The Board of Trustees of The City University of New York (CUNY) met on January 30, 2017 at Baruch College Vertical Campus, New York, New York, pursuant to a Notice sent by the Office of the Secretary of the Board, as revised on January 24, 2017.


Trustees Absent: Robert F. Mujica, Jr. and Brian D. Obergfell

Others present: Chancellor James B. Milliken, EVC and University Provost Vita Rabinowitz, SAC and Board Secretary Gayle M. Horwitz, Interim General Counsel and VC Jane Sovem, SVC&CFO Matthew Sapienza, Vice Chancellor Judy Bertraum, Vice Chancellor Brian Cohen, Vice Chancellor Pamela Silverblatt, Vice Chancellor Gloriana Waters, Interim Vice Chancellor Christopher Rosa, and Associate VC Andrea Shapiro Davis; President Michelle Anderson, President Diane B. Call, Interim President Vincent Boudreau, President Rudolph Crew, President José L. Cruz, President Scott E. Evenbeck, President William J. Fritz, 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, Dean Sarah Bartlett, Dean Mary Lu Bilek, Dean Ayman El-Mohandes, Dean Mary Pearl, University Dean John Mogulescu, Senior Advisor Marc V. Shaw, and Research Foundation President Richard Rothbard.

CONVENING OF PUBLIC MEETING
Chairperson Thompson called the Public Meeting to order at 4:35 p.m.

Chairperson Thompson announced that the Public Meeting is being transmitted live on cable Channel 75; it is also being webcast live at www.cuny.edu/livestream. The Public Meeting will be available as a podcast within 24 hours and can be accessed through the CUNY website.

Chairperson Thompson 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.

CHAIRPERSON’S REPORT
Chairperson Thompson stated that the Search Committee for a new president of City College, which was formed in consultation with Chancellor James B. Milliken and charged in early December, is chaired by Vice Chairperson Barry Schwartz, with Trustees Una Clarke, Judah Gribetz, Mayra Linares-Garcia, and Ken Sunshine serving as members. Graduate Center President Chase Robinson represents the college presidents on this Search Committee. College constituency representatives, including faculty, students and an alumnus, have been appointed consistent with Board guidelines.

Chairperson Thompson stated that the Search Committee for a new president of John Jay College of Criminal Justice, which was formed in consultation with Chancellor Milliken and charged in early December, is chaired by Trustee Charles Shorter, with Trustees Wellington Chen, Jill O’Donnell-Tormey, and Sandra Wilkin serving as members. Brooklyn College President Michelle Anderson and Queensborough Community College President Diane Bova Call represents the college presidents on this Search Committee. College constituency representatives, including faculty, students and an alumnus, have been appointed consistent with Board guidelines.

Chairperson Thompson stated that the General Counsel and Vice Chancellor for Legal Affairs Search Committee, which was formed in consultation with Chancellor Milliken and charged in late December, is chaired by Trustee Lorraine Cortés-Vázquez. John Jay College President Jeremy Travis and CUNY School of Law Dean Mary Lu Bilek represent the college presidents on this Search Committee. College constituency representatives, including faculty and students, have been appointed consistent with University guidelines.
Chairperson Thompson stated that he would like to report that the Board held its Public Hearing on the Board Calendar on Monday, January 23, 2017. Trustee Cortés-Vázquez chaired the hearing that was also attended by University Faculty Senate (UFS) Chair and Trustee Kay Conway and University Student Senate (USS) Chair and Trustee Chika Onyejiukwa, and members of the chancellery. A summary of the proceedings has been circulated to the Trustees and the Chancellor’s cabinet, and a transcript is available in the Office of the Secretary.

Chairperson Thompson stated that last week, he had the pleasure of joining SUNY Chairman H. Carl McCall to celebrate the 25th Anniversary of The Queens Educational Opportunity Center. The Center is an amazing place and the evening was truly inspirational. The Center enrolls more than 1,000 students, providing academic, college preparation, professional and technical programs, as well as high school equivalency programs. In fact, it is the largest high school equivalency test site in the nation, administering more than 6,000 exams annually.

Chairperson Thompson stated that he would like to congratulate Trustee Cortés-Vázquez, who received a Health Leadership Award from the National Hispanic Health Foundation at the 13th Annual Hispanic Health Professional Student Scholarship Gala event on December 15, 2016.

Chairperson Thompson stated that Trustee Wilkin is being honored this evening at the City & State 50 over 50 awards gala. She has distinguished herself by helping the city and state in civic affairs and the University salutes her accomplishments. She will be joined tonight by President Jennifer Raab, whose dedication to public higher education has led Hunter College to new heights. Congratulations to you both.

**Statement of Chairperson Thompson:**
Chancellor Milliken put out a statement back in November 2016 that talked about the University’s ideals, principles, and beliefs, as well as the fact that the University is an institution that is there for everyone, and that CUNY has been that vehicle for people from all countries and all backgrounds. It was reissued recently along with some other comments in light of what is happening in Washington with the new administration with regard to the attempt to squash the American dream. In fact, it is an attempt to prevent immigration to this country, and that is what has made this nation great. It is unfortunate right now that there are those that do not understand this.

In addition to Chancellor Milliken’s strong statement, he spoke about what CUNY is as an institution so I would urge everyone to take a look at the statement. The Board of Trustees have expressed their support of Chancellor Milliken’s statement, and will also provide a statement as fiduciaries, to reemphasize the beliefs and core principles of the Trustees of this institution, and let me thank my colleagues for making that very clear that they wanted to be out there also as a group.
Lastly, I would like to give Governor Andrew Cuomo two thumbs up for making his legal staff available to represent people because it is an all-hands-on-deck opportunity, and thank you again Chancellor Milliken for your initial comments, which were a great comfort to a number of CUNY students and faculty. Your continued comments mean a lot.

**COLLEGE AND FACULTY HONORS**
Chairperson Thompson called on Trustee Fernando Ferrer, who announced the following:

1. Nine City College faculty are recipients of Mellon Faculty Fellowships Designed to increase diversity and the retention rate of CUNY faculty. They are: Assistant Professors Nancy Cardwell, Angela Chitkara, Abby Kornfeld, Katherine Ritchie, Boukary Sawadodo, Linda Villarosa, Missy Watson, Terri Watson and Yoko Inagi Ferguson. They will participate in the new CUNY Mellon Faculty Diversity Career Enhancement Initiative, launched by Chancellor Milliken. The fellowships are funded by a $500,000 grant from the Andrew W. Mellon Foundation. Congratulations to all!

2. Lehman College Department of Physics and Astronomy Professor Luis Anchordoqui and Research Associate Tom Paul are members of the Pierre Auger Observatory's Prestigious 500-Member Collaboration of World-Class Scientists, and recently contributed to what could be a potentially significant discovery in the world of particle physics and astronomy. The cosmic ray observatory is located in Pampa Amarilla, Argentina.

**STUDENT AND ALUMNI HONORS**
Chairperson Thompson called on Trustee Clarke, who announced the following:

1. Hunter College Senior Faiza Masood (Fay-Zah Ma-Sood) was one of two students from New York to receive a prestigious Marshall Scholarship. Since the Program’s inception, she is the seventh CUNY student to be awarded this great honor. Congratulations!

2. Third-Year CUNY School of Law students Annemarie Caruso and Maggie Gribben were recently awarded Skadden Fellowships for 2017. Since the Program’s inception, twelve CUNY Law graduates have served as Skadden Fellows. Congratulations!

**GRANTS**
Chairperson Thompson 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 October 26, 2016 Board meeting.

**BARUCH COLLEGE**
1. $135,184 PUBFND/BENEFICENT TECHNOLOGY, INC. to Karen Luxton-Gourgey, for "Outreach Coordination Project."
BRONX COMMUNITY COLLEGE
1. $1,200,000 UNITED STATES DEPARTMENT OF EDUCATION to Michelle Danvers-Foust, for “Student Support.”
2. $500,000 ENVIRONMENTAL PROTECTION FUND to Angela Wambugu Cobb, for “Institutional Improvement.”
3. $430,972 UNITED STATES DEPARTMENT OF EDUCATION to Alex Ott, for “Student Support.”
4. $145,975 CAPITAL ONE to Alex Ott, for “Training.”
5. $100,000 NEW YORK STATE DEPARTMENT OF LABOR to Ruby Chua, for “Training.”
6. $100,000 NEW YORK CITY COUNCIL to Elizabeth Payamps, for “Student Support.”

BROOKLYN COLLEGE
1. $284,301 UNITED STATES DEPARTMENT OF EDUCATION to Lorraine Mondesir, for “Childcare Access Means Parents in School.”
2. $276,039 DEPARTMENT OF HEALTH AND HUMAN SERVICES/NATIONAL INSTITUTES OF HEALTH to Louise Hainline, for “Biometrical Research Training for Minority Honor Students.”
3. $157,000 NATIONAL INSTITUTES OF HEALTH to Luis Quadri, for “Interrogation of Mycobacterium Kansasii with Forward Genetics.”

CITY COLLEGE
1. $970,000 NEW YORK CITY COUNCIL to Ramona Hernandez, for “Libraries and Archives.”
2. $737,956 NEW YORK CITY DEPARTMENT OF SMALL BUSINESS SERVICES to Michael Bobker, for “Building Operator Training.”
3. $501,209 VARIOUS PRIVATE SOURCES to Vincent Boudreau, for “Colin Powell Center for Policy Studies.”
4. $428,849 UNIVERSITY OF WISCONSIN to Felice Ghilardi, for “Do Single Neurons Need to Sleep and Why?”
5. $201,435 SHARED SERVICES CENTER to Maria Tzortziou, for “Research Opportunities in Space and Earth Sciences 2013.”
6. $197,240 SHARED SERVICES CENTER to Kyle McDonald, for “Research Opportunities in Space and Earth Sciences 2013 (ROSES-2015).”
7. $190,001 COLUMBIA UNIVERSITY to Lia Krusin-Elbaum, for “Columbia University Materials Research Science and Engineering Center.”
9. $150,905 COLUMBIA UNIVERSITY to James Booth, for “Characterization of Oceanic Post-Cold Frontal Clouds and Their Model Representation.”
10. $150,678 NEW YORK STATE DEPARTMENT OF TRANSPORTATION to Camille Kamga, for “University Transportation Research Consortium - NYMTC.”

11. $121,000 UNIVERSITY OF MARYLAND to Peter Romanov, for “Science and Management Support for NPP VIIRS Snow EDRs.”

12. $115,068 SHARED SERVICES CENTER to Kyle McDonald, for “Earth and Atmospheric Sciences ROSES-2015/Science Utilization of the Soil Moisture Active-Passive Mission.”

13. $102,040 UNIVERSITY OF MARYLAND to Alex Gilerson, for “CREST Ocean Color LISCO (AERONET Site) Cruise Data & Matchup.”

14. $100,000 UNIVERSITY OF MARYLAND to Samir Ahmed, for “A New Technique for VIIRS Detection and Delineation of Karenia Bevis HABS in the West Florida Shelf without the Need for a Flourescence Channel.”

15. $100,000 UNIVERSITY OF MARYLAND to Naira Chaouch, for “CICS: River and Lake Ice Mapping Using NPP/JPSS VIIRS Sensor to Support NOAA NWS.”

GRADUATE SCHOOL AND UNIVERSITY CENTER
1. $126,921 NEW YORK STATE EDUCATION DEPARTMENT to Gita Martohardjono, for “Multilingual Literacy SIFE Screener.”

HUNTER COLLEGE
1. $939,448 FHI 360/UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT to Martha Bragin, for “Kabul & Heart University Counseling Partnership with Hunter College of CUNY.”

2. $362,338 NEW VISIONS FOR PUBLIC SCHOOLS to Matthew Caballero, for “Urban Teacher Residency Grant.”

3. $349,575 UNITED STATES DEPARTMENT OF EDUCATION to Jennifer Hayashida, John Chin, and Paul McPherron, for “Hunter College AANAPISI Project: Improving Learning Environment & Academic Outcomes for API Students.”

4. $199,167 UNITED STATES DEPARTMENT OF EDUCATION to Elizabeth Cardoso, for “Long-Term Training: Rehabilitation Counseling.”

5. $143,446 NORTHWESTERN UNIVERSITY/NATIONAL INSTITUTE ON DRUG ABUSE to Jeffrey Parsons, for “Efficacy of Internet-Based HIV Prevention.”

6. $139,692 UNITED STATES DEPARTMENT OF DEFENSE OFFICE/OFFICE OF NAVAL RESEARCH to Mary Cavanaugh and Manny Gonzalez, for “Fatherhood Initiative.”

7. $112,320 NATIONAL SCIENCE FOUNDATION to Jessica Rothman, for “Exploring the Links Between Biodiverse Foods, Nutritional Quality, and Food Security.”

JOHN JAY COLLEGE OF CRIMINAL JUSTICE
1. $2,000,000 UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT to Javier Osorio, for “Promoting Quantitative Analysis Capabilities and Applied Research on Citizen Security in Central America.”

2. $619,010 UNITED STATES DEPARTMENT OF EDUCATION to Anthony Carpi and Kate Szur, for “A Success Pipeline for Hispanic Students: Expanding a Model
Transfer Articulation Program by Supporting Cohort Identity, Academic Progress, and Learner-Centered Curriculum.

3. $587,292 ROBIN HOOD FOUNDATION to Dara Byrne, for “Acceleration, Completion, Engagement (ACE) Program.”

4. $316,753 CITY OF KALAMAZOO, MI to David Kennedy, for “Reducing Serious Violence in Kalamazoo.”

5. $300,000 THE CITY OF YORK, PENNSYLVANIA to David Kennedy, for “Reducing Serious Violence in York, PA.”

6. $271,975 SAVANNAH RIVER NUCLEAR SOLUTIONS to Anthony Carpi, for “Determination of Mercury Reduction and Volatilization Mechanisms for Soil at the Oak Ridge Y-12 National Security Complex.”

7. $265,000 MAYOR’S OFFICE OF CRIMINAL JUSTICE to Jeffrey Butts, for “Sustaining the Assessment of New York City’s Anti-Violence Initiative.”

8. $254,871 NEW YORK CITY HUMAN RESOURCES ADMINISTRATION to Will Simpkins and Chantelle Wright, for “NYC/HRA/CUNY/COPE/John Jay.”

9. $242,197 GOVERNMENT OF THE VIRGIN ISLANDS (DEPARTMENT OF PROPERTY AND PROCUREMENT) to David Kennedy, for “Technical Assistance and Strategies for the Territory of the Virgin Islands.”

10. $135,688 UNITED STATES DEPARTMENT OF EDUCATION VIA BOROUGH OF MANHATTAN COMMUNITY COLLEGE to Kate Szur, for “Title III: HSI STEM Articulation Digital Pathways Initiative.”

11. $105,242 NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES to Ann Jacobs, for “ATI Program, College Initiative.”

