

Policy 2.13 Points of Light

The Board of Trustees adopts the following policy and authorizes the Chancellor to take such administrative actions as may be necessary to implement these policies. (BTM,1995,06-26,008,_A)

1 Statement of the Board of Trustees

The Board of Trustees affirms its support of the fundamental mission of The City University of New York: to maintain and expand the commitment to academic excellence and to the provision of equal access and opportunity for students, faculty, and staff from all ethnic and racial groups and from both genders. This mission, contained in New York State Education Law, has enabled hundreds of thousands of citizens to achieve academic and economic advancement and remains the principal avenue of upward mobility for future generations of New Yorkers. (BTM,1995,06-26,008,_A)

To achieve its mission the University must remain responsive to the needs of all its constituencies, including the thousands of native New Yorkers who have historically benefited from a University education as well as the many new and recent immigrants to the City. University planning must take into account the need to provide appropriate opportunities to enhance the academic progress and achievement of students at different levels of preparation. (BTM,1995,06-26,008,_A)

The University's mission demands the strongest commitment to the needs of its urban constituents. To this end, the Board of Trustees continues to recognize the imperative need for affirmative action. It is only through sound planning that the University can maintain at each campus equal access and opportunity for students, faculty, and staff from all ethnic and racial groups. The Board of Trustees also continues to recognize the need for the SEEK and College Discovery Programs as a distinctive set of activities and services on each campus, to provide a quality higher education opportunity to students who would not otherwise have such access. (BTM,1995,06-26,008,_A)

Full achievement of its mission will also depend upon the University's ability to operate as an integrated educational system. the University will continue to strengthen its collaborative relationships with the New York City school system through a variety of initiatives. the University will continue to utilize Academic Program Planning to maintain an appropriately balanced and cost-effective array of high quality degree programs and related services at all levels of undergraduate, graduate, and professional education. It is only as a result of such planning efforts that the University can maintain access and achieve excellence in teaching, research and service to the public. (BTM,1995,06-26,008,_A)

The Board of Trustees has worked to ensure that the University remains accessible to students despite repeated reductions in tax levy support. System-wide and college-based academic planning and management initiatives have permitted the University to support substantial additional enrollment. The budget planning and policy actions put forward below will support the current high enrollment levels, as well as enhance academic standards and assure that the University educational programs are delivered effectively and efficiently. The Board of Trustees believes that tuition should be as affordable as possible, but recognizes that in view of State and City budgets present fulfillment of the University's mission requires a tuition increase. The

Board of Trustees calls upon the leadership of the State and City to recognize that projected enrollment growth cannot be responsibly sustained without commensurate financial support. Only with equitable funding can the University ensure that access to quality educational programs will continue into the next century. (BTM,1995,06-26,008,_A)

2 Measures

The colleges should assess the potential for qualified administrative staff to teach on a limited basis as part of their regular workload in order to support increased enrollment. (BTM,1995,06-26,008,_A)

The colleges should be guided by the long-term goal of improving the ratio of faculty to administrative support staff. In this regard, colleges should review their administrative staffing levels and rank distributions in relation to University-wide norms. (BTM,1995,06-26,008,_A)

The University should achieve an overall increase in instructional productivity at the senior and community colleges, thereby reducing adjunct expenditures. (BTM,1995,06-26,008,_A)

All faculty shall be assigned the contractual maximum for the teaching portion of their workload unless they are granted reassigned time for specific purposes or purchase reassigned time through sponsored projects. Each college shall review its reassigned time policies and practices to obtain the maximum aggregate contribution of each faculty member to instruction, scholarship, and public service. There is no requirement that the instructional portion of each faculty member's workload be identical within each college or department, but rather that the instructional portion of the workload reflect the college's judgment about how each faculty member can best contribute to the overall work of the college. (BTM,1995,06-26,008,_A)

It shall be the University's goal to maintain or increase reassigned time for research for those faculty who are actively engaged in professionally recognized research and scholarship, including junior faculty establishing their professional reputations. (BTM,1995,06-26,008,_A)

The Board of Trustees expresses its intent to reexamine the contractual teaching workload at the senior and community colleges through the collective bargaining process. (BTM,1995,06-26,008,_A)

The Chancellor should establish that (BTM,1995,06-26,008,_A):

