RESOLVED, That the following CUNY School of Medicine Governance Plan be adopted, effective July 1, 2016:
GOVERNANCE PLAN OF THE CUNY SCHOOL OF MEDICINE

MISSION STATEMENT

The mission of The CUNY School of Medicine (the “SOM”) is to produce broadly-educated, highly-skilled medical practitioners to provide quality health services to communities historically underserved by primary care practitioners. The School will recruit and educate a diverse, talented pool of students to the MD and Physician Assistant programs, expanding access to medical education to individuals from underserved communities, of limited financial resources, and of racial/ethnic backgrounds historically underrepresented in the medical profession.

ORGANIZATION AND GOVERNANCE

ARTICLE I: Dean
The Dean will be the chief academic and administrative officer of the SOM. The Dean will have general responsibility to develop, implement and administer the SOM degree programs and will report to the President of the City College of New York (the “President”). The Dean may appoint Associate Deans and Assistant Deans to assist with carrying out his/her responsibilities.

ARTICLE II: Faculty Council
Section 2.1 Responsibilities of the Faculty Council
The Faculty Council will work with the Dean to formulate educational policy for the SOM and to develop standards for admission, academic performance and degree requirements for students. It will also establish standards for the appointment, reappointment (with and without tenure) and promotion of faculty and criteria for each faculty position consistent with the Bylaws and policies of the CUNY Board of Trustees.

Section 2.2 Meetings of the Faculty Council
a. All faculty members, including affiliated faculty members of the Department of Clinical Medicine and adjunct faculty, will be members of the Faculty Council. Voting membership will include all full-time faculty employed by the SOM. Members of the Department of Clinical Medicine and adjunct faculty members will be eligible to participate in meetings and all deliberations of the faculty, with voice but without vote on any business, and will be eligible to serve on special committees of the faculty. A majority of voting members will constitute a quorum for the purposes of conducting business. The Faculty Council will elect a Secretary from among its members, who will be responsible for preparing minutes and posting the agenda electronically.

b. The Dean will convene the Faculty Council to meet at least twice per semester (four times per academic year). The Dean will preside at meetings of the faculty, or in his/her absence, an Associate Dean designated by the Dean will preside. Special meetings of the Faculty Council may be convened by the Dean, the Executive Committee or by petition of at least 20% of the voting members of the Faculty Council.

c. Notice of time, place and agenda of both regular and special meetings will be posted at least one week before the date of the meeting. Minutes of the Faculty Council meeting will be appended to the agenda of the succeeding meeting for approval. At special meetings, the business conducted will be confined to the purpose for which the meeting was called.

d. The order of business set forth for a regular meeting of the Faculty Council may be altered or suspended on motion and approval by a vote of two-thirds (2/3) of the members of the Faculty Council present and voting at any meeting where a quorum is present.

e. All meetings will be governed by the most recent edition of Robert's Rules of Order, except that
no action may be taken by the Faculty Council or any of its Standing Committees unless there is an affirmative vote of a majority of all of its members.

f. Agendas and minutes of all Faculty Council meetings will be archived via electronic posting to the School's intranet and shared drive, or other appropriate means.

ARTICLE III: Standing Committees
Section 3.1 General Guidelines for Committees Other than the Executive Committee
a. Each standing committee shall report to the Executive Committee at least twice annually on matters of policy and matters requiring administrative action and/or implementation. Committee reports shall be presented to the Executive Committee in the form of a concise summary emphasizing actions recommended.

b. The Executive Committee will appoint the Chair and members of all standing committees, with the advice and consent of the Dean. Except for the Admissions Committee, whose membership is described below, the Executive Committee will determine the size of the other standing committees. Faculty will constitute the majority of the voting membership of standing committees. Those committees will be comprised of at least one representative of each department and at least one student where authorized below, and such ex-officio, non-voting administrators whom the Dean designates.

c. In addition to the standing committees, the Executive Committee, with the advice and consent of the Dean, may establish special ad hoc committees as necessary.

d. The terms of service of members of standing committees will be three (3) years. The initial appointments to standing committees shall be staggered (1, 2 or 3-year terms) in order to maintain continuity of membership and ensure that committees will have a turnover of no more than one-third of their members annually.

e. Any member who misses three (3) consecutive meetings of a committee without valid excuse will be subject to replacement by the Executive Committee upon receipt of such report from the committee chair.