12. $100,000 NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES to Ann Jacobs, for “Prison to College Pipeline (P2CP).”

KINGSBOROUGH COMMUNITY COLLEGE

1. $149,941 CAPITAL ONE FOUNDATION to Babette Audant, for “Data Tracking Strategy to Inform Institutional Growth & Improve Student Outcomes.”

LEHMAN COLLEGE

1. $1,811,315 UNITED STATES DEPARTMENT OF EDUCATION to Herminio Martinez, for “Lehman College Title III – National Development Program (ALPHA Two).”

2. $180,259 NATIONAL AERONAUTICS AND SPACE ADMINISTRATION to Luis Anchordoqui, for “U.S. Participation in the Extreme Universe.”

3. $121,035 NEW YORK CITY COUNCIL to Traci Palmieri, for “Middle Schools Visit.”

NEW YORK CITY COLLEGE OF TECHNOLOGY

1. $944,176 NEW YORK STATE DEPARTMENT OF EDUCATION to Bonne August, for “Perkins.”

2. $400,000 NEW YORK STATE DEPARTMENT OF EDUCATION to Bonne August, for “CSTEP.”
3. $297,232  DEPARTMENT OF HEALTH AND HUMAN SERVICES/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION to Carmel Dato, for “Educating Nursing and Human Services Students.”

4. $200,000  NEW YORK STATE DEPARTMENT OF EDUCATION to Bonne August, for “Teacher Leader Quality Partnership Program.”

5. $151,795  UNITED STATES DEPARTMENT OF DEFENSE to Delaram Kahrobaei, for “Homomorphic Encryption & Applications.”

6. $142,312  UNITED STATES DEPARTMENT OF EDUCATION to Hong Li, for “Digital Pathways Project.”

QUEENS COLLEGE

1. $1,198,536  NATIONAL SCIENCE FOUNDATION to Stephen Farenga, for “Preparation of STEM Majors and Recruitment of STEM Graduates to Increase the Number of Highly Qualified STEM Teachers.”

2. $986,562  UNITED STATES DEPARTMENT OF EDUCATION to Eva Fernandez, for “STEM Bridges Across Eastern Queens.”

3. $685,934  NATIONAL INSTITUTES OF HEALTH to Yoko Nomura, for “The Infants of Superstorm Sandy: The Epigenetic and Developmental Impact of a Natural Disaster.”

4. $575,000  UNITED STATES DEPARTMENT OF EDUCATION to Patricia Rachal and Susanne Morrow, for “The New York Deaf-Blind Collaborative.”

5. $462,000  NATIONAL INSTITUTES OF HEALTH to Alicia Melendez, for “Role of Autophagy and Retromer Genes in GLP-1/Notch Signaling.”

6. $450,000  NEW YORK CITY COUNCIL to Theodore Brown, for “Tech Incubator.”

7. $433,206  NATIONAL SCIENCE FOUNDATION to Eleanor Armour-Thomas, Leslee Grey, Stephen Farenga, Yung-Chi Chen, and Line Saint-Hilaire, for “Facilitating Teachers’ and Young Children’s Science Learning through Iterative Cycles of Teacher Professional Development.”

8. $404,227  THE KUPFERBERG FOUNDATION to Vivian Charlop, for “Kupferberg Annual Gift.”

9. $351,667  NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE to Steven Markowitz, for “New York City Community Air Survey Program.”

10. $311,876  NATIONAL INSTITUTES OF HEALTH to Zahra Zakeri, for “MARC Undergraduate Student Training in Academic Research at Queens College.”


12. $250,000  UNITED STATES DEPARTMENT OF EDUCATION to Sara Woolf, for “Integrated Master’s Program in Early Childhood Special and Bilingual Education.”

13. $249,673  UNITED STATES DEPARTMENT OF EDUCATION to Emilia Lopez, for “Culturally Responsive Intervention Project: Training School Psychologists”
14. $226,600 UNITED STATES DEPARTMENT OF EDUCATION to Mirian Detres-Hickey, for “DSSS: Disable Student Services.”

15. $208,333 AIR FORCE OFFICE OF SCIENTIFIC RESEARCH to Andrew Rosenberg, for “SPARKLER: Scalable Prosodic, Anomaly and Relational Knowledge Exploration of Language with Enhanced Robustness.”

16. $168,092 NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE to Steven Markowitz, for “New York City Community Air Survey Program.”

17. $167,378 NEW YORK STATE DEPARTMENT OF EDUCATION to Jennifer Eddy, for “World Language Pathways Curriculum and Assessment Initiative.”

18. $160,000 VERIZON FOUNDATION to Diane Gahagan, for “Industry Specialized Training.”

19. $142,721 NATIONAL SCIENCE FOUNDATION/BINATIONAL SCIENCE FOUNDATION to Azriel Genack, for “NSF/DMR/-BSF: Universality and Control of Wave Propagation Inside Random Media.”

20. $125,000 AIR FORCE OFFICE OF SCIENTIFIC RESEARCH to Andrew Rosenberg, for “SPARKLER Scalable Prosodic Anomaly and Relational Knowledge Exploration of Language with Enhanced Robustness.”

21. $109,203 NEW YORK CITY DEPARTMENT OF EDUCATION to Robin Hizme, for “Townsend Harris High School Collaboration Program.”

22. $106,553 CENTERS FOR DISEASE CONTROL/MOUNT SINAI RESEARCH HOSPITAL to Steven Markowitz, for “Prognosis and Determinants of Asthma Morbidity in World Trade Center Rescue and Recovery Workers.”

COLLEGE OF STATEN ISLAND

1. $414,579 NEW YORK STATE DEPARTMENT OF EDUCATION to Lisa Ebert and Shawn Landry, for “Liberty Partnerships Program.”

2. $128,342 DEPARTMENT OF HEALTH AND MENTAL HYGIENE to Christopher Cruz Cullari, for “Creative Exchange Program.”

3. $121,035 NEW YORK CITY COUNCIL to Ralf Peetz, for “Middle Schools Visits – CSI.”

4. $120,000 CRAIG H. NEILSEN FOUNDATION to Maria Knikou, for “Transpinal Simulation to Increase Neuroplasticity.”

CHANCELLOR’S REPORT

Chancellor Milliken opened up his report by stating that this is an especially meaningful time for this meeting because of a number of recent developments, some very positive for CUNY’s future and some a source of deep concern for the institution and the students. In that latter case, I refer to the new administration’s recent orders restricting travel, including those with student visas who have been studying at CUNY. One of the proudest strengths of CUNY, going back to its founding, is the contributions that immigrants make, as students, staff, and faculty. They have long brought remarkable creativity, talent and drive, not just to the University, but as graduates to the city and country. Today, about forty percent of CUNY’s undergraduates were born in another country and
they are some of the most outstanding students that the University has. Not only does CUNY not discriminate in any way, but I am particularly proud of the fact that CUNY offers more support and guidance to immigrant students and that is unmatched by any other university, and I am proud that the Board of Trustees are such strong supporters of the policies and practices of CUNY that have provided support to the students over the years.

As Chairperson Thompson mentioned, I wrote again to the CUNY community, reaffirming the University’s unwavering support for the immigrants and foreign students in the community, especially at this critical moment. My colleagues at the campuses who talk to students and others every day join me in appreciating the Board’s continued strong support of CUNY. It lets the students know that they can rely on the University’s leaders and sends a message to the elected leaders about the values of CUNY and why they matter.

As I said, there is also some very positive news, and I am pleased that the University has in the last few days released its strategic framework, which articulates a vision for reinvigorating CUNY’s special admission into the 21st Century. I am also pleased that the path forward for that vision has been brightened by Governor Cuomo’s Executive Budget. Despite all the challenges for higher education across the country, New York has continued to support its public universities, and for that reason I am optimistic about the future of the nation’s largest public university. Governor Cuomo’s budget proposals offer critical support for the students and CUNY. The chancellery is, of course, especially pleased with Governor Cuomo’s Excelsior free tuition proposal. It is a welcome initiative that will put high-quality education within reach of even more lower- and middle-income students. In addition to addressing cost, it promotes timely completion, which is one of CUNY’s highest priorities. It underscores the importance of higher education in creating opportunities for New Yorkers and advancing the prosperity of the state.

The chancellery also very much appreciated Governor Cuomo’s support for passage of the Dream Act, which will extend financial aid and other benefits to CUNY’s many outstanding undocumented students. This has consistently been a high priority of this Board. The administration is also grateful for Governor Cuomo’s commitment to the Predictable Tuition Plan, which will help ensure financial stability for the University, allowing families to plan ahead and provide important funding for academic programs and student services. The University has a significant financial obligation to fund the support for the talented faculty and staff, and in my view there is no better use of state funding, of city funding, and of tuition funding, than attracting and retaining high-quality faculty. Even with the tuition increases contemplated in the Request and in the Executive Budget, CUNY’s in-state tuition will continue to be well below the average for public universities in this country, and when combined with Pell Grants and New York’s TAP program, it will keep college affordable for CUNY’s residents. Most of the undergraduate students pay no tuition, and the vast majority of the graduates leave CUNY with no federal debt.
The University is also gratified by the significant investment in the Executive Budget for critical maintenance at the senior and community colleges, and Senior Vice Chancellor and Chief Financial Officer (SVC&CFO) Matthew Sapienza will provide more detail on the operating and capital provisions of the budget when he is called on later in the meeting.

CUNY recently received a remarkable affirmation of the effectiveness of its mission. The University’s role in advancing low-income students to the middle class and beyond is well-known, and an important new study, by a group of respected economists, offers stunning confirmation of this accomplishment. They analyzed an extraordinarily large body of income data and created a mobility index for colleges across the country. A number of CUNY’s colleges, not surprisingly, ranked near the top. But what the research emphasized was the scale of the University’s success. As an article in the *New York Times* put it:, “The new data shows, for example, that The City University of New York system propelled almost six times as many low-income students into the middle class and beyond as all eight Ivy League campuses, plus Duke, M.I.T., Stanford and Chicago, combined.” I hope this finding gives you as much pride in CUNY’s accomplishments as it does me.

The way that the University will accelerate its performance and update its mission for the 21st Century are articulated in the new strategic framework. The administration will have many opportunities over the next few months to discuss specific strategies and implementation, and I look forward to the Board’s involvement. The framework was under development at the same time as the University's four-year Master Plan, which this Board adopted in the fall, and many of the goals are reflected in that document as well. In addition, when the Budget Request was adopted by the Board, the chancellery also presented, for the first time, a four-year financing plan, which reflected a funding plan for the strategies set forth in the framework. Furthermore, there has been considerable consultation and lots of work on individual elements of the plan, led by a steering committee of faculty, students, and presidents. CUNY has had specific working groups on the student experience and global engagement. The University benefitted by having presidential task forces on experiential learning and online education, as well as outside expert advice on fundraising, business process design, and a task force on remediation led by Executive Vice Chancellor and University Provost Vita Rabinowitz. This focus and more has led to the development of a thoughtful, comprehensive plan. As former President Eisenhower once said, it is the planning, not the plan that is important, and this plan will no doubt be improved upon as work is continued. But I am pleased about where CUNY is today and the response from others has been heartening.

In a new economy that increasingly requires education beyond high school for economic success, the University commits to raising graduation rates significantly so that more students will benefit from the much higher career achievements that diplomas allow. CUNY will partner with the Department of Education (DOE) to ensure that more students graduated from city high schools will be prepared to succeed in college. The University will reform CUNY’s remediation program—a major effort that relies on evidence-based strategies and national best practices that the University believes will be more effective in getting students into degree-granting courses sooner.
CUNY needs to increase its full-time faculty and its academic advising. This will give students greater workplace experience and networks to improve prospects for careers. The plan is referred to as Connected CUNY, because much of its success depends on how the University collaborates to leverage its strengths—internally, partnering with the state and city, with public schools, with other universities, with philanthropies, and with the private sector.

One critical part of the plan, and one that will receive some special attention today, is the development of a new administrative model to ensure a more efficient and effective administration, delivering better services to colleges, students, faculty, and staff, saving tens of millions of dollars a year, which can be devoted to the classroom and student success. This new model will promote financial transparency and accountability, and give New Yorkers confidence that their taxpayer dollars will produce exceptional returns. In that regard, I have joined in the recommendation of a Standing Committee on Audit, and I am pleased that the Board will consider that. Also, I am pleased to report that as part of CUNY’s administrative reorganization, the University is establishing a new senior position, reporting to the Chancellor and working closely with the Board, with responsibility for enterprise risk management.

As mentioned, CUNY’s four-year financial plan calls for the reallocation of $75 million on a recurring basis after four years. This will be possible only through a new focus on the delivery of administrative services in the most cost-effective way. Over the past four months the University has worked with McKinsey & Company on what CUNY is referring to as the Administrative Excellence Initiative, and it is a key part of strategic planning. The work with McKinsey was extensive, and involved hundreds of participants from across the CUNY system and at the Central Office. Among the most important outcomes of this work was an agreement on a system administrative architecture.

Systems are commonly referred to as centralized or decentralized, and at CUNY you can find specific instances that might be characterized as one or the other, and unfortunately sometimes both with the duplication that it brings. The University developed an approach working with McKinsey and its colleagues at the colleges—a new federated model. Those things that should be centralized, like spending policies, will be. Those things that should be decentralized, like routine maintenance, will be. Those expert functions, that are not part of central management and are not required in 24 locations, like a 24/7 computer help desk, would be managed as a shared service with campus customers involved in governance. With this conceptual framework in mind, I am excited about the work that the University will embark on.

SVC&CFO Sapienza has been leading CUNY’s work with McKinsey and he will be the primary presenter on this initiative today, but I want to say just a few words to get started—which of course cannot be done without a power point.
PRESENTATION ON ADMINISTRATIVE EXCELLENCE INITIATIVE

Topics For Discussion

- Summary of Process
- Current State of Administrative Operations
- Recommendations for New Operating Model

Administrative Excellence Initiative
Project Objectives:

- Identify opportunities to improve administrative service levels to the end user, reduce costs and reinvest in CUNY’s strategic priorities
- Prioritize these opportunities by feasibility and size of impact
- Outline a roadmap for implementation
- Engage stakeholders across CUNY in the development and prioritization and execution of these opportunities

Summary Observations

- While CUNY has generated significant administrative savings over the past two years, our operating model is in need of a fresh, comprehensive rethinking—like most institutions, the current state reflects decades of evolution, leaving CUNY without a consistent, optimal approach to its business functions
- CUNY’s current administrative operating model suffers from gaps in service delivery and some duplication, leading to savings opportunities
- A new administrative operating model could provide CUNY with both administrative savings and improved service levels
- Our $75M operating savings target is achievable, along with potential for a significant improvement in service levels
- Capturing this opportunity will require a significant level of planning and execution rigor that few university systems have been able to achieve
Exploring CUNY’s administrative operating model:

Through this effort, we sought to identify several types of opportunities:

- Efficiencies in administrative operations that can be reinvested in our mission
- Improved effectiveness in administrative functions
  - More consistent service levels
  - Better user satisfaction
  - Lower potential for risk
- New sources of revenue related to our existing assets

...that caused us to examine five questions about our administrative operating model:

1. Scope of services: What administrative services we provide?
2. Service delivery model: How are these services delivered?
3. Service placement: Where are these services performed?
4. Economic model: How are these services funded?
5. Governance and performance management: How are these services managed and by whom?