- a) A minimum of 80 percent of weekly faculty counselor hours—twenty-four hours—should be assigned to scheduled student counseling in individual or groups sessions
- b) Counselors assigned to teach scheduled counseling courses should receive one hour preparation time for each weekly class hour, where appropriate, qualified counselors may be assigned to teach regular courses
- c) Remaining hours are available for related administrative tasks and for participation in departmental and college governance and other activities

The University should develop and shall implement a system-wide counselor workload reporting system. (BTM,1995,06-26,008,_A)

Counselors should be assigned for the contractual workweek throughout the academic year to the greatest benefit of students, including periods when classes are not in session. (BTM,1995,06-26,008,_A)

Each college should institute a counselor evaluation system. Evaluations shall be modeled after the college-wide student evaluations of the teaching faculty. Students shall evaluate the services they receive from counselors and, consistent with Board of Trustees policy, student evaluations shall be taken into consideration in appropriate personnel decisions. (BTM,1995,06-26,008,_A)

Collaboration with the public schools should be expanded to include administering college assessment tests to students during their high school careers in order to address academic under-preparation prior to enrollment at the University. (BTM,1995,06-26,008,_A)

It shall be University policy that, beginning in Fall 1996, students will be admitted to baccalaureate degree programs only if the remedial and ESL instruction they are evaluated as needing can be accomplished typically through a sequence of courses in each area that can be completed within two semesters. The Chancellor may approve alternative criteria proposed by a college based upon a demonstrated relationship between the level of student academic preparation and student success at that institution. Colleges may offer additional basic skills or ESL instruction through their adult and continuing education programs. (BTM,1995,06-26,008,_A)

It shall be University policy that, following a review of its mission, resources and student performance, and after consultation with college governance, a senior college president may propose as an admissions criterion that a student will be admitted to its baccalaureate degree program only if the remedial courses needed in one or more basic skills area or ESL can be accomplished typically through one-semester courses. The Chancellor may approve such a criterion after receiving the president's recommendation along with the view of the appropriate campus governance body. (BTM,1995,06-26,008,_A)

It shall be University policy that senior college students not be permitted to repeat a remedial or ESL course after receiving either no credit or a failing grade twice previously in that course. In rare circumstances, a president may grant an exception to this policy. (BTM,1995,06-26,008,_A)

Pre-freshmen institutes at the senior and community colleges should be expanded and offered throughout the academic year. the University should explore with the Board of Education ways of enriching pre-collegiate and GED programs for those students who currently enter the University substantially under-prepared for college-level programs. (BTM,1995,06-26,008,_A)

Targeted ESL and basic skills immersion programs should be implemented at the senior and community colleges, including programs offered through adult and continuing education. ESL students should be placed in mainstream courses as soon as it is appropriate. the University should review policies and practices in this regard. the University should explore with SUNY ways of using Educational Opportunity Centers at senior and community college campuses to provide remedial education for those students who currently enter the University substantially under-prepared for college-level programs. (BTM,1995,06-26,008,_A)

The University and the colleges should establish specific admissions criteria and procedures to select from the pool of students eligible for Special Programs, those who would most benefit from, and most likely succeed in, the various campus programs. (BTM,1995,06-26,008,_A)

The University should strengthen program operations by requiring that, effective with the 1996-97 academic year, students apply for Special Programs by April and be admitted only once per year for the Fall semester. All students should attend the pre-freshmen summer program. The colleges may develop plans for distinctive academic components for Special Programs. the University should ensure appropriate balance of academic components among all programs. (BTM,1995,06-26,008,_A)

The majority portion of the Special Programs budget should be allocated to provide academic support activities, such as skills immersion, throughout the academic year, supplemental instruction in critical academic courses, and mandatory tutoring. This goal should be implemented on a phased-in basis during the next two years. Special program funds shall continue to support counseling and advisement services as well as supplementary student financial assistance. (BTM,1995,06-26,008,_A)

The Board of Trustees authorizes the Chancellor, in consultation with the Chair of the Committee on Student Affairs and Special Programs, to grant waivers of the SEEK and CD policies to encourage college presidents, after appropriate consultation, to recommend to the Board of Trustees alternative structures to improve the performance of their SEEK and CD Programs. Waivers shall be reported to the Committee on Student Affairs and Special Programs. the University will participate in the inter-sector and State-wide reviews of educational opportunity programs proposed by the State in order to further strengthen Special Programs. (BTM,1995,06-26,008,_A)