f. Individuals designated as committee chairs must be full-time members of the faculty of the SOM, except that they may not be members of the Department of Clinical Medicine. Neither the chair nor other members of standing or ad hoc committees need be members of the Executive Committee. No faculty member may serve on more than two standing committees.

g. The faculty membership of all standing committees should include representation from all SOM departments when possible.

h. Where mandated below, standing committees of the SOM will have representation from the SOM student body. The Executive Committee, with the advice and consent of the Dean, will appoint student representatives to standing committees from the student representatives elected in a slate by the student body in the numbers indicated below and may appoint student representatives to ad hoc committee in numbers it determines are appropriate based upon the nature and purpose of the respective committee. Each student representative to each committee will have both voice and vote, and be counted in quorum calls.

i. The Physician Assistant program will have its own standing committees separate from those of the MD program, in accordance with guidelines of the program’s accrediting body. The Executive Committee will appoint the Chair and members of those standing committees, with the advice and consent of the Dean.
j. The standing committees may adopt operating procedures as they deem appropriate.

Section 3.2 Executive Committee
a. Responsibilities: The Executive Committee will transact the business of the SOM in between meetings of the Faculty Council and will meet at least monthly. The Dean will consult with the Executive Committee on the allocation of institutional resources, research and training grants, exchange programs, and awards and honors for students and faculty. The Executive Committee may establish and charge special ad hoc committees as it may deem necessary, including a committee to review this Governance Plan for possible amendments periodically.

b. Membership: The Dean will serve as chair and will be ex-officio with voice but without vote except to break a tie. In addition, the Executive Committee will include:

1) All SOM Department Chairs.

2) One faculty member from each department to be elected by the Faculty Council from a slate of selected or self-nominated faculty presented by each Department.

3) The Associate and Assistant Deans of the SOM and the Chair of the Department of Clinical Medicine as ex-officio members with voice but without vote.

The Dean may invite other administrative officers of the SOM to attend meetings of the Executive Committee; these individuals will not be members of and will not have a vote on the Executive Committee.

c. Term/ Elections: The term of office of elected members will be three (3) years. Elections to the Executive Committee will be held at a meeting of the Faculty Council during the month of May. Members of the Faculty Council will be appointed by the Executive Committee to fill vacancies arising mid-year, until an election to fill the vacancy is conducted at the next meeting of the Faculty Council.

d. Meetings:

1) The Dean will schedule meetings of the Executive Committee and prepare agendas for meetings. Notice of time, place, and agenda of both regular and special meetings will be posted electronically at least one (1) week before the date of the meeting. At special meetings, the business conducted will be confined to the purpose for which the meeting was called.

2) A quorum for the purpose of transaction of the business of the Executive Committee will be a simple majority of the eligible voting members. No proxies will be permitted either for quorum call or for voting.

Section 3.3 Curriculum Committee
a. The Curriculum Committee will provide oversight of curriculum development, implementation and review, based on the medical education mission of the School. Functions will include the regular and systematic review of each medical school course, including educational objectives, curriculum design, course organization and assessment; the review and approval of new courses and changes to the curriculum; development of academic policies and acting on recommendations from subcommittees.

b. The Committee will meet monthly. It will recommend changes in course and curricular content, policies and procedures. It also will collaborate with the Student Academic Progress Committee to assure uniformity of policies and assessment methods.
Section 3.4  Student Academic Progress Committee (“SAPC”)

The SAPC will monitor and assess students’ records for compliance with the program’s academic requirements, and assess student preparedness to advance at each level of the curriculum and to graduate. The Committee will report annually to the Dean and the Deputy Dean for Medical Education on all students with regard to promotion, non-promotion, requirement to repeat a year, reassessment, disciplinary action, leaves of absence or dismissal for academic or other reasons, and will recommend to the Dean candidates for the awarding of degrees. The SAPC will convene the Committee on Ethics and Professionalism, a Sub-Committee of the SAPC, to examine and address allegations of student misconduct and/or unprofessional behavior, including Honor Code violations, and will advise the SAPC and provide leadership on exercises and initiatives to promote professionalism among students.

Section 3.5  Committee on Student Appeals

The Appeals Committee is charged to review all student appeals referred to it and to determine whether such appeals have merit and should be granted.