The in-scope elements of the administrative operating model:

<table>
<thead>
<tr>
<th>Operating model element</th>
<th>Finance</th>
<th>HR</th>
<th>IT</th>
<th>Facilities</th>
<th>Enrollment</th>
<th>Procurement</th>
<th>Enterprise Risk Management</th>
<th>Public Service Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Scope (&quot;What&quot;)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service delivery model (&quot;How&quot;)</td>
<td>Process standardization</td>
<td>Automation</td>
<td></td>
<td>Self service</td>
<td>Compliance and risk management</td>
<td>Training and skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service placement (&quot;Where&quot;)</td>
<td>Shared centrally</td>
<td>Duplicated centrally</td>
<td>campus</td>
<td>Managed locally on campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic model</td>
<td>Funding mechanism</td>
<td>Transparency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance and performance management</td>
<td>KPIs</td>
<td>Visible performance</td>
<td>Active performance management</td>
<td>Voice of customer</td>
<td>Priority and budget</td>
<td>Formal governance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Service Scope of administrative services:

<table>
<thead>
<tr>
<th>Function</th>
<th>Sub-function</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Management</td>
<td>System level planning and budgeting</td>
</tr>
<tr>
<td>Enterprise Risk Management</td>
<td>Strategy</td>
</tr>
<tr>
<td></td>
<td>Health and safety</td>
</tr>
<tr>
<td></td>
<td>Occupational</td>
</tr>
<tr>
<td></td>
<td>Compliance</td>
</tr>
<tr>
<td></td>
<td>Risk management</td>
</tr>
<tr>
<td></td>
<td>Capital planning</td>
</tr>
<tr>
<td>Enroll</td>
<td>System level planning and budgeting</td>
</tr>
<tr>
<td></td>
<td>Administrative processes and performance management</td>
</tr>
<tr>
<td>Capital &amp; Facilities</td>
<td>Campus real estate management</td>
</tr>
<tr>
<td></td>
<td>Auxiliary services (e.g., student housing)</td>
</tr>
<tr>
<td>Finance</td>
<td>System level planning and budgeting</td>
</tr>
<tr>
<td></td>
<td>Auditing</td>
</tr>
<tr>
<td></td>
<td>Treasury</td>
</tr>
<tr>
<td></td>
<td>Accounts payable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Function</th>
<th>Sub-function</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR</td>
<td>Labor relations</td>
</tr>
<tr>
<td></td>
<td>Compensation &amp; benefits</td>
</tr>
<tr>
<td></td>
<td>HRIS &amp; HR information systems</td>
</tr>
<tr>
<td>IT</td>
<td>Information technology</td>
</tr>
<tr>
<td></td>
<td>Information systems infrastructure</td>
</tr>
<tr>
<td></td>
<td>Information systems management</td>
</tr>
<tr>
<td></td>
<td>Information security</td>
</tr>
<tr>
<td></td>
<td>Information systems development &amp; maintenance</td>
</tr>
<tr>
<td></td>
<td>Enterprise applications</td>
</tr>
<tr>
<td></td>
<td>Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Virtualization</td>
</tr>
<tr>
<td></td>
<td>High-speed network infrastructure</td>
</tr>
<tr>
<td></td>
<td>Technology infrastructure</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td>Strategic planning</td>
</tr>
<tr>
<td></td>
<td>Capital planning</td>
</tr>
<tr>
<td></td>
<td>Facilities management</td>
</tr>
<tr>
<td></td>
<td>Auxiliary services (e.g., student housing)</td>
</tr>
</tbody>
</table>

* The data on the right is not necessarily congruent with the organizational structure at the central office or colleges.
Annual operating spend in scope for this diagnostic was ~$1.3B:

Process timeline: this effort included extensive engagement with CUNY leadership and staff

- Spoke to over 170 CUNY leaders across 10 CUNY campuses, including 10 Campus Presidents
- Worked with 9 teams of campus experts and 2 stakeholder committees
- Engaged the leaders and staff of 2 “deep dive” colleges—Queens College and Kingsborough Community College

Findings: Summary of current state

<table>
<thead>
<tr>
<th>Operating model element</th>
<th>Current state</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>House of services</strong></td>
<td><em>Administrative functions total ~$1.3B in operating spend (including pressured spend)</em></td>
</tr>
<tr>
<td><strong>Service delivery model</strong></td>
<td><em>Limited standardization of administrative processes</em></td>
</tr>
<tr>
<td><strong>Service placement</strong></td>
<td><em>Mix of automated and manual processes (e.g., payroll, application processing)</em></td>
</tr>
<tr>
<td><strong>Governance and performance management</strong></td>
<td><em>A mix including services shared centrally, services managed locally on campus, and services duplicated between center and campuses</em></td>
</tr>
<tr>
<td><strong>Economic model</strong></td>
<td><em>Limited compliance built into processes and alignment of resources toward greatest return</em></td>
</tr>
<tr>
<td><strong>Shared or centralized services funded through纳入 of central budget allocations</strong></td>
<td><em>No clear system for reporting shared service costs back to campuses</em></td>
</tr>
<tr>
<td><strong>Minimal measurement and active management of administrative performance (e.g., cycle times, transformed TIE)</strong></td>
<td><em>Ad hoc measurements of user satisfaction (e.g., budget &amp; finance surveys)</em></td>
</tr>
<tr>
<td><strong>Some oversight committees of certain shared functions (e.g., IT steering committee), but few functions have minimal user governance with real authority</strong></td>
<td></td>
</tr>
</tbody>
</table>
Objectives of new model: CUNY’s new operating model needs to achieve five clear objectives

1. Must be a highly-efficient operating model that avoids unnecessary duplication
2. Deliver improved levels of service to end users
3. Must guard against financial, operational and reputational risk
4. Must be a solution that maximizes that chance of a successful implementation
5. Should enable CUNY to direct resources towards highest-value activities in support of CUNY’s students, teaching, research and community engagement

Impact: What would success look like under the new operating model?

- $75M in annualized savings
  - Inclusive of all cost savings for redeployment
  - Inclusive of recurring revenue and amortized income stream from capital assets
  - Not inclusive of financial benefits from improved service levels (e.g., faster applications processing)
- Improved service levels on services most important to end-users, e.g.,
  - Application processing
  - Payroll and benefits management
  - Procurement
- Financial and operating sustainability of administrative operating model
  - Recurring financial benefits
  - Dramatically improved capabilities among administrative staff
  - New continuous improvement culture
- Comprehensive risk management system characterized by:
  - Clear policies
  - Transparency on risk
  - Risk-based allocation of compliance resources
  - Materially reduced exposure to risk

There are three common operating models for university systems

<table>
<thead>
<tr>
<th>Operating Model</th>
<th>Defining characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decentralized</td>
<td>* Small central administration focused on strategy, policy, and risk management</td>
</tr>
<tr>
<td></td>
<td>* Campuses given a budget and target metrics focused on outcomes and efficiency, and full accountability for delivery</td>
</tr>
<tr>
<td>Federated</td>
<td>* Specific criteria for how and where different types of functions are delivered based on best practice</td>
</tr>
<tr>
<td></td>
<td>* User governance with accountability on shared activities</td>
</tr>
<tr>
<td></td>
<td>* Minimal duplication between central and campus</td>
</tr>
<tr>
<td></td>
<td>* Robust performance management, with transparency on performance and service levels</td>
</tr>
<tr>
<td>Centralized</td>
<td>* Most administrative functions controlled centrally (with some maintained campus presence)</td>
</tr>
<tr>
<td></td>
<td>* User governance with consequences for central administrative leaders</td>
</tr>
<tr>
<td></td>
<td>* Robust performance management, with transparency to users</td>
</tr>
</tbody>
</table>
Recommendations

**Move to a NEW federated operating model**

- Transition administrative functions, based on clear criteria, into appropriate central, shared services or campus-based environment
- Standardize major transactional processes with clear owners and document standard operating procedures
- Automate rules-based processes using existing and expanded CUNYFirst capability
- Provide self-service tools where possible for functions such as payroll and benefits
- Embed risk management into standard processes
- Enhance training for administrative staff, particularly in CUNYFirst capabilities
- Eliminate duplication
- Adopt chargeback mechanisms for shared services that impact campus improvement
- Adopt a performance management program for administrative functions
- Develop an Administrative Services Governance Committee and End User Advisory Council for shared services that will, respectively, have oversight and provide feedback to the shared services functions

**Summary of proposed model: A new Federated operating model will look very different from CUNY’s model today**

**Service placement: Administrative services can be grouped into four categories, which help determine the ideal service placement**

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>System</strong></td>
<td>System-level planning, evaluation, budgeting and policy functions</td>
<td>Management: Central</td>
</tr>
<tr>
<td></td>
<td>High-skill (e.g. enterprise application development)</td>
<td>Delivery: Central</td>
</tr>
<tr>
<td></td>
<td>Requires subject-matter knowledge (e.g. strategic sourcing)</td>
<td>Governance: Central</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Routine (e.g. payroll)</td>
<td>Management: Consolidated</td>
</tr>
<tr>
<td></td>
<td>Subject to economy of scale (e.g. Basic IT service desk)</td>
<td>Delivery: Campus</td>
</tr>
<tr>
<td><strong>Transaction</strong></td>
<td>End user responsiveness is strategically important (e.g. campus strategic planning)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>High-touch (e.g. routine maintenance)</td>
<td>Campus central</td>
</tr>
<tr>
<td><strong>End user differentiation</strong></td>
<td>Management: Campus</td>
<td>Delivery: Campus</td>
</tr>
<tr>
<td></td>
<td>Governance: Campus, with central involvement on exceptions</td>
<td>Governance: Central</td>
</tr>
</tbody>
</table>
Top Opportunities

Facilities
- Consolidate central administrative office space
- Expansion of presentable, maintenance and energy reduction efficiencies
- Establish a project controls team and implement project management processes
- Develop additional strategic sourcing to achieve volume discounts and controls
- Optimize space levels based on end-user needs

Procurement
- Improve performance on all facets of procurement and integration
- Establish, develop and maintain the procurement strategy
- Streamline and automate purchase requisition processes
- Establish, develop and maintain the procurement strategy
- Establish, develop and maintain the procurement strategy

Finance
- Standardize data and lease accounting processes across the system
- Standardize budgeting and reporting processes across the system
- Standardize budgeting and reporting processes across the system
- Standardize budgeting and reporting processes across the system

Human Resources
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid
- Optimize short-term facilities rentals
- Reimburse for telework

Information Technology
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid

Environmental
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid

Asset Management
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid

Public Benefit
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid

Risk Management
- Streamline and automate undergraduate application processing
- Centralize and improve enterprise applications to support financial aid

Risk Management: Observations and Recommendations

Observations
- Responsibility for risk is distributed throughout the organization and while many risks have owners, there is no individual with comprehensive responsibility for risk management
- Risk control processes can be more integrated into business processes
- Risk management resources are not always directed to areas with greatest levels of risk

Recommendations
- Implement a new Enterprise Risk Management (ERM) function that owns the full set of risks
- Institutionalize lines of defense to manage enterprise risk effectively (i.e., managed, monitored, and reviewed)
- Change governance model as a part of the establishment of CUNY's ERM function
  - Establish an independent Audit Committee of the Board of Trustees that has responsibility for overseeing all types of risk
  - Hire a Chief Risk Officer who reports to the Chancellor

Critical success factors to realize full benefits of the new operating model

1. Senior leadership commitment to advocating the change initiatives.
2. Faculty and staff openness to benefits from the change initiatives, and partnership in the process.
3. Robust and continuous training and investment in staff
4. Clear definition of savings measurements that are built into financial plan
5. Commitment to making investments in technology and other areas, and demonstration of ROI
Chairperson Thompson stated that the Board should be provided with a copy of the Administrative Excellence Initiative report to track the time tables.

In response to questions from Trustee Shorter on a) will the Administrative Excellence Initiative include monitoring processes and metrics for each administrative areas, b) whether it will be part of the McKinsey document in terms of the overall process, and c) how would the satisfaction service delivery be monitored beyond the risk management:

SVC&CFO Sapienza stated that developing metrics for each of these administrative areas, especially the ones that are going to go in the shared services centers, is critically important, and the Office of Budget and Finance (OBF) will develop the metrics internally in consultation with the campuses. As mentioned earlier, OBF had done some ad hoc user satisfaction surveys throughout the years for a lot of the administrative functions, but it has not been consistent. The satisfaction service delivery is very critical to the success of this plan, especially, hearing from the end users in terms of a) do they think that the changes CUNY is making are beneficial, and b) getting their recommendations because they are the ones that are using these applications every day.

In response to a question from Trustee Cortés-Vázquez on whether the six categories for service users across the enterprise would be impacted by the McKinsey study:

SVC&CFO Sapienza stated that the six categories are CUNY’s main administrative functions, which are essential to the University’s day-to-day functions, so OBF will be drilling down on them as part of this initiative, and many of the functions that are within the six categories would be the ones that will transition into shared services environments.

In response to questions from USS Chair and Trustee Onyejiukwa on a) defining who are the end users, and b) how do you measure whether there are approved levels of service:
SVC&CFO Sapienza stated that the University has a lot of end users—students, faculty, and staff, as well as CUNY’s oversight agencies and vendor community—so there are different ways to measure approved levels of service, for example, from a student perspective, a procurement perspective, or even a faculty perspective. The University has to serve a lot of different customers.

In response to questions from UFS Chair and Trustee Conway on a) the dollar amount of the investment in technology, and b) the investment in people or software/hardware applications:

SVC&CFO Sapienza stated that OBF does not have an investment number as of yet but most of the investment is a one-time investment. It could be software applications; it could be hardware, more so than people. But it is evident that CUNY needs to make enhancements to certain administrative functions, and this needs to be done through technology, whether that is procurement, payroll, or any of the other administrative functions. OBF will continue to give the Committee on Fiscal Affairs updates on this process.

In response to a question from Trustee Wilkin on how would strategic sourcing impact Minority Women Business Enterprise (MWBE) businesses:

SVC&CFO Sapienza stated that the MWBE function has become one of CUNY’s top priorities over the last several years. Governor Cuomo has put forth a goal of thirty percent of discretionary spending to be spent on MWBE businesses, and in the last fiscal year, the University has met that goal. For the first three quarters of the State’s fiscal year, for this year, CUNY is also above thirty percent. OBF is going to make sure that MWBE participation continues, even in those bulk-purchasing arrangements.