The University should accelerate its efforts to implement educational technology at all levels of instruction to enhance the effectiveness of teaching and learning and to achieve appropriate economies. The Board of Trustees Committees on Fiscal Affairs and Academic Programs should meet together periodically to review University efforts to expand the use of educational technology. In consultation with the Board of Trustees Chair, the Chancellor shall establish a University Library and Educational Technology Task Force. (BTM,1995,06-26,008,_A)

All college course schedules should be available on-line. Permit students should be allowed to register by phone at those colleges that have telephone registration. the University should implement common course numbering in order to streamline the permit registration process and the transfer of credit. The Board of Trustees affirms the desirability of establishing a common calendar and compatible registration dates. (BTM,1995,06-26,008,_A)

The University should encourage the colleges to utilize block scheduling, especially in the context of coordinated freshmen year programs. (BTM,1995,06-26,008,_A)

It shall be University policy that all bachelor's degree programs require a maximum of 120 credits for graduation, and all associate degree programs require a maximum of sixty credits. Colleges may be granted waivers from the Office of Academic Affairs for undergraduate degree programs that require additional credits for certification or accreditation from outside professional organizations or for other compelling educational reasons. (BTM,1997,11-24,010,__)

Compelling educational reasons means, for these purposes, strengthening and enhancing the specific academic objectives of a program and meeting the educational needs of enrolled students. The waiver standard of compelling educational reasons shall take into account the specific needs of degree programs or the college's general degree requirements. Each college faculty senate is encouraged to review current degree requirements where it appears that those requirements are not meeting a program's academic mission or students' needs, and, where appropriate, to submit recommendations that meet these criteria to the Office of Academic Affairs. Any changes in degree requirements should be implemented to take account of the reasonable expectations of currently enrolled students who have relied on current requirements in planning their education and fulfilling graduation requirements. The educational interests of students are paramount in this regard. (BTM,1997,11-24,010,___)

Colleges should review through the appropriate governance body and, where appropriate, limit their practices of granting credit toward the degree for developmental coursework. (BTM,1995,06-26,008,_A)

The University should establish a system-wide library processing service, replacing appropriate technical services activities at campus libraries. The system should be implemented on a phased-in basis during the next two years. (BTM,1995,06-26,008,_A)

The University should expand the use of electronic table of contents services and electronic document delivery services, thereby permitting the reduction of serial subscriptions. (BTM,1995,06-26,008,_A)

The Chancellor shall establish a University Library and Educational Technology Task Force, including outside members, to make recommendations regarding additional opportunities for enhancing the use of technology and for library restructuring. (BTM,1995,06-26,008,_A)

The University should create a unit at the University Accounting Office to be responsible for tuition and fee collections system-wide. This proposal should be implemented on a phased-in basis during the next two years. The operation of the unit should be self-supporting through an appropriate increase in the University student consolidated fees.

The University should create a testing unit at the University Application Processing Center to be responsible for administering skills assessment tests system-wide. Pre-allocation testing will be carried out for students seeking to attend bachelor's degree programs. This proposal should be implemented on a phased basis during the next two years. The operation of the testing unit should be self-supporting through appropriate increases in the University application and student consolidated fees. (BTM,1995,06-26,008,_A)

Overload teaching should not be permitted except in special circumstances, such as a demonstrated shortage of qualified adjunct faculty in a particular discipline. Faculty should not be permitted to take on overload teaching if they are also in receipt of unfunded reassigned time. (BTM,1995,06-26,008,_A)

The University should provide every senior college with a lump sum for all waivers out of the State appropriation to be allocated among the various waiver categories after employee waivers are funded. (BTM,1995,06-26,008,_A)

It shall be Board of Trustees policy that, in the absence of State support, tax-levy funding for the foreign student tuition waiver program is eliminated; it is recommended that campuses seek outside funding for such tuition support. (BTM,1995,06-26,008,_A)

The University should review its entire schedule of leased spaces and the need to continue each of these leases, as well as the potential to renegotiate the terms of each lease. This review should, where appropriate, take place within the context of reviewing and revising campus master plans. (BTM,1995,06-26,008,_A)