ARTICLE IV: Admissions Committee

Section 4.1  Responsibilities: The Admissions Committee is charged to select and admit students to the SOM, and to establish and revise admissions policies and procedures, as appropriate. The Director of Admissions will present proposed policy changes to the Admissions Committee for discussion and approval.

Section 4.2  Voting: All final decisions about admission of applicants will be made by the voting membership of the Admissions Committee. Faculty will constitute the majority of the voting membership of the Committee; no vote may be taken in any convened meeting where faculty does not constitute a voting majority.

Section 4.3  Membership: Membership of the Admissions Committee will include: basic sciences faculty (4), clinical faculty (4), faculty members from the Department of Clinical Medicine (2), at-large members appointed by the Dean, to include faculty or staff from student support units selected based upon their academic, experiential and personal qualities (2), and medical students elected annually for one-year terms by the student body (4). Ex-officio, non-voting members will include: Associate Dean for Student Affairs; the Assistant Deans for Basic Science Curriculum, and for Clinical Curriculum; the Assistant Dean for Medical Education and Faculty Development; and the Executive Director, Director and Associate Director of Admissions.

Section 4.4  Chair: The initial chair of the Admissions Committee will be a faculty member appointed by the Executive Committee, with the advice and consent of the Dean. Subsequent chairs will be elected by vote of the Committee members.

ARTICLE V: Personnel and Budget Committee (“P & B Committee”)

5.1  Membership: The P & B Committee will operate in accordance with the Bylaws of the Board of Trustees of the City University of New York. The Dean will serve as chair and will be ex-officio with voice but without vote. In addition, the P & B Committee will include:

a. All SOM Department Chairs.

b. One faculty member from each department to be elected by the Faculty Council from a slate of selected or self-nominated faculty presented by each Department.

c. The Associate and Assistant Deans of the SOM and the Chair of the Department of Clinical Medicine as ex-officio members with voice but without vote.
5.2 Duties: The duties of the P & B Committee will include reviewing and making recommendations to the Dean on faculty appointment, reappointment, promotion, and tenure, the appointment of Distinguished Professors and Named Chairs, reviewing and making recommendations on applications for fellowship and other leaves, and recommending to the Dean the creation or abolition of SOM Departments. The recommendations of the P & B Committee regarding appointments, reappointments, promotion and tenure will be subject to review by the College-wide P & B Committee, and the final decision will rest with the President.

ARTICLE VI: Departments
Section 6.1 Establishment of Departments
a. Departments of the SOM will include the Departments of Community Health and Social Medicine, Pathobiology, Medical Education, Physiology, Pharmacology and Neuroscience; and Clinical Medicine.

b. The Department of Clinical Medicine will serve as the academic home for faculty in clinical disciplines who provide oversight of students' clinical instruction. Clinicians in Affiliated faculty titles, including but not limited to the Affiliated Medical Professor series titles, will be appointed to the Department of Clinical Medicine. Affiliated faculty members will include licensed health care professionals who are employees of affiliated hospitals and health centers and who do not receive compensation from nor have employment status at CUNY.

c. Additional departments may be established and organized based upon some or all of the following criteria:

1) recognition as a discipline by special examination and/or certification;

2) traditional recognition as an educational unit;

3) major educational/research interests in an organ system or scientific discipline; and

4) convergence of responsibilities traditionally incumbent upon a department, including but not limited to teaching responsibilities, research activities; and/or recognition as a means of facilitating the goals of the School, including emphasis on primary care, population health, and socio-medical sciences, and improved health care in medically underserved areas.

d. Departments of the SOM may be created or deleted upon the recommendation of the Dean and with the approval by affirmative vote of two-thirds (2/3) of the members of the Executive Committee at a meeting for which the subject will have been noted on an agenda distributed at least one week in advance. Establishment of new departments will be made in accordance with the bylaws and policies of the CUNY Board of Trustees.

Section 6.2 Department Chairs

The Dean will appoint Department Chairs in consultation with the applicable department and may appoint Deputy Chairs in consultation with the applicable department. Chairs will have the authority and responsibilities described in Article 9.3 of the Bylaws of the CUNY Board of Trustees.

Section 6.3: Clinical Professors, Lecturers and Distinguished Lecturers

The Dean is authorized to appoint faculty members in the titles of clinical professor, lecturer, or distinguished lecturer either to specific departments or generally to the SOM.