In response to a follow-up question from Chairperson Thompson on whether it is thirty percent on a central basis or the entire institution:

SVC&CFO Sapienza stated that the thirty percent is on the entire institution.

In response to another follow-up question from Trustee Ferrer on how many dollars does the thirty percent represent:

SVC&CFO Sapienza stated that he is not certain of the dollar amount but will provide him with the information. It is discretionary OTPS spending, so things like fringe benefits are excluded. OBF is working closely with the Empire State Development Corporation who manages this program.

SVC&CFO Sapienza added that OBF goes through every contract, and the contracts that are not included, setting MWBE goals.

In response to a question from Trustee Ferrer on providing the Board of Trustees with the exact count of the dollars, and the exclusions, if and how they apply:
SVC&CFO Sapienza stated that OBF will provide the Trustees with the requested data as it is all part of what is reported to the Empire State Development Corporation.

In response to a question from UFS Chair and Trustee Conway on whether the University has Albany’s buy-in, to the extent CUNY shifts more things centrally in terms of spending:

SVC&CFO Sapienza stated that a critical success factor is making sure that everyone at the state and city levels—the funders—are aware of what is being done at CUNY.

Chancellor Milliken added that he has problems with the assumption that CUNY is not going to shift more to these centers. At the end of the day, it will not be an increased central spend, it will be a significantly increased shared service spend where there will be meaningful college governance. It will be very different then moving things to a central location; things are going to move the other way.

In response to a question from Trustee Clarke on whether this process will slow down the campuses progress and growth, as well as their uniqueness:

Chancellor Milliken stated that this federated model is moving things away from being a fairly centralized system to being one that is more rational, where the functions are performed where it makes the most sense, and CUNY can most effectively perform them. After some experience with this, the University will see progress in that regard, and both the presidents and the Board will be pleased with a more rational model as it eliminates duplication. It is critically important that the Board embraces this, and the Central Office takes leadership with this especially if functions are being shifted in a new and more meaningful way. He added that he would like to thank the presidents, some of whom have been very involved in this process so far, all of whom have expressed a genuine openness, interest, and some enthusiasm about this work. At the end of the day, its success will depend as much on them as anyone.

Vice Chairperson Schwartz stated that the role of the Committee on Fiscal Affairs (CFA), at the urging of Chairperson Thompson, was to be kept up to speed as to how OBF was doing with McKinsey. CFA had progress sessions attended by myself and Committee Vice Chair Ferrer, Trustees Cortés-Vázquez and Mujica, Jr., as well as Chairperson Thompson, Jr. He added that he would like to urge Chancellor Milliken and SVC&CFO Sapienza to keep CFA abreast of the progress, which can in turn report to the full board, and then ultimately the end result will be in the services that are provided and that the customer is satisfied, and that the University, in fact, realizes this recurring $75 million to be restored and returned to the mission of CUNY.

Chancellor Milliken noted that the previously mentioned progression plan by Vice Chairperson Schwartz to CFA is a great idea.

Chairperson Thompson added that he would like to thank CFA for continuing to go above and beyond to assist the chancellery.
1. **CHANCELLOR’S UNIVERSITY REPORT:** Chairperson Thompson called for a motion to accept the Chancellor’s University Report for January 30, 2017, which was seconded by Trustee Cortés-Vázquez. He asked if there were any amendments. Upon hearing none, the following resolution was unanimously adopted by the Board:

   RESOLVED, That the Chancellor’s University Report for January 30, 2017 (including Addendum and Errata Items) be approved.

2. **APPROVAL OF MINUTES:** Chairperson Thompson called for a motion to accept the minutes of the regular Board meeting of October 26, 2016, which was seconded by Trustee Shorter. He asked if there were any amendments. Upon hearing none, the following resolution was unanimously adopted by the Board:

   RESOLVED, That the minutes of the regular Board meeting of October 26, 2016 be approved.

3. **COMMITTEE ON FISCAL AFFAIRS:**

   Committee Chair Barry Schwartz reported that the Committee on Fiscal Affairs met on January 9, 2017. After approval of the minutes of the October 24, 2016 meeting, the committee addressed the policy items on the agenda, and approved the following resolutions.

   Moved by Committee Chair Schwartz and seconded by Trustee Wellington Chen, the following resolution was adopted:

   **A. Borough of Manhattan Community College - Purchase Of Furniture:**

   RESOLVED, That the Board of Trustees of The City University of New York authorize Borough of Manhattan Community College to issue purchase orders to Haworth Inc., Herman Miller Inc., and Steelcase Inc. against existing New York State and New York City contracts, pursuant to law and University Regulations. Such purchases shall not exceed $1,900,000 for the fiscal year ending June 30, 2017.

   **EXPLANATION:** Borough of Manhattan Community College will use these contracts to purchase furniture to replace old and worn existing stock throughout the campus including the Library, ASAP spaces, Student One-Stop Center, Math Tutoring Lab, Faculty Research Science Lab and Allied Health Science Lab. In addition, as a result of space demands, the Reprographics Center will be relocated into a more efficient and better-ventilated space. All of these changes will improve both the learning and working environment within an aging property and will better serve the 23,000 students and workforce of 1,260 full-time and 1,600 part-time employees.

   BMCC has the University’s largest student enrollment in degree-granting programs in CUNY but its square foot to student ratio is the smallest. As a result, the utilization and demand on its infrastructure is significant. At the same time, the wear and tear on its furniture is even greater. Coupled with the rapid expansion of CUNY’s ASAP and related
programs, the college must constantly reprogram spaces to create even more efficient use of space to accommodate the student and increased faculty/advisor support staffing.

To accomplish this and keep up with service demands, the college is involved in an aggressive effort to reconfigure learning, office and student service support spaces in the following areas: ASAP, a new One Stop Student Center and creation of a new Math Tutorial Center. These programmatic efforts to provide the best learning and service environment for our students are aimed to improve student success and retention.

The year around student demands on BMCC’s few labs require that refurbishment of some Science and Health Science Labs and ensure that they are always up to date and within safety codes. The college needs to better organize the space, flow and volume of photocopying in the Reprographics Center to better service the pedagogical needs of the nearly 450 full-time and 1,100 adjunct faculty in a limited space. The instructional faculty are totally dependent on Reprographic Services for their coursework, class handouts, exams, etc.

Moved by Committee Chair Schwartz and seconded by Trustee Clarke, the following resolution was adopted:

B. **Borough of Manhattan Community College - Purchase of Construction Services:**

RESOLVED, That the Board of Trustees of The City University of New York authorize Borough of Manhattan Community College to issue purchase orders to Construction Force Services, Inc. for the purchase of various building construction services against existing State of New York Contract pursuant to law and University Regulations. Such purchases shall not exceed $950,000 for the fiscal year ending June 30, 2017.

EXPLANATION: Borough of Manhattan Community College will use this contract for building construction services to periodically supplement existing staff for various relocation and renovation projects throughout the campus. In order to augment current staffing on a seasonal basis while providing the fastest turnaround on remodeling and furniture installation projects, BMCC must use temporary contract labor. The tight scheduling of academic classes and the college’s maximum utilization of the facilities provide very narrow windows for project completion. The occasional use of temporary labor support enables the college to meet expected delivery of completed renovation and furniture installation work in time for each semester’s start.

All proposed facility-related improvements must be reviewed and approved by the Office of Facilities Planning, Construction and Management (FPCM). If appropriate, this review may include seeking approval from the Board of Trustees’ Committee on Facilities Planning and Management.
Committee Chair Schwartz stated that the next Calendar item pertains to the Subcommittee on Audit. Since Subcommittee Chair Mujica, Jr., could not be with us this evening, he would like to ask Chairperson Thompson, who also serves on the Subcommittee, to present Cal. No. 3.C.

Moved by Committee Chair Schwartz and seconded by Trustee Shorter, the following resolution was adopted:

C. The City University of New York – Fiscal Year 2016 Audited Financial Statements:

RESOLVED, That the Board of Trustees of The City University of New York approves the University’s Fiscal Year 2016 audited Financial Statements.

EXPLANATION: The University is required to provide annual, audited and consolidated financial statements. These financial statements are considered consolidated because they include the University’s discretely presented component units, such as auxiliary enterprises, college associations and foundations, the Research Foundation, and the City University Construction Fund. The financial statements are independently audited by the University’s external auditor, KPMG LLP. For Fiscal Year 2016, KPMG issued an unmodified, or “clean”, opinion of the University’s financial statements.

On November 7, 2016, KPMG and University Management presented the Fiscal Year 2016 financial statements to the Board’s Subcommittee on Audit. At this meeting, the Subcommittee met independently with KPMG and subsequently with Management to discuss the financial statements. At the conclusion of the presentation and subsequent discussions, the Subcommittee unanimously approved the Fiscal Year 2016 financial statements.

REPORT ON THE STATE EXECUTIVE BUDGET ANALYSIS

SVC&CFO Sapienza reported that the State Executive Budget was issued about two weeks ago, and he would like to reiterate what Chancellor Milliken said earlier. It was a very positive proposal that was put forth by Governor Cuomo for CUNY. The Predictable Tuition Policy that was approved by the Board in October 2016 included an increase of up to $250 a year for four years. Governor Cuomo extended that for five years. It is critical, as explained in the October meeting, that the Predictable Tuition Policy continue to be extended. CUNY’s fringe benefits, the University’s cost increases that were included in the Budget Request—$36.2 million dollars—were also fully funded in the Governor’s Executive proposal. The retroactive collective bargaining costs, almost $254 million dollars for the senior colleges and Central Office with its faculty and staff unions that were announced over the summer were recognized in the Executive Budget as well. As Chancellor Milliken mentioned, Governor Cuomo included the DREAM Act as part of his Executive proposal. The Excelsior Scholarship Program to provide free tuition, to cover that last mile of tuition costs at CUNY and SUNY campuses, was included as well, and that is something to be excited about, that higher education and the students were a top priority in the Governor’s proposals. There are some legislative adds, for example, the
University’s ASAP program, SEEK, College Discovery, and childcare centers, which OBF will work with the Assembly and Senate to get restored. Overall, a very positive condition in terms of the State Executive Budget, both the senior and community colleges at this point are looking at overall funding increases for next year so the chancellery is very pleased.

Vice Chancellor Judy Bergtraum stated that there is $256 million in new funding. CUNY received $284 million for critical maintenance. Last year, the University received $142 million, the year before that it was $103 million. For critical maintenance projects at the community colleges, CUNY received $80 million. Last year, CUNY received $60 million, and the two prior years $20 million. The University is in the fifth year of CUNY 2020, and has over $200 million to spend. CUNY is at the second level, and if the critical maintenance money is added, the University will have received a significant amount of allocation this year. It is a really good story for CUNY.

In response to a question from UFS Chair and Trustee Conway on what proportion of the current CUNY undergraduates are ineligible for the Excelsior Scholarship Program:

SVC&CFO Sapienza stated that OBF is currently working on the data for which students are ineligible for the Excelsior Scholarship Program. Chancellor Milliken testified in front of the Assembly and Senate Higher Education committees last week, and the Excelsior Scholarship program was of great interest at the hearing. The Offices of Enrollment Management, and Institutional Research and Assessment are doing the research to determine how many students would be eligible under the current criteria, and it should be available shortly.

In response to another question from UFS Chair and Trustee Conway on elaborating on the new not-for-profit organizations line:

SVC&CFO Sapienza stated that the Executive proposal also included an add of $35 million to the senior college operating budget. The source of those funds would be revenues from CUNY’s not-for-profit organizations, so what the language calls for is that ten percent of those revenues would be dedicated to tuition assistance for needy students.

In response to more questions from UFS Chair and Trustee Conway on a) who mandates the foundation’s spending, and b) whether the spending is directed towards students:

SVC&CFO Sapienza stated that the largest component of funding that the campus foundations spend is on student support and scholarships. In terms of this proposal, it is something that, again, would be an overall add to the senior colleges, and something that will be discussed as part of the negotiations with the assembly in the Senate.

In response to questions from Trustee Cortés-Vázquez on a) whether the campus foundations are supporting scholarships and student services at a higher rate than ten percent, and b) whether this is the new language in the Executive State Budget:
SVC&CFO Sapienza stated that the campus foundations support scholarships and student services at a higher rate than ten percent, and new language was included in the Executive proposal for only CUNY this year.

In response to another question from Trustee Cortes-Vazquez on whether the University’s capital funds are subject to MWBE:

Vice Chancellor Bergtraum stated that every contract has a thirty percent spend for MWBE.

Chairperson Thompson added that most of our capital projects are executed in a different place, which does have the same thirty percent spend. For example, the Dormitory Authority of the State of New York (DASNY), also has a thirty percent threshold, so it fits in the same area.

5. COMMITTEE ON ACADEMIC POLICY, PROGRAM, AND RESEARCH:
Committee Chair Wellington Chen reported that at the January 9, 2017 meeting of the Committee on Academic Policy, Program, and Research, the committee approved the following resolutions.

Moved by Committee Chair Chen and seconded by Trustee Rita DiMartino, the following resolutions were adopted:

A. College of Staten Island – Ed.D. in Community-Based Leadership:

RESOLVED, That the program in Community-Based Leadership offered at the College of Staten Island and leading to the Doctor of Education, be approved, effective January 30, 2017, subject to financial ability.

EXPLANATION: The proposed Ed.D. in Community-Based Leadership will prepare individuals interested in the well-being of children and adolescents for leadership roles in education. The focus of this program is more holistic and integrative than traditional school leadership programs and it encompasses matters beyond curriculum and instruction including areas such as social work, nutrition, and parental literacy and wellness. Graduates of the program will be prepared to conduct evidence based research to apply to their professional settings. Because this is the College’s first doctoral program in education, a Master Plan Amendment will be sought.

B. Borough of Manhattan Community College - A.S. in Public Health:

RESOLVED, That the program in Public Health offered at Borough of Manhattan Community College and leading to the Associate of Science, be approved, effective January 30, 2017, subject to financial ability.

EXPLANATION: The proposed program in Public Health responds to an increasing demand for professionals educated in the field, particularly from underrepresented groups. The College has signed an articulation agreement with York College to facilitate
the transfer of students who wish to continue their studies in Public Health beyond the associate’s degree.

C. Borough of Manhattan Community College - A.A. in Gender and Women’s Studies:

RESOLVED, That the program in Gender and Women’s Studies offered at Borough of Manhattan Community College and leading to the Associate of Arts, be approved, effective January 30, 2017, subject to financial ability.

EXPLANATION: This proposed interdisciplinary program is one more effort on BMCC’s part to strategically take existing offerings and package them as free standing degree programs. This will allow academic departments and programs more easily to identify and advise interested students and improve graduation rates. An articulation agreement with John Jay has been established which will facilitate the transfer of students continuing on for further education.