ARTICLE VII: Amendment of the Governance Plan
Section 7.1 Amendments to this Governance Plan of the SOM may be proposed by a petition or
affirmative vote of 20% of the voting members of the Faculty Council. Amendments may be adopted by an affirmative vote of two-thirds (2/3) of the members of the Faculty Council provided that the text of the proposed amendment has been sent in writing to every member of the Faculty at least one week before the meeting at which the proposed amendment is to be considered.

Section 7.2 Adopted amendments are subject to the approval of the CUNY Board of Trustees before they become effective.

Section 7.3 The Executive Committee will appoint an ad hoc committee to review the Governance Plan periodically for possible revisions.

EXPLANATION: On September 17, 2015, the Board of Regents approved an amendment to CUNY’s Master Plan authorizing the City College of New York to offer the medical doctor degree in medicine. In furtherance of that initiative, and building on the 40-year success of the Sophie Davis School of Biomedical Education (“Sophie Davis”), this resolution establishes a governance plan for the CUNY School of Medicine (the “SOM”). Its mission is to produce broadly-educated, highly-skilled medical practitioners to provide quality health services to communities historically underserved by primary care physicians. The SOM will recruit a diverse pool of students that will include those of racial/ethnic backgrounds historically underrepresented in the medical profession.

In order to fulfill its mission, the SOM requires a Governance Plan that establishes an active Faculty Council to work with the Dean to formulate educational policy and to develop standards for admission, academic performance, and degree requirements. The proposed Governance Plan incorporates major elements of Sophie Davis’ Bylaws but adapts them to the requirements for operating a full medical school. The Governance Plan was approved by Sophie Davis’ Faculty Council on December 10, 2015 and is recommended by its Dean and the President of City College.

F. GRADUATE SCHOOL AND UNIVERSITY CENTER - AMENDMENTS TO THE GOVERNANCE PLAN OF THE UNIVERSITY CENTER REGARDING THE CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY:

RESOLVED, That the Board of Trustees hereby approves the amendments to the governance plan of the University Center of the Graduate School and University Center regarding the CUNY School of Public Health as set forth below.

NOTE: A red-lined version of the changes may be obtained from the Office of the Secretary of the Board of Trustees upon request.

GOVERNANCE PLAN OF THE UNIVERSITY CENTER OF THE GRADUATE SCHOOL AND UNIVERSITY CENTER OF THE CITY UNIVERSITY OF NEW YORK

Article I. ADMINISTRATION

B. The University Center shall include the School of Professional Studies, the CUNY Baccalaureate Program, the Graduate School of Journalism, Macaulay Honors College, the CUNY Graduate School of Public Health and Health Policy and such other University-wide programs and schools created or assigned there by the CUNY Board of Trustees.
Article VI. CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY

A. Administrative Officers

1. Dean. There shall be a Dean of the CUNY Graduate School of Public Health and Health Policy, who shall be appointed by the Chancellor. The Dean shall report to the Chancellor and shall have responsibilities and authority comparable to that of Presidents as described in Section 11.4 of the Bylaws of the Board of Trustees.

2. Associate and Assistant Deans. After consultation with the Faculty-Student Council, the Dean may create new Associate and Assistant Deans positions, appoint them and assign such duties and responsibilities as are necessary and appropriate.

B. Administrative/Advisory Bodies

1. Dean's Cabinet. There shall be a Dean's Cabinet consisting of the Dean, the Associate and Assistant Deans, the Department Chairpersons, the Chairperson of the Faculty-Student Council, and such other persons designated by the Dean. The Cabinet shall advise the Dean with respect to the policies and operations of the CUNY Graduate School of Public Health and Health Policy.

2. Dean's Public Health Advisory Council. There shall be a Dean's Public Health Advisory Council consisting of members appointed by the Dean who shall be representative of external organizations involved in public health research or policy or the delivery of health or health-related services and the Chairperson of the Faculty-Student Council. The Dean's Public Health Advisory Council shall meet as requested by the Dean and shall advise the Dean with respect to the research, programs and workforce development and training to ensure that they meet the needs of the community.

C. Departments and Other Academic Units

1. The CUNY Graduate School of Public Health and Health Policy shall have the following four departments: Epidemiology & Biostatistics, Health Policy and Management, Community Health and Social Sciences and Environmental, Occupational and Geospatial Health Sciences.

2. Each department shall nominate and recommend to the Dean by majority vote at least two individuals to serve as Chairperson, who must be tenured members of the faculty at the rank of associate professor or higher. The Dean shall select and appoint the Chairperson from among those nominees or, if the Dean rejects the nominees, shall select another person, including by means of a search, after consultation with the department, in accordance with the Bylaws of the Board of Trustees.

3. Each department shall have a Committee on Appointments, Promotion and Tenure, comprised of three members: the department Chairperson and two members elected by the departmental faculty, one of whom may be untenured. The Committee shall review faculty qualifications for initial appointment and faculty performance in connection with reappointment, including reappointment with tenure, and promotion and make recommendations to the School-Wide Committee on Appointments, Promotion and Tenure.

D. Faculty

1. The faculty of the CUNY Graduate School of Public Health and Health Policy shall consist of all full-time faculty and joint, affiliated and adjunct faculty appointed to the School in accordance with the procedures set forth below and the policies of the University.

2. The initial faculty of the CUNY Graduate School of Public Health and Health Policy shall consist of the current faculty appointed to the CUNY School of Public Health and such additional faculty who have accepted offer letters from the Dean prior to the effective date of this governance plan. Faculty shall be assigned to a department after the Dean and the faculty member have agreed on a mutually satisfactory assignment.
3. Subsequent appointments to the faculty shall be made through recommendations of the Department Chair and approval by the Departmental and School-wide Committees on Appointments, Promotion and Tenure and the final decision of the Dean, subject to approval by the Board of Trustees.

E. Faculty-Student Council

1. The Faculty-Student Council. The Faculty-Student Council shall be the governing body of the CUNY Graduate School of Public Health and Health Policy pursuant to the Bylaws of the Board of Trustees.

2. Meetings. The Faculty-Student Council shall meet at least three times per semester and shall distribute its agenda at least one week prior to its meetings. A majority of the members of the Faculty-Student Council shall constitute a quorum. Meetings shall be conducted in accordance with the latest edition of Roberts Rules of Order, except that no action may be taken by the Faculty-Student Council or any of its Standing Committees unless there is an affirmative vote of a majority of all of its members.

3. Membership. The Faculty-Student Council shall consist of the Dean, the Associate and Assistant Deans, all full-time and joint faculty and seven students elected by the student government. The Dean, the Associate and Assistant Deans and affiliated and adjunct faculty may attend meetings with voice but without vote. The Faculty-Student Council shall elect a tenured member of the faculty as Chairperson to preside over its meetings.

4. Duties. The Faculty-Student Council shall have the following duties and powers:
   a. formulate educational policy and develop standards for admissions, academic performance and degree requirements for students, as well as standards for the appointment and reappointment of faculty consistent with and subject to the Bylaws and policies of the Board of Trustees and other University policies and procedures;
   b. review academic programs and curricula;
   c. recommend to the Dean and the Board of Trustees, based on a vote of the voting faculty members, the granting of graduate degrees, program certificates and honorary degrees to qualified candidates;
   d. establish a student academic appeals committee;
   e. establish a framework for student government in consultation with interested students;
   f. consider any other academic matters and make recommendations to the Dean and the Board of Trustees; and
   g. recommend revisions to this governance plan.

5. Standing Committees. The Faculty-Student Council shall establish such standing and temporary committees as are needed to accomplish its goals and coordinate responsibilities across departments, determine the number of members and assign them such duties as it deems appropriate. The voting faculty members of the Faculty-Student Council shall elect the faculty members of each standing or temporary committee, providing all departments with equitable opportunities to participate in committees. Each standing or temporary committee shall elect its own chairperson. The Dean may also appoint to each such committee one administrative staff and one student member nominated by the student government; such staff and students shall have voice but no vote. Each committee may establish appropriate subcommittees. Initially, the Faculty-Student Council shall have the following standing committees:
   a. Steering and Elections Committee. The Steering and Elections Committee shall establish the agenda for the meetings of the Faculty-Student Council, identify major issues for the Council’s consideration and oversee the activities of the other standing committees. It shall also oversee the election of faculty to the Faculty-Student Council and its committees. The Steering Committee may act for the Faculty-Student Council between Council meetings where there is an urgent need for immediate action and the Dean requests such action. The Dean or his/her representative shall be a member of the Steering and Elections Committee.
   b. Curriculum Committee. The Curriculum Committee shall review all programs and courses, and amendments and addition thereto within the CUNY Graduate School of Public Health and Health Policy and report its recommendations to the Faculty-Student Council.
   c. Assessment Committee. The Assessment Committee shall recommend procedures for monitoring and evaluating student progress in achieving the expected competencies and the quality of each program. It
shall also assist the Dean or his/her designee in evaluating student achievement in and the quality of each program and in presenting annual data assessing performance against those measures.

d. Admissions and Awards Committee. The Admissions Committee shall recommend standards for admissions for each program within the CUNY Graduate School of Public Health and Health Policy and shall review the qualifications of students proposed for admissions. The Committee shall also recommend procedures and standards for awards.