D. School of Professional Studies - B.A. in Liberal Studies:

RESOLVED, That the program in Liberal Studies offered by The School of Professional Studies of the Graduate School and University Center and leading to the Bachelor of Arts be approved, effective January 30, 2017, subject to financial ability.

EXPLANATION: This proposed degree completion program which will be offered 100% on-line will provide adult degree seeking students a flexible curriculum that will respond to their specific interests, maximize the transfer of credits and equip students with competencies very much in demand by employers such as project management, advanced writing skills and evidence-based analysis.

5. COMMITTEE ON FACULTY, STAFF AND ADMINISTRATION:
Committee Chair Fernando Ferrer reported that the Committee on Faculty, Staff and Administration (CFSA) considered the following items at its meeting on January 18, 2017.

Moved by Committee Chair Ferrer and seconded by Trustee Mayra Linares-Garcia, the following resolution was adopted:

A. The City University of New York - Continuation of Military Leave and Employer-Paid Health and Welfare Benefits Coverage for University Employees Recalled from the Reserves to Active Military Service:

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

1. Supplemental Military Leave

(a) The City University of New York will provide a temporary leave category called Supplemental Military Leave at full pay. Employees of The City University of New York who have been federally activated or activated by the Governor of New York State for military service between September 11, 2001 and December 31, 2017 will be granted Supplemental Military Leave with full pay after the exhaustion of military leave with full pay pursuant to Section 242 of the New York State Military Law. While on such Supplemental Military Leave, the eligible employee will be in full pay status for a period not exceeding 30 work days, in addition to the leave that had been granted pursuant to Section 242 of the New York State Military Law. The Statutory Entitlement period is 30 work days for all Public Servant Soldiers of the City of New York in compliance with Chapter 238 of the laws of 2008.

(b) Employees shall be eligible to receive Supplemental Military Leave through December 31, 2017. Supplemental Military Leave shall not be granted for military service performed after December 31, 2017. In no event shall more than one such grant of Supplemental Military Leave be credited to any employee for activation related to the war on terror regardless of the number of times the employee is activated between September 11, 2001 and December 31, 2017.

2. Military Leave at Reduced Pay

(a) Employees shall be eligible to receive Military Leave at Reduced Pay through December 31, 2017. Military Leave at Reduced Pay status commences after the employee has exhausted Military Leave pursuant to Section 242 of the New York State Military Law, Supplemental Military Leave as set forth in paragraph 1 above, and any leave credits other than temporary disability leave or sick leave which the employee elects to use.

(b) Employees in Military Leave at Reduced Pay status will be paid their regular City University of New York salary (base pay) reduced by military pay (base pay plus housing and food allowances). The determination of rate of payment for the Military Leave at Reduced Pay will be based upon the employee’s regular City University of New York salary as of his/her last day in full pay status and the employee’s military pay on the first day of his/her activation, and shall not be subject to adjustment during the period of leave at reduced pay.
(c) Employees eligible for Military Leave at Reduced Pay will not be eligible to earn annual and temporary disability leave/sick leave accruals or to receive credit for holidays.

(d) In no event shall Military Leave at Reduced Pay be granted for military service performed after December 31, 2017.

3. Continued Health Insurance Coverage

Covered dependents of eligible employees of The City University of New York, who are currently enrolled in a health plan with family coverage through The City University of New York and who have been federally activated or activated by the Governor of New York State for military service related to the war on terror shall continue to receive health insurance coverage with no employee contribution for a period not to exceed 12 months from the date of activation as long as the employee remains in full-pay status. If the employee is on unpaid leave, health insurance coverage will terminate at the end of 4 months. Contribution-free health insurance coverage will end at such time as the employee's active duty is terminated or the employee returns to City University of New York employment or December 31, 2017, whichever occurs first.

4. Other Provisions

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


This resolution, consistent with the policies being followed by the State of New York for its employees, authorizes, under certain conditions, the continuation of Supplemental Military Leave at full pay for 30 work days, in addition to the Military Leave provided pursuant to Section 242 of the New York State Military Law. Further, after exhaustion of the Supplemental Military Leave, this resolution authorizes a Military Leave at Reduced Pay for military service performed through December 31, 2017, whereby the employee
will receive salary from The City University of New York equal to the difference between
the employee's regular CUNY salary and the military pay he/she is receiving. Finally, this
resolution authorizes the continuation (through December 31, 2017) of dependent health
care coverage, under certain conditions, for employees recalled to active service related
to the war on terrorism (less any period in which the employee remains in full-pay
status).

Moved by Committee Chair Ferrer and seconded by Trustee Charles Shorter, the following
resolutions were adopted:

B. Medgar Evers College - Amendment to the Governance Plan:

RESOLVED, That the proposed amendment to the Governance Plan of Medgar Evers
College be adopted, effective January 31, 2017.

EXPLANATION: The proposed amendment to Article 13 of the Governance Plan of
Medgar Evers College adds the Department of Student Affairs and Services to the list of
departments recognized as academic units in the Governance Plan. This department
was inadvertently excluded from the Governance Plan when it was amended in 2013.
The College Council approved this proposed amendment on October 24, 2016, and it is
recommended by the College President.

GOVERNANCE PLAN OF MEDGAR EVERS COLLEGE OF
THE CITY UNIVERSITY OF NEW YORK

ARTICLE 1 - POWERS AND FUNCTIONS OF THE COLLEGE COUNCIL

Section 1. Powers of the College Council. The College Council shall be established and recognized as
the sole governance body of Medgar Evers College and shall be responsible for the formulation of policy
subject to and in accordance with the New York State Education Law and the Bylaws and policies of the
Board of Trustees of The City University of New York, including the formulation of policy regarding:

a. Curriculum, academic programs, academic requirements and standing, grading practices and
   standards, the awarding of credits, and recommendations concerning the awarding of
degrees.
b. Professional development of faculty and instructional staff.
c. Long-range planning to achieve the overall goals of the College and to promote the best
   interests of its students and faculty consistent with the College’s educational mission.
d. Campus life and activities that support the educational program of the College.
e. Practices and procedures for safeguarding academic freedom and other rights critical to the
   academic excellence of the College.
f. Implementation of recommendations from the Standing Committees and temporary
   committees of the College Council.
g. Other policy matters which may come to the attention of, or be assigned to the College
   Council.

Section 2. Additional Powers of the College Council. The College Council shall also have responsibility:

a. To propose amendments to and revisions of this Governance Plan and to make
recommendations to other bodies with jurisdiction over The City University of New York.

b. To advise the President in the determination of budgetary priorities.

c. To advise the President and the Provost concerning policies and procedures pertaining to faculty personnel matters.

ARTICLE 2 - MEMBERSHIP OF THE COLLEGE COUNCIL

Section 1. Members. The members of the College Council shall consist of:

a. The President, the Provost and the Deans of each of the three Schools. The President shall be entitled to vote only to break a tie.

b. Fifty faculty members elected as follows:
   (i) The Chairperson of each Department. If a Chairperson declines to serve as a member, the Department shall elect another member in his/her place.
   (ii) The remaining faculty members shall be elected at large by the faculty of each School in proportion to the average number of faculty in each School for the two years prior to the election.

c. One adjunct faculty member elected by the adjunct faculty.

d. One employee in a higher education officer title elected by the employees in that title.

e. One employee in a college laboratory technician title elected by the employees in that title.

f. One employee in a classified civil service title elected by the employees in that title.

g. The President of the Student Government Association, the Presidents of each of the classes and six other students of whom two shall be elected at large by the students in each of the three Schools. No more than one student elected from a School shall be from the same Department.

h. The President of the Community Council.

i. The President of the Alumni Association.

Section 2. Term of Service. The elected members of the College Council shall serve for two years. No elected member of the College Council shall serve for more than two consecutive terms.

Section 3. Alternates. The faculty, voting by School, shall elect ten alternates at large in proportion to the number of faculty at each School. The students, voting by School, shall elect six alternates, two from each School. The faculty and student alternates shall be those persons receiving the most votes after the regular members, and they shall be ranked by School in the order of the number of votes they receive. To the extent there are absences among the faculty or student members of the College Council, the highest ranked alternates in attendance of that group and from that School may speak and vote in the place of the absent members; if the absent member is a Department Chairperson, the alternate should be from the same Department if one is present. If a faculty member of the College Council resigns or receives a letter of non-reappointment during his/her term, that member shall be replaced immediately by the highest ranked alternate from that School, who shall become a member of the College Council. If a student member of the College Council resigns, that member shall be replaced immediately by the highest ranked alternate from that School, who shall become a regular member of the College Council.

ARTICLE 3 – ELECTIONS

Section 1. Call for Elections to the College Council. The Chairperson of the College Council or his/her designee shall call, in writing, for all elections to the College Council and to its standing committees (other

---

1 Service under the prior governance plan shall count in applying this term limit provision.
than student Members) by April 15th of each year. Additionally, the Chairperson or designee shall inform all constituencies of their election responsibilities and shall certify the results of elections.

Section 2. Time for Elections. Elections of members of the College Council and its standing committees (other than student members) shall be held by the end of the first full week in May. Election of student members shall be held by September 30th of each year.

Section 3. Method of Voting. Each constituency eligible to elect Members of the College Council shall do so by signed, secret ballot at a meeting called for that purpose. The Chairperson of the College Council may also make provisions for voting by absentee ballot or electronically.

Section 4. Election Results. Election results shall be certified by the Chairperson of the College Council no later than five work days following the date of the election.

Section 5. Student Representatives. The Student Government Association shall be responsible for conducting the election of student Members of the College Council and its standing committees, with the assistance of the Vice President for Student Affairs and Services or a designee.

 ARTICLE 4 - OFFICERS OF THE COLLEGE COUNCIL

Section 1. Chairperson. The President of the College shall be the Chairperson of the College Council and shall preside at its meetings.

Section 2. Vice Chairperson. The Vice Chairperson of the College Council shall be a faculty Member elected by the faculty Members of the College Council. The Vice Chairperson shall preside at meetings of the College Council in the absence of the Chairperson.

Section 3. Secretary. The Secretary of the College Council shall be elected by its Members. The Secretary shall send notices of meetings and shall keep and disseminate accurate minutes of the meetings of the College Council.

Section 4. Parliamentarian. The Parliamentarian shall be appointed by the Chairperson with the approval of the Executive Board. The Parliamentarian shall be versed in parliamentary the rules and procedures as set forth in Robert's Rules of Order Newly Revised and shall advise the Chairperson on questions of procedure at meetings of the College Council. The Parliamentarian may vote only if he/she is a Member of the College Council.

Section 5. Election of Officers and Term of Office. The election of officers shall be held at the first meeting of the College Council in the fall semester. The term of office for the elected officers of the College Council shall be two years except that officers shall remain in office until their respective successors are duly elected.

 ARTICLE 5 – MEETINGS OF THE COLLEGE COUNCIL

Section 1. Rules of Order. Meetings of the College Council shall be conducted in accordance with the Open Meetings Law of New York State and, to the extent consistent with said law, with the current edition of Robert's Rules of Order Newly Revised.

---

2 Except that in the 2013-14 academic year, the call for elections shall occur by September 6, 2013.

3 Except that in the 2013-14 academic year, such elections shall be held by September 20, 2013.
Section 2. Number of Meetings and Methods of Calling Meetings. The College Council shall convene for at least two (2) regular meetings each semester. Special or emergency meetings of the College Council may be convened by any of the following methods:

   a. By call of the Chairperson of the College Council.
   b. By a vote of the Executive Board.
   c. By a written petition of at least one-third of the Members of the College Council

Section 3. Participation in Meetings. The meetings of the College Council are open to the public. However, only Members (or alternates acting for absent Members) may speak on issues before the College Council.

Section 4. Agenda Items: The agenda shall be prepared by the Executive Board. Any Member of the College Council may propose agenda items to the Executive Board. No item may be added to the agenda approved by the Executive Board except by or with the permission of the Chairperson of the College Council.

ARTICLE 6 - THE EXECUTIVE BOARD OF THE COLLEGE COUNCIL

Section 1. Members. The Executive Board of the College Council shall have the following Members:

   a. The President, who shall serve as Chairperson of the Executive Board. The President shall preside at all meetings of the Executive Board.
   b. The duly elected Vice Chairperson of the College Council.
   c. The duly elected Secretary of the College Council, who shall serve as the Secretary of the Executive Board.
   d. The Provost and two Deans designated by the President.
   e. Four faculty Members elected by and from the faculty Members of the College Council at its first meeting of the academic year.
   f. The President of the Student Government Association.

Section 2. Duties and Responsibilities. The Executive Board shall have the following duties and responsibilities:

   a. To schedule and prepare the agenda of all College Council meetings. All notices of such meetings shall contain the agenda as adopted by the Executive Board.
   b. To conduct business between regular meetings of the College Council, including all actions that the College Council is authorized to take. The College Council reserves the right to review all actions taken by the Executive Board to determine whether or not they should become permanent policy, except time-sensitive actions taken because they were required by law or by the University's policies or because of the need to deal with exigent circumstances requiring immediate action.
   c. To publish and distribute meeting notices and agenda at least one calendar week preceding the scheduled meeting of the College Council. Such notices shall be posted in visible locations throughout the College and distributed to the entire College community, with individual notice given to all Members of the College Council.
   d. To maintain all records of the College Council, one copy of which shall be housed on reserve in the Library and available for examination.
   e. To fulfill other responsibilities as assigned by the College Council.

Section 3. Notice of Meeting. The Members of the Executive Board shall be given written notice and an agenda at least three business days in advance of the date of an Executive Board meeting.
ARTICLE 7 – COMMITTEES OF THE COLLEGE COUNCIL

Section 1. Election of Faculty Members of Standing Committees.

a. The faculty Members of the College Council shall elect four faculty Members to each Standing Committee. Such Members shall serve for two years and may not serve for more than two consecutive terms. No more than one of these Members may be from the same Department, and no more than two may be from the same School. No Member of the College Council may serve on more than one Standing Committee. At the first meeting of the College Council in the fall semester, the Council shall accept nominations for and shall elect faculty Members to each Standing Committee where there are vacancies due to the resignation or expiration of the term of any existing Member.

b. The faculty at each School shall elect one Member to each standing committee (except the Committee on Governance). Such Members shall serve for two years and may not serve more for than two consecutive terms. No person may stand for election to both a Standing Committee and the College Council or serve on more than one Standing Committee. At the same time it elects members to the College Council, the faculty at each School shall elect faculty members to each Standing Committee where there are vacancies due to the resignation or expiration of the term of any existing Member.

c. If a faculty Member of a standing committee resigns or is non-reappointed, the College Council shall elect a replacement from the same School.

Section 2. Election of Committee Chairpersons. At the first meeting of each Standing Committee, the members shall elect the Chairperson.