F. School-Wide Committee on Faculty Appointments, Promotion and Tenure

The CUNY Graduate School of Public Health and Health Policy shall have a School-Wide Committee on Faculty Appointments, Promotion and Tenure, comprised of seven members: the Chairpersons of the four departments and three other faculty members elected by the voting faculty members of the Faculty-Student Council. All members of the Committee must be tenured members of the faculty. After receiving recommendations from a Departmental Committee on Faculty Appointments, Promotion and Tenure, the School-Wide Committee on Faculty Appointments, Promotion and Tenure shall review faculty qualifications for initial appointment and faculty performance in connection with reappointment, including reappointment with tenure, and promotion and make recommendations to the Dean.

G. Amendments.

Amendments to this governance plan may be proposed by a petition or affirmative vote of 20% of the members of the Faculty-Student Council. Amendments may be adopted by a two-thirds affirmative vote of the members of the Faculty-Student Council, provided that the text of the proposed amendment has been sent in writing to every member of the Faculty-Student Council at least two weeks before the meeting at which the proposed amendment is to be considered. Amendments adopted by the Faculty-Student Council are subject to the approval of the Board of Trustees before they become effective.

EXPLANATION: In its resolution at the meeting on November 23, 2015, the Board of Trustees authorized the Chancellor to implement a plan to transition all graduate programs in public health to the CUNY School of Public Health, which was renamed the CUNY Graduate School of Public Health and Health Policy. These amendments are part of that transition process. They were approved by the Faculty Council of the CUNY Graduate School of Public Health and Health Policy on January 29, 2016.

G. [ADDED ITEM] JOHN JAY COLLEGE OF CRIMINAL JUSTICE - NAMING OF THE FRANKLIN A. THOMAS PROFESSOR IN POLICING EQUITY:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the “Franklin A. Thomas Professor in Policing Equity” at John Jay College.

EXPLANATION: The Ford Foundation and The Atlantic Philanthropies have partnered to jointly fund the “Franklin A. Thomas Professor in Policing Equity” with a combined gift of $2.5 million to the John Jay College Foundation. The Ford Foundation has approved a $1.5 million grant and The Atlantic Philanthropies has approved a $1 million grant.

The Professorship is named for the first African-American general counsel of the New York City Police Department and former President of the Ford Foundation. It will bring a preeminent scholar to the College who will continue, expand and deepen his/her ground-breaking research on the subject of implicit bias and his/her important advocacy for reform of police training and policies on issues of race, gender, immigrant status and other stereotypes. It will tie the diverse community of change agents around the city and across the country to the work of talented students and faculty.

In recognition of the generosity of the contributions from the Ford Foundation and The Atlantic Philanthropies, the College requests approval to name the “Franklin A. Thomas Professor in Policing Equity.”
NO. 6. [ADDED ITEM] THE CITY UNIVERSITY OF NEW YORK - ESTABLISHMENT OF THE WOMEN IN TECHNOLOGY AND ENTREPRENEURSHIP IN NEW YORK PROGRAM:

RESOLVED, That the Board of Trustees of the City University of New York, approves a partnership with Cornell University, on behalf of its the Cornell Tech campus, to establish the Women in Technology and Entrepreneurship in New York (WITNY) program, a new technology education initiative targeting students in the CUNY and Cornell University undergraduate and graduate school pipeline and that aims to increase the number of women working in technology. The General Counsel is authorized to sign a memorandum of understanding with Cornell University and any other documents necessary to effectuate the partnership and to receive contributions to support WITNY.

EXPLANATION: As the technology market booms in the US and NYC, the percentage of computer science degrees awarded to women has declined by 19% over the past 30 years. By 2018, according to the U.S. Department of Labor, the U.S. will be graduating only 52% of the needed Computer Science and IT workforce from our universities. The new WITNY program will provide the access, incentives, and support needed to increase participation by women in the booming digital economy. CUNY students with little or no computer science background will have access to an innovative introductory course focused on computer science as a powerful, if not essential tool for solving the world’s problems. They will additionally be supported in their computer science studies through financial scholarships, prestigious internships with partner organizations, and exposure to industry leaders through a new speaker series and community development activities. In addition, a select number of students at Cornell Tech working towards a master’s degree or Ph.D. in computer science and related technology disciplines will receive WITNY fellowships. Cornell Tech is also developing innovative programming for its students on issues relevant to women in technology that the entire Cornell Tech and WITNY community can participate in. CUNY and Cornell Tech will solicit contributions to WITNY and have already received contributions and commitments of more than $5 million to the project from a growing list of companies, including Verizon Communications, Verizon Foundation, Accenture, Citi Foundation, IBM, Xerox, JPMC, AppNexus and Grand Central Tech.

Chairperson Schmidt stated that WITNY will be a wonderful program.

NO. 7. EXECUTIVE COMMITTEE: Notice of Action Taken (February 24, 2016), for informational purposes:

A. THE CITY UNIVERSITY OF NEW YORK - DESIGNATION OF EACH OF THE COMMUNITY AND COMPREHENSIVE COLLEGES AS THE AUTHORIZED REPRESENTATIVE OF THE BOARD OF TRUSTEES FOR PURPOSES OF CONDUCTING AUDITS OR EVALUATIONS NECESSARY TO EFFECTUATE REVERSE TRANSFERS:

RESOLVED, That the Executive Committee of the Board of Trustees hereby designates each of the University’s community and comprehensive colleges as the authorized representative of the Board of Trustees for the purpose of conducting such audits or evaluations necessary to determine the eligibility of CUNY senior college students to receive associate degrees from the community and comprehensive colleges they earlier attended; and be it further

RESOLVED, That the General Counsel is authorized to enter into agreements on behalf of the Board of Trustees with each community and comprehensive college, consistent with federal regulations, to implement such audits or evaluations.

EXPLANATION: The City University of New York is undertaking an initiative to give students who transferred from a community or comprehensive college to a senior college without having obtained an associate degrees the opportunity to obtain an associate’s degree from the college they previously attended based on the additional credits earned at the senior college (“reverse transfers”). Reverse
transfers are beneficial because they allow students who have transferred without an associate degree but have not yet finished a bachelor’s degree to obtain their associate degree, thus providing those students opportunities for employment or advancement in their careers and studies. This is consistent with one of the critical purposes of CUNY, as set forth in Section 6201(2) of the Education Law, which provides: “The university must remain responsive to the needs of its urban setting and maintain its close articulation between senior and community college units.”

Determining a student’s eligibility for an associate degree from the community or comprehensive college requires an audit or evaluation of the student’s senior college transcript to determine whether the student has met all of the requirements of the community or comprehensive college for an associate degree. The Family Educational Rights and Privacy Act (“FERPA”) protects the confidentiality of student records. In a letter to SUNY dated January 20, 2016 (the “USDOE Letter”), the U.S. Department of Education advised that it did not regard SUNY as a single institution for purposes of FERPA and that in order for a senior college to share a student’s transcript with a community college for the purpose of evaluating the student’s eligibility for reverse transfer, SUNY would have to rely on certain exceptions within FERPA. The analysis in that letter may be applicable to CUNY as well.

One of the exceptions referred to in the USDOE letter is the provision permitting a “state or local educational authority” to access student records without the student’s consent for the purpose of auditing or evaluating an educational program. The Office of the General Counsel of CUNY has determined that the Board of Trustees is such a state or local educational authority within the meaning of FERPA. Pursuant to the advice contained in USDOE Letter and FERPA regulations, the Board may designate its community and comprehensive colleges as its authorized representatives to conduct the necessary audits or evaluations of student education records that are necessary to implement the reverse transfer initiative and must enter into written agreements with them for this purpose containing terms prescribed by federal regulations.

This resolution is being presented to the Executive Committee in order to expedite the evaluation process for reverse transfers so that associate degrees can be awarded to eligible students at the upcoming spring 2016 commencements.

Upon motion duly made, seconded and carried, the public meeting was adjourned at 5:48 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.)