Section 3. Standing Committees. The Standing Committees of the College Council shall be:

a. Curriculum Committee
   (1) Functions. The Curriculum Committee shall recommend college-wide policy in matters pertaining to academic programs, including new or amended programs, courses and curricula. It shall also review the implementation of policies, programs, courses and curricula.
   (2) Membership. The Curriculum Committee shall consist of the Provost, the Chief Student Affairs Officer, seven faculty members elected as provided in Section 1 above and one student elected by and from the student members of the College Council.

b. Committee on Student Life
   (1) Functions. The Committee on Student Life shall recommend policies and practices regarding the improvement and expansion of student services. It shall survey the faculty and students, on at least an annual basis, to determine views on these aspects of student affairs.
   (2) Membership. The Committee on Student Life shall consist of the Chief Student Affairs Officer, seven faculty members elected as provided in Section 1 above, three students elected by and from the student members of the College Council, the Athletic Director and the Director of Student Life.

c. Administrative Advisory Committee
   (1) Functions. The Administrative Advisory Committee shall recommend policy and practices on issues related to administrative support activities of the College (e.g., office services and equipment, security, and space allocation).
   (2) Membership. The Administrative Advisory Committee shall consist of the Vice President for Administration and Finance, the College Director of Facilities, seven faculty members...
elected as provided in Section 1 above, one person elected by and from the Members of the College Council who are in higher education officer, college laboratory technician and classified civil service titles, the Director of Security and two students elected by and from the student members of the College Council.

d. Committee on Governance
   (1) Functions. The Committee on Governance shall review, on a continuing basis, the structure and process of governance at the College and shall recommend amendments to the Governance Plan.
   (2) Membership. The Committee on Governance shall consist of the President or his/her designee, four faculty members selected by the President, four faculty members elected by and from the faculty Members of the College Council, the President of the Student Government Association and one student elected by and from the student members of the College Council, the Members of the College Council who are in higher education officer, college laboratory technician and classified civil service titles, and the Presidents of the Community Council and the Alumni Association.

Section 4. Special Committees. The College Council may establish special committees and provide for their functions, memberships and method of election. No special committee shall continue for more than two years unless renewed by the College Council.

ARTICLE 8-DEPARTMENTS

Section 1. Establishment and Authority of Departments. The currently recognized Departments of the College are hereby continued. The establishment, abolition or recombining of Departments may occur upon the recommendation of the College Council or President subject to approval by the Board of Trustees. Departments shall have authority over their academic affairs and personnel consistent with New York State Education Law, the Bylaws and policies of the Board of Trustees and this Governance Plan.

Section 2. Rules of Order. The business of the Departments shall be conducted according to the current edition of Robert's Rules of Order Newly Revised. Voting shall be conducted by secret ballot if requested by any member.

Section 3. Election of Chairpersons. The faculty in each Department, except the Library and SEEK/Special Programs, shall elect a Chairperson by secret ballot from among the tenured faculty; provided, however, that where there are fewer than three tenured faculty in a Department, and where the Department has been in existence for less than seven years, the President may, after consultation with the Department faculty, recommend the appointment of a Chairperson to the Board of Trustees from among the untenured faculty members of the Department.

Section 4. Ex Officio Chairpersons. The Chief Librarian and the Director of SEEK/Special Programs shall serve, by Presidential appointment, as Chairpersons of their respective Departments.

Section 5. Supervision of Election of Chairpersons. The elections of Chairpersons shall be supervised by the Provost and shall be subject to the approval of the President and the Board of Trustees. Elections shall be held during the first full week of May in the year in which the chairperson's term expires. The new Chairperson shall take office as of July 1 of the year in which the election is held.

Section 6. Deputy Chairpersons. A Deputy Chairperson may be appointed annually by the chairperson. The Deputy Chairperson shall assist the chairperson in administering the Department. A Deputy Chairperson shall, in the absence of the Chairperson, serve as acting chairperson for a period not to exceed one month. If the Chairperson of a Department is absent for more than a month, or is absent beyond the end of a semester, the members of the Department shall hold an election for a new Chairperson to serve out the term of the absent Chairperson.
Section 7. Personnel and Budget Committee. In accordance with the Bylaws of the Board of Trustees, the faculty in each Department shall establish and elect members to a Personnel and Budget Committee to advise the Chairperson on all questions related to the Department's personnel matters and budget including appointments, reappointments, promotions, and tenure; provided, however, that in a Department with fewer than four tenured faculty members, the President, after consultation with the Department faculty, shall appoint an ad hoc committee to make recommendations on appointments or reappointments with tenure or on promotions to associate or full professor in lieu of the Personnel and Budget Committee.

Section 7.1 Members: The Personnel and Budget Committee of each Department shall consist of the following Members:

a. The Chairperson of the Department, who shall serve as the chairperson of the Personnel and Budget Committee. The Chairperson's membership on this committee shall terminate when he/she is no longer Chairperson of the Department.

b. Members constituting 20% of the number of faculty in the Department but not less than four Members and not more than eight Members. The Members shall be elected by the faculty in the Department and shall serve staggered three year terms. In Departments of fewer than five faculty members, all of the members of the Department shall be Members of the Personnel and Budget Committee. At least four Members of a Personnel and Budget committee shall be tenured, except that in a Department with more than four faculty members but fewer than four tenured faculty members, all tenured faculty shall be Members of the Personnel and Budget Committee; any remaining positions shall be filled by election from the ranks of untenured faculty. Faculty Members of the Personnel and Budget Committee shall serve for staggered three-year terms.

c. One student elected annually by each department from among the students majoring in the department.

Section 7.2. Time of Elections. Elections shall be held annually during the first week in May. 4

Section 7.3. Replacements. If a Member of the Personnel and Budget Committee resigns or is not reappointed, the Department Chairperson shall call a special meeting of all eligible voting members to elect a replacement to serve out that Member’s term.

ARTICLE 9 – SCHOOLS

Section 1. Establishment of Schools. The currently recognized Schools and Departments assigned to each school are hereby continued. The creation or abolition of Schools and the assignment of new or different Departments to each School may be recommended by the College Council or the President subject to approval by the Board of Trustees.

Section 2. Deans. The administration of each School shall be the responsibility of a Dean with faculty title in a Department of that school, appointed by the President. Each Dean shall have the responsibilities assigned to him/her by the President, which shall include supervisory responsibility over the Department Chairpersons within his/her School, and shall be under the supervision of the Provost

ARTICLE 10 - COLLEGE-WIDE PERSONNEL AND BUDGET COMMITTEE

Section 1. Function. The College-Wide Personnel and Budget Committee shall advise the President on all matters related to the academic personnel and budget and shall review all recommendations of each

---

4 Except that in the 2013-14 academic year, elections shall be held by September 20, 2013.
Department’s Personnel and Budget Committees regarding appointments, reappointments, promotions, and appointment with tenure or certificate of continuous employment and make appropriate recommendations to the President.

Section 2. Chairperson. The President of the College, or in his absence, the Provost, shall be the Chairperson of the College-Wide Personnel and Budget Committee and shall preside at its meetings.

Section 3. Membership. The other Members of the College-wide Personnel and Budget Committee shall be the Provost, the Deans of the Schools, the Chairperson of each Department and one student elected by the Student Government Association.

ARTICLE 11 – FACULTY-STUDENT DISCIPLINARY COMMITTEE

Section 1. Establishment. There shall be a Faculty-Student Disciplinary Committee to conduct hearings in student disciplinary cases. Disciplinary action against students shall be initiated and processed in accordance with Article 15 of the By-laws of the Board of Trustees.

Section 2. Membership. The President, in consultation with the Executive Board of the College Council, shall select three members of the instructional staff to receive training and to serve in rotation as Chairpersons of the Faculty-Student Disciplinary Committee. In addition, six faculty and six students shall be elected annually to serve on the Faculty-Student Disciplinary Committee. The faculty Members of the Faculty-Student Disciplinary Committee shall be elected by the faculty Members of the College Council at its first meeting of the academic year. The student Members shall be elected by the Student Senate at its first meeting of the academic year. In any given proceeding, two faculty and two student shall be selected by lot from among the six elected Members.

Section 3. Quorum. A quorum in a disciplinary proceeding shall consist of the Chairperson and at least one faculty Member and one student Member.

Section 4. Term of Office. Members of the Faculty-Student Disciplinary Committee shall serve for one year. Chairpersons shall serve for three years.

ARTICLE 12 – AMENDMENTS

Section 1. Proposed Amendments to the Governance Plan. Amendments to the Governance Plan may be proposed by a two-thirds vote of the College Council membership.

Section 2. Notice to Membership. The College Council shall be notified at least five working days in advance of the date of the meeting at which changes in the Governance Plan are to be considered. Before action may be taken, the Secretary shall read the proposed changes at no fewer than two successive meetings of the College Council.

Section 3. Ratification. Amendments to the Governance Plan proposed by the College Council shall be ratified by a referendum in which all instructional staff (including faculty and persons in a college laboratory technician or higher education officer title) and students may vote. Amendments shall be deemed ratified, and shall be forwarded to the Board of Trustees for approval, if approved by a majority of the voting faculty and a majority of either (i) the voting non-faculty instructional staff or (ii) the voting students. Notice of the proposed amendments shall be widely disseminated within the College Community at least two weeks before the ratification vote. Such vote shall be by secret ballot over a time period of not less than one week.
ARTICLE 13 – DEFINITIONS

“Community Council” refers to the body comprised of representatives selected by the President from the Central Brooklyn area who serve in an advisory capacity to the president on matters pertaining to the College’s engagement with the community.

“Department” refers to the academic units recommended by the College Council or President and approved by the Board of Trustees. The current departments are Accounting; Biology; Business Administration; Computer Information Systems; Education; Economics and Finance; English; Foreign Languages; Mathematics; Mass Communications, Creative and Performing Arts and Speech; Nursing; Philosophy and Religion; Physical, Environmental and Computer Sciences; Psychology; Public Administration; Social and Behavioral Sciences; Library; and SEEK/Special Programs; and Student Affairs and Services.

“Faculty” refers to persons employed in the titles of Professor, Associate Professor, Assistant Professor, Instructor, Lecturer and Distinguished Lecturer.

“Members” of all bodies and committees shall be voting members unless otherwise stated.

“School” refers to the units recommended by the College Council or President and approved by the Board of Trustees that aggregate a number of departments. The current Schools are the School of Business (comprised of the Departments of Accounting; Business Administration; Computer Information Systems; Economics and Finance; and Public Administration), the School of Liberal Arts and Education (comprised of the Departments of English; Foreign Languages; Mass Communications, Creative and Performing Arts and Speech; Philosophy and Religion; Psychology; and Social and Behavioral Sciences) and the School of Science, Health and Technology (comprised of the Departments of Biology; Mathematics; Nursing; and Physical, Environmental and Computer Sciences).

“Student Government Association” refers to the recognized student governance body.

ARTICLE 14 - TABLE OF DATES

By April 15 Election to College Council is called by the President in writing.

May 1 to 7 Election of faculty and staff members of the College Council for the following year.

Election of Department Chairpersons.

Election of members of Department Personnel and Budget Committees.

May 7 to 15 Election results submitted in writing to the President.

July 1 to Term of office for all members of the College Council, Department Chairpersons and members of Department Personnel and Budget Committees.

June 30 September Election of representatives to the College Council by the adjunct faculty.

Election of representatives to the College Council by the Student Government Association.

Election of officers and members of Standing Committees by the College Council and where so provided by the Student Government Association.
Election of faculty members of the Executive Board by the faculty members of the College Council.

Election of faculty members of the Faculty-Student Disciplinary Committee by the Executive Board.

Election of student member of the College-Wide Personnel and Budget Committee and the student members of the Faculty-Student Disciplinary Committee by the Student Government Association.

December Election, called by the Department Chairperson, of replacements of members of the College Council and members of the Department Personnel and Budget Committees who were not reappointed.

C. The City University of New York School of Law - Amendment to the Governance Plan:

RESOLVED, That the proposed amendment to the Governance Plan of The City University of New York School of Law be adopted, effective January 31, 2017.

EXPLANATION: The proposed amendment to the Governance Plan of The City University School of Law (“CUNY Law School”) is a technical amendment designed to extend the existing power of the faculty Curriculum Committee to consider changes to the curriculum affecting part-time students, whose program encompasses four years of study. Currently, the Plan assumes that the course of study is three years, and it gives the Curriculum Committee the authority to consider proposals to review, modify or develop the course of study for “each of the three years” of the educational program. The amendment would give the Committee the authority to consider proposals for “each of the years of the program,” eliminating the reference to three years.

The faculty of the CUNY Law School approved this amendment on September 9, 2016, and it is recommended by the Dean.

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

INTRODUCTION

A. PURPOSES

1. The central purpose of The City University School of Law at Queens College (the “Law School”) is to create an educational program that will train students for the practice of law in the service of human needs and honor students’ aspirations toward building a legal career that reflects their commitment toward justice, fairness, and equality. The organization of work and life at the Law School is designed to encourage students to think actively about their life choices, their evolving concept of professionalism, and the content and processes of the law itself, in ways that foster their capacity to practice law in a socially useful manner.
2. This Governance Plan is intended to provide a governance system for the Law School that facilitates the realization of this commitment. This Governance Plan should be read consistent with the Bylaws of the Board of Trustees of The City University of New York, and nothing in this Plan should be read as inconsistent with the Bylaws of the Board of Trustees unless specifically so stated in this Governance Plan. The procedures that follow seek to encourage a spirit of relationship, trust, and community that operates within a framework of rules. The rules are designed to provide a framework within which people motivated by a sense of shared mission can operate in a manner that encourages responsibility and participation by all members of the Law School community.

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

B. STATUS WITHIN THE CITY UNIVERSITY

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

C. TITLES AND DEFINITIONS

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

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

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

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

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

II. THE DEAN

A. AUTHORITY OF THE DEAN

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

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

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

B. APPOINTMENT AND REAPPOINTMENT OF THE DEAN

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

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

III. THE FACULTY

A. ORGANIZATION AND DUTIES

1. The faculty of the Law School will meet monthly, during the academic year, on the dates set forth in a calendar distributed at the start of each semester by the Dean. The faculty shall also meet on call of the Dean or upon the petition of 1/3 of the faculty, and the Dean will preside at its meetings. Within general policies established by the Board of Trustees, through its Bylaws, resolutions, policies, rules, regulations, and this Governance Plan, the Dean and Faculty of the Law School shall have the responsibility for formulating and administering the program of the School including such matters as faculty selection, retention, promotion and tenure; curriculum; methods of instruction; admission policies; and academic standards of retention, advancement and graduation of students.
2. The presence of a majority of the voting faculty shall constitute a quorum. A quorum shall be necessary for the transaction of any business. Business shall be conducted in accordance with Robert’s Rules of Order, latest edition. Minutes shall be kept of all meetings. The faculty may adopt such additional procedures for the discharge of its responsibilities under this Governance Plan, as it may deem necessary, subject to the approval of the Dean.

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

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

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

B. FACULTY COMMITTEES

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

1. The Personnel and Budget Committee

a. The Law School shall establish a Personnel and Budget Committee which shall be composed of five persons. Members of the Personnel and Budget Committee shall be Law School faculty members elected in accordance with the Bylaws and written policies of the Board of Trustees and one second or third year student elected by the students as a non-voting member. The manner of constituting the committee, and the procedure to be followed by it, shall be subject to the approval of the Dean of the Law School. This committee shall review all recommendations for appointment and reappointment, with or without tenure, to the faculty, and promotion in rank, special salary increases and increments, and applications for fellowship and other leaves. Additionally, the Committee on Committees may appoint other committees, when needed, to review faculty candidates and to develop reports, make factual findings, and make recommendations to the P & B on reappointment, tenure, and/or promotion. Upon receiving these reports and the factual record underlying them, the P & B shall make an independent assessment and recommendation to the Dean. These other committees shall review candidates’ qualifications under the policies and standards of the City University of New York as set forth in the Bylaws, personnel policies, and resolutions of the Board of Trustees of the City University of New York. It shall recommend action thereon to the Dean. The Dean of the Law School will be one of the five members of the Law School Personnel and Budget Committee and shall serve as Chair.
2. Faculty Search Committees and Faculty Appointments

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

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

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

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

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

3. Faculty Reappointment, Promotion, and Tenure Review Procedures

a. The Personnel and Budget Committee and all other committees charged with the review of faculty shall review all candidates’ qualifications under the policies and standards of The City University as set forth in the Bylaws, personnel policies, and resolutions of the Board of Trustees of The City University of New York.

b. The Dean shall review the affirmative recommendation(s) of the Personnel and Budget Committee and shall recommend to the Chancellor for reappointment, promotion, and tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.

c. The Chancellor shall review the Dean’s affirmative recommendations in accordance with Section C of this Article.

4. The Admissions & Admissions Policy Committee

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

a. The Admissions & Admissions Policy Committee shall review individual candidates for admission and recommend admissions policy, subject to the approval of the faculty, the Dean and the Chancellor.

b. No applicant may be admitted by the Law School except on the affirmative vote of the Admissions & Admissions Policy Committee. The Committee shall follow procedures that have been approved by the faculty and the Dean.

5. Scholastic Standards and Academic Standing Committee

a. The membership of the Scholastic Standards and Academic Standing Committee shall include an Associate Dean, who shall chair the Committee, not fewer than four faculty members and two third-year students.

b. The Committee shall review policies and procedures concerning scholastic standards and assist in the development of academic support systems for students.
c. The Committee shall apply the academic standards of the Law School to individual students from the time of admission until the granting of the Juris Doctor. The Committee will receive and act upon student appeals relating to academic matters.

6. The Curriculum Committee

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

7. Committee on Committees

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

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

1. All appointments and reappointments, including reappointments with tenure, to, and promotions within the instructional staff, except where otherwise provided, shall be recommended to the Dean who shall review the recommendations and recommend to the Chancellor only those persons who he/she is reasonably certain will contribute to the academic excellence of the Law School.

2. The Chancellor shall review the Dean’s affirmative recommendations and shall recommend to the Board of Trustees for appointment, reappointment, promotion and/or tenure only those persons who he/she is reasonably certain will contribute to the improvement of the academic excellence at the Law School.

D. APPEALS

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

IV. APPOINTMENT AND REAPPOINTMENT OF EXECUTIVES AND ADMINISTRATORS

A. INITIAL PROCESS FOR APPOINTMENT AND REAPPOINTMENT OF ADMINISTRATORS OTHER THAN THOSE IN EXECUTIVE PAY PLAN TITLES

1. Proposed appointments, other than acting or substitute appointments, to positions on the administrative staff shall be reviewed initially, after a search, by the Dean.
There shall be an Administrative Screening and Review Committee. The Dean shall make his/her recommendations to the Administrative Screening and Review Committee. The members of the Administrative Screening and Review Committee shall be appointed by the Dean and shall consist of no fewer than five members, one of whom must be a classified staff member, and at least one of whom must hold a professorial appointment, and a majority of whom must be administrators. Service on this committee will be for two years. An Associate Dean shall chair the Administrative Screening and Review Committee.

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

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

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

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

1. The Administrative Screening and Review Committee of the Law School may recommend to the Dean that an administrative position be filled by an individual whose title is law school instructor, law school assistant professor, law school associate professor, law school professor, or law school lecturer. Such recommendation may, but need not, include a recommendation that the person receive a change in remuneration for work in that title.

2. If the Dean concurs with their recommendation he/she may make such a recommendation to the Chancellor in accordance with the procedures for appointments to the instructional staff.

D. APPEALS

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

V. BOARD OF VISITORS

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

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

VI. AMENDMENTS

A. AMENDMENT PROCEDURE

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

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

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

Amended May 6, 2016, approved by CUNY Board of Trustees June 27, 2016.

D. CUNY School of Medicine - Amendments to the Governance Plan:

RESOLVED, That the proposed amendments to the Governance Plan of the CUNY School of Medicine be adopted, effective January 31, 2017.

EXPLANATION: The proposed amendments would revise the composition of the Admissions Committee and ensure that allegations of medical student misconduct would be addressed by the full Student Academic Progress Committee (“SAPC”). The amendments were approved by the School of Medicine Faculty Council at its meeting on December 13, 2016 and are recommended by the Dean.

With respect to the Admissions Committee, its composition would be revised to provide congruency between the Governance Plan and approved accreditation documents. The revision would also provide greater flexibility in the number of basic science and clinical faculty members to allow for the potential expansion of the committee in the future, if deemed necessary or appropriate.

In addition, the amendments would shift the responsibility for examining allegations of student misconduct from a sub-committee of the SAPC (the Committee on Ethics and Professionalism) to the full SAPC.

** (Proposed changes in language are redlined and italicized; deletions are struck-through)
THE CITY COLLEGE OF NEW YORK

Governance Plan for 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 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 also 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). A minimum of: three (3) basic sciences faculty, three (3) clinical faculty, including at least one clinical faculty member from the primary clinical partner, three (3) at-large faculty and/or staff, and one (1) medical student elected annually by the student body. 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 representation of the administrative leadership of the Office of Admissions.
(e.g. the Executive Director, Director and Associate Director of Admissions. The ex-office and student members will participate with the committee when issues related to policies are discussed and/or voted upon.

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 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.

Moved by Trustee Fernando Ferrer and seconded by Trustee DiMartino, the following resolution was adopted:

E. Bronx Community College - Amendments to the Governance Plan:

RESOLVED, That the proposed amendments to the Governance Plan of Bronx Community College be adopted, effective January 31, 2017.

EXPLANATION: The proposed amendments to the Governance Plan of Bronx Community College (“BCC”) were approved by the University Faculty Senate on May 23, 2016 (after being approved by a referendum of full-time instructional staff conducted between May 5-May 20, 2016), except for two amendments that were approved on November 19, 2015. The BCC Senate is comprised of the Faculty Council and the Student Government Association. All of the proposals are recommended by the College President.

Many of the amendments codify existing practices at the College. They would effectuate
changes to the composition and function of the Faculty Council, principally by removing members of the College administration from the Council; this amendment reflects decades of past practice in which administrators have not participated in Faculty Council deliberations. The amendments further specify the functions of the Faculty Council to reflect past practices and clarify language that currently could be interpreted to restrict the number of Council meetings held each semester.

The amendments eliminate divisional coordinators from membership in the Senate, effectively eliminating divisions within the College. Currently, division coordinators hold *ex officio* seats in the Senate; eliminating these seats would allow for three additional at-large seats to be added to the Senate. Eliminating divisions would end the practice of divisional voting in the Personnel and Budget process, which has never been codified in the Governance Plan.

The proposals increase the voting membership of both Higher Education Officers ("HEOs") and College Laboratory Technicians ("CLTs"). HEO membership would be increased from one to three, reflecting the greater numbers of HEOs at the College and their increasingly vital roles. CLTs would be granted full voting rights, rather than fractional voting rights.

The amendments also make several changes relating to the Council’s standing committees. They add a new Committee on Academic Freedom, in recognition of the importance of academic freedom at BCC. They specify that the President’s designee to the Academic Review Committee, who is a non-voting member of that Committee, should serve as an impartial intermediary between the Committee and the College’s Personnel and Budget Committee. They also change the function of the membership of the Committee on Governance and Elections and the name, function and membership of the Committee on Community Relations and Special Events.

Other amendments alter the procedure for the filling of vacancies, allowing for special elections by the Senate for at-large seat vacancies and special departmental elections for departmental seat vacancies.

The procedure for the naming of buildings and physical spaces would be revised to include the namings of chairs, deanships, departments, parts of buildings, or other college subdivisions. As the Plan acknowledges, these procedures are subject to the Bylaws of the Board of Trustees, pursuant to which the Board has final authority to authorize such namings.

The proposed amendments also introduce timelines for Governance Plan amendments to ensure that such amendments may not be held indefinitely in committee and must instead be brought back to the Senate with a recommendation in a timely manner.
Finally, the amendments assign the responsibility for adopting Rules of Order to the Faculty Council, clarify language, and correct typographical errors.

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

BRONX COMMUNITY COLLEGE
GOVERNANCE PLAN
(Includes all proposed and pending amendments as of March 24, 2016)


I. THE BRONX COMMUNITY COLLEGE SENATE

The Bronx Community College Senate shall, subject to the authority of the Bylaws of the Board of the Trustees and the provisions of this document, be responsible for the establishment of academic policy and for legislative and advisory functions related to the programs, operations, and goals of the College.

A. Organization

1. The Senate shall be comprised of two Councils: The Faculty Council and the Student Government Association.

   a. Faculty Council

      i. Membership of the Faculty Council: Those Senators who are members of the Instructional Staff and who do not hold the title of President, Vice President or Dean, shall comprise the Faculty Council.

      ii. Functions of the Faculty Council: The Faculty Council shall have the following functions:

          (1) The authority to pass recommendations or resolutions which shall express the views of the Bronx Community College faculty and Instructional Staff.

          (2) To elect faculty and staff to college and university bodies on which elected faculty, or elected faculty and Instructional Staff, serve. Such elections shall be conducted by the entire Council.

      iii. Officers of the Faculty Council

          (1) The Council shall elect a Chairperson, a vice-Chairperson, and a secretary from its membership.

          (2) The term of office for officers of the Faculty Council shall be two years.

   iv. Meetings of the Faculty Council

          (1) The Faculty Council shall convene at least once per semester.

          (2) The Faculty Council shall be convened by the Council’s Chairperson, or by petition of at least 40 percent of the Council’s membership.

   b. The Student Government Association

      i. The Student Government Association shall consist of students who are elected by the student body to be the Student Government Association pursuant to Section 15.2.b. of the Bylaws of the Board of Trustees. It shall be empowered to:
(1) Elect a President, Vice President for Inter-Organization Council (I.O.C.) clubs, Executive Officer for Legal and Legislative Affairs, Treasurer and Secretary.
(2) Develop a constitution for ratification by the student body.
(3) Regulate student co-curricular activities in conformity with policies adopted by the Senate.
(4) Represent the student body on committees of the Senate and their sub-committees as provided in this document.
(5) A term of office shall be for one year commencing June 1 and terminating May 31 of the consecutive year. No senator may serve more than two consecutive terms of office.

2. Procedures - Rules of Conduct

a. First Elections: Procedures for the first election of Senate shall be established by the previously existing Committee on Nominations and Elections.

b. Meetings, Attendance at Meetings and Quorum: The Senate shall meet at least once a month during the Fall and Spring Semesters. Meetings of the Senate shall be open to all members of the College and the public at large. A quorum shall mean a majority of the body as calculated as a percentage of the total number of seats eligible to be filled.

c. Voting: Any action taken by the Senate requires a vote of the member present at the meeting. Any matter, for which a vote is required by the College Governance Plan, must receive the requisite number of votes based upon the number of members of the body as a whole.

d. Rules of Order:
   i. The Senate shall adopt Rules of Order for itself, its committees, and its sub-committees consistent with its obligations under law.
   ii. The SGA may adopt Rules of Order according to its own Constitution.
   iii. The Faculty Council may adopt Rules of Order for Departments and other bodies provided for in the Governance Plan.
   iv. The Senate, Faculty Council and the Student Government Association shall elect a parliamentarian.

e. Speaking Privileges: The privilege of addressing the Senate is reserved for members of the Senate. Non-members may address the Senate only upon the approval of the Senate.

3. Alternates

a. Provision for Alternates: When called for by this plan, Alternates are individuals elected to fill a temporary absence or vacancy by a Senator or committee member. Alternates are entitled to and expected to attend all meetings of the Senate or committee, although they shall only vote when seated for the meeting. A seated Alternate shall be counted for the purpose of quorum and may vote on any manner with no distinction between Alternate and regular seats.

b. Seating of Alternates: In the case where an absence or vacancy occurs at a meeting of the Senate or one of its committees, the Chairperson shall seat Alternates to fill the vacant seats. Alternates may only be seated within a delegation. In the case of multiple Alternates in a delegation, such seats shall be filled by ranking as
determined at the time of election in the manner specified below. After seating, such
i shall be seated for the entirety of the meeting, without regard to the late arrival of
any member.

c. Number of Alternates

i. Alternates shall be elected in a number according to the manner in which the
seat they are covering is designated.

ii. Departments shall elect an Alternate for the departmental seats to the Senate.
They may elect Alternates for the seats on Senate committees.

iii. There shall be at large Alternate seats to the Senate elected by and from the
various Senate constituencies in the following number:

- Full-time Faculty: Five (5) Alternate seats
- Adjunct Faculty: One (1) Alternate seat
- Higher Education Officers: One (1) Alternate seat
- College Laboratory Technicians: One (1) Alternate seat

iv. Alternates for student seats shall be defined in a number set forth in the SGA
Constitution.

v. There shall be no provision for Alternates for ex officio seats of the Senate or any
of its committees.

d. Election of Alternates

i. Departmental Alternate Senators and committee members shall be elected at the
same time and manner as that of the Departmental Senator or committee
member. The name of the Alternate Senator shall be communicated to the
Senate or committee at the time of the election.

ii. At-large Alternate Senators shall be elected by and from each delegation in a
number provided for above in an election held at the same time and manner as
the election for the regular Senate seats. In the case that more than one
Alternate seat is being elected, the seats shall be ranked by the number of votes
received as First Alternate, Second Alternate, etc.

iii. Student Alternate Senators shall be defined in a manner set forth in the SGA
Constitution.

iv. Senate and Faculty Council Representatives to Senate Committees: The Senate
or the Faculty Council may elect up to one Alternate for any committee to which it
elects members to serve in the event of an absence or vacancy. Such an
election shall take place at the same time and in the same manner as the
election for the regular seat. The name of such Alternate shall be communicated
to the committee at the same time as the result of the regular election.

B. Functions of the Senate:

1. The Senate shall have legislative power with regard to:

   a. Academic affairs, including curricula, degree requirements, admissions and grading
      structure.
   
   b. The protection of the academic freedom of students and Instructional Staff.
   
   c. The adoption of Rules of Procedure for itself, its committees and its sub committees.

2. The Senate shall have the following advisory responsibilities:
a. Participate in the search for and appointment of the President of the College, as requested by the Board of Trustees.

b. Advise on the appointment of all individuals holding Vice President and Dean titles. These recommendations are to be submitted to the President of the College for his/her consideration.

c. Advise on long range planning to achieve the goals of the College.

d. Advise on campus life and activities, including ancillary services within the College (including, but not limited to, Auxiliary Enterprises, BCC, Inc. and the Student Election Review Committee), student organizations and community relations.

e. Advise the College's administrative officers on the formulation and allocation of the College budget, of policies relating to grants, of allocation of space and facilities, and in the making of decisions pertaining to the allocation of resources for educational programs, and for research and scholarly activities.

3. In carrying out its responsibilities, the Senate shall be fully advised of, shall routinely receive, and shall be free to seek information from the College's administrative officers on all matters germane to the programs and operations of the College and its facilities.

4. The College administration shall provide to the Senate in a timely fashion all pertinent information, including information on college resources and policies.

5. Upon the invitation of the Senate Chairperson, the President shall meet with it to discuss his/her response to its recommendations.

C. **Membership of the Senate:** The membership of the Senate shall consist of the following:

1. The President of the College.

2. The Vice Presidents of Academic Affairs, Administration and Student Development.

3. One representative elected by and from each department.

4. Eighteen faculty members holding full-time lines elected by and from the faculty at-large holding full-time titles as lecturer, instructor, assistant professor, associate professor or professor.

5. Two faculty members in adjunct titles elected by and from the adjunct faculty.

6. Fifteen students elected by the student body at-large.

7. Three people elected by and from the holders of titles in the Higher Education Officer series.

8. One person elected by and from holders of titles in the College Laboratory Technician Series.

9. One person elected by and from the holders of titles in the Registrar’s series and Higher Education Officers’ series in the Registrar’s Department.
D. **Officers of the Senate**

1. The Chairperson of the Senate shall be elected by and from the body. The Chairperson of the Senate shall be responsible for:
   
   a. Convening and presiding at Senate Meetings.
   
   b. Convening and presiding at Senate Executive Committee meetings.
   
   c. Representing the College community along with administrative officers and student officers at College and community functions.

2. If the Chairperson is a member of the Faculty Council, the Vice-Chairperson shall be a member of the Student Government Association. If the Chairperson is a member of the Student Government Association, the Vice-Chairperson shall be a member of the Faculty Council.

3. The Secretary of the Senate shall be elected by and from the Senate.

E. **Qualifications For and Length of Service in the Senate and on Senate Committees**

1. Student Senators and student members of committees shall serve for a one-year term and shall serve no more than two consecutive terms.

2. Student members of the Senate or Senate bodies must have and maintain a minimum cumulative average of 2.00. Students may serve in their first semester, but must achieve and maintain the required 2.00 index to continue to hold office.

3. All full-time Instructional Staff representatives shall serve two-year terms.

4. All adjunct Instructional Staff representatives shall serve two-year terms.

5. Membership on Senate Committees shall be for a term of two years, except that student membership shall be for a term of one year.

6. No person shall hold more than one standing committee membership except by approval of the Executive Committee.

7. **Vacancies**
   
   a. A vacancy in a Senate seat held by a member of the faculty or Instructional Staff shall only occur when the elected holder of the seat resigns or is no longer employed by Bronx Community College. A vacancy in a Senate seat held by a student shall be defined in accordance with the SGA constitution.

   b. An at-large seat which will be vacant for more than one year shall be filled by special election of the constituency represented by the vacant seat. An at-large seat which will be vacant for less than one year shall be filled by an election by the Senate. A vacant departmental seat shall be filled by special election of the department. In each case, an adequate nomination period shall be granted prior to the election. The term of such an elected seat shall be the remainder of the term of the seat vacated.
F. Committees of the Senate - General Policy

1. The membership of committees of the Senate shall consist of elected members of the Senate, except as provided in the Governance Plan. Committees shall, unless otherwise specified, elect their own officers. Recommendations and actions by all committees are subject to ratification by the Senate. Such committee recommendations or actions must be presented to the Senate one meeting prior to the one at which action may be taken.

2. Each standing committee of the Senate shall submit a written report of committee activities at the last scheduled Senate meeting of the academic year.

3. The same rules of quorum and privilege of the floor apply to the committees of the Senate as apply to Senate.

4. When a person is designated in the Governance Plan as a representative of an Office or officer, that person shall serve as a representative for a full academic year.

G. Standing Committee of the Senate

1. Executive Committee

   a. Functions of the Executive Committee:

      i. Prepare a schedule of regular meetings of the Senate by the beginning of each academic year.
      ii. Prepare and transmit agendas and notices for all meetings of the Senate.
      iii. Act on behalf of the Senate when the full body cannot be called into session and the matters in question must be decided without delay.
      iv. Call the Senate into special session by a vote of two-thirds of the total membership, as provided in Section I(A)(3)(c).
      v. Appoint members of Standing Committees of the Senate as required by this document.
      vi. Appoint members of other committees when requested by the President, the Senate, or any other administrative officer of the College.
      vii. Review the College budget with the President at the beginning of each academic year.
      viii. Prepare an annual evaluation of the performance and accomplishments of each standing committee of the Senate.

   b. Membership of the Executive Committee:

      i. The President of the College.
      ii. The Vice President of Academic Affairs.
      iii. The Chairperson of the Senate.
      iv. The Vice Chairperson of the Senate.
      v. The Secretary of the Senate.
      vi. Six members of the Faculty Council, elected by the Faculty Council.
      vii. The Student Government Association Vice President for Inter-Organization Council (I.O.C.) clubs and Executive Officer for Legal and Legislative Affairs.
      viii. The Chairperson of the Faculty Council when the holder of that office is not the same person as the Chairperson of the College Senate.
      ix. The Vice President of Administration and Finance and the Vice President of Student Development as non-voting members.
c. Officers of the Executive Committee:

i. The Chairperson of the Senate shall serve as the Chairperson of the Executive Committee.

ii. The Secretary of the Senate shall serve as the Secretary of the Executive Committee.

d. A majority of the members of the Executive Committee shall constitute a quorum.

2. Committee on Governance and Elections

a. Functions of the Committee on Governance and Elections:

i. Review the process of governance of the College on a continuing basis.

ii. Prepare and present to the Senate a biennial evaluation of the governance of the College.

iii. Recommend changes in administrative and governance structure and practices, and amendments to this document.

iv. Consider recommendations from the administration, faculty, staff, and students for changes to this document.

v. Interpret the Governance Plan subject to Senate review and approval.

vi. Conduct nominations and elections for the offices designated in the Governance Plan as well as for outside organizations with which the College may have an official connection, including:

(1) Determining eligibility to vote and hold office.

(2) Establishing procedures for disseminating information about candidates to their electorates.

(3) Presenting nominations and reporting results to the College at-large.

(4) Establishing procedures for nominations and elections not otherwise specified in the Governance Plan.

vii. Hear complaints regarding the breach of the Governance Plan or Bylaws and make recommendations to resolve such complaints.

b. Membership of the Committee on Governance and Elections:

i. The Chairperson of the Faculty Council.

ii. Five faculty members: two elected by and from the Faculty Council, three elected by the Faculty Council from the Instructional Staff at-large.

iii. Four students: the Student Government Association President, Vice President for Inter-Organization Council (I.O.C.) Clubs, the Executive Officer for Legal and Legislative Affairs, and the Executive Secretary of the SGA, or their respective designees from the SGA.

iv. One member designated by the President from among the Vice Presidents, Deans and Directors or their assistants.

3. Committee on Academic Standing

a. Functions of the Committee on Academic Standing:

i. Formulate policy regarding maintenance of matriculation, grading structure, satisfaction of requirements for degrees, diplomas and certificates, attendance, and advanced standing.

ii. Adjudicate and take final action on student appeals.

b. Membership of the Committee on Academic Standing:
i. The Vice President or a representative from the Office of the Vice President of Academic Affairs.
ii. One faculty member elected by and from each department.
iii. The Registrar who shall act as Executive Secretary of the Committee.
iv. Five students: two elected by and from the Student Government Association; three who are not members of the Student Government Association to be elected by the Student Government Association from the student body.

4. **Committee on Curriculum**

a. Functions of the Committee on Curriculum:

i. Establish and evaluate curricular requirements for the degrees and certificates awarded by the Faculty.
ii. Evaluate and approve new courses and curricula and revisions of courses and curricula currently offered by the College.
iii. Approve and evaluate all new programs to be offered by the College.
iv. Assemble information on all courses, both non-credit (remediation) and credit, and develop procedures for the evaluation of effectiveness of these courses.

b. Membership of the Committee on Curriculum:

i. The Vice President of Academic Affairs, or a representative from that Office.
ii. One representative to be elected by each department.
iii. The Registrar, or a representative of that Office.
iv. Four students: two elected by and from the Student Government Association; two who are not members of the Student Government Association elected by the Student Government Association from the student body.

5. **Committee on Student Activities**

a. Functions of the Committee on Student Activities:

i. Review and make recommendation to the Senate on policies and procedures for co-curricular activities, including approval of the charters of student organizations.
ii. Serve as the agency through which the College establishes and reviews rules of conduct and regulations in conformity with general requirements of Article XV of the Board of Trustees Bylaws.
iii. Authorize the use of the name of the College by student groups.

b. Membership of the Committee on Student Activities:

i. The Vice President of Student Development, or a representative from that office.
ii. The Director of Student Activities.
iii. The Director of Athletics.
iv. The Chairperson of the Student Government Association, the Vice President for Inter-Organization Council (I.O.C.) clubs, and the Executive Officer for Legal and Legislative Affairs, or their respective designees from the SGA.
v. Two faculty members elected by and from the Faculty Council.
vi. Two students elected by the Student Government Association from the student body.
6. **Committee on Space, Facilities, and Physical Plant**

   a. Functions of the Committee on Space, Facilities, and Physical Plant:
      
      i. Serve as a resource regarding the preparation and implementation of the master plan.
      
      ii. Consult and advise regarding the allocation of space and facilities within the College.
      
      iii. Report to the Senate, at least once a semester, on matters pertaining to space and facilities.

   b. Membership of the Committee on Space, Facilities, and Physical Plant:
      
      i. The Campus Facilities Officer as a non-voting member.
      
      ii. The Vice President of Administration and Finance, or designee.
      
      iii. Three (3) At-Large Faculty Members.
      
      iv. Two (2) students elected by the Student Government Association.

H. **Standing Committees With Advisory Functions**

1. **Committee on Instruction and Professional Development**

   a. Functions of the Committee on Instruction and Professional Development:
      
      i. Examine developments in the instructional process related to the improvements of instruction, and publicize such developments.
      
      ii. Conduct an annual survey of the faculty at the end of the Spring semester to determine areas of concern and problems that may be addressed by the committee.
      
      iii. Canvass students to determine problem areas in the instructional process which may be explored by the committee.
      
      iv. Distribute to the faculty information on issues relevant to college teaching, including bibliographies of materials available in the College library.
      
      v. Organize workshops dealing with various aspects of instruction, including new developments in teaching technology.
      
      vi. Consult and advise the Vice President of Academic Affairs on student evaluation of instruction in accordance with the policies of the Senate and the Board of Trustees of The City University of New York.
      
      vii. Advise the Vice President of Academic Affairs on methods and procedures related to the improvement of instruction and the professional development of Instructional Staff.

   b. Membership of the Committee on Instruction and Professional Development:
      
      i. One faculty member elected by and from each department.
      
      ii. Three students elected by the Student Government Association from the student body.
      
      iii. The Vice President of Academic Affairs, or representative.
      
      iv. The Vice President of Student Development or representative.

2. **Committee on Community Events**

   a. Functions of the Committee on Community Events:
i. To serve as an advisory body for college events and activities.
ii. To liaison between the various college entities responsible for community relations and events.
iii. To help guide community outreach efforts and can advise faculty and staff on the creation of events.

b. Membership of the Committee on Community Events:

i. One representative from the Office of the President.
ii. Four members from the Instructional Staff: two elected by the Faculty Council; two appointed by the Executive Committee.
iii. Two student members to be elected by the Student Government Association from the student body.
iv. The Director of Administrative Services and Events Management, or designee, who shall serve without vote.

3. Committee on Vice Presidents and Deans

a. Functions of the Committee on Vice Presidents and Deans:

i. Consult with and advise the President on the appointment of persons holding Vice President’s and Dean’s titles.
ii. Consult with the President concerning the criteria and the procedures to be used by the President in reviewing the performance of Vice Presidents and Deans and their offices.

b. Membership of the Committee on Vice Presidents and Deans:

i. The Chairperson of the Senate who shall serve as Chairperson of the Committee.
ii. Two members of the Faculty Council elected by the Faculty Council.
iii. Two members of the Instructional Staff appointed by the Executive Committee.
iv. Two members of the Student Government Association elected by the Student Government Association.
v. No person holding a Vice President’s or Dean’s title shall serve on this Committee.

4. Committee on Academic Freedom

a. Functions of the Committee on Academic Freedom:

i. The Committee on Academic Freedom studies, reports and makes recommendations to the Senate concerning any condition within or without the College which, in its judgment, may affect the academic freedom of the college community. Academic freedom is the freedom from duress or sanction aimed at suppressing the intellectual independence, free investigation, and unfettered communication by the academic community – including but not limited to members of the Instructional Staff, students, and guests.

b. Membership of the Committee on Academic Freedom:

i. The Chairperson of the Faculty Council.
ii. The President of the Student Government Association, or his/her designee.
iii. Five members of the Instructional Staff elected by the Faculty Council.
iv. Three members of the Student Government Association, elected by the Student Government Association.

v. One member designated by the President from among the Vice Presidents, Deans and Directors or their assistants.

II. THE STUDENT OMBUDSPERSON

A. Election of the Student Ombudsperson: The Senate shall nominate and elect a Student Ombudsperson (further referred to in this section as "the Ombudsperson") from among the full-time tenured teaching faculty for a term of two years. In this election each student vote shall be weighted as three, each non-student vote as one.

B. Responsibilities of the Student Ombudsperson:

1. Serve the College as an exceptional channel of redress for students when the normal administrative channels do not adequately respond.

2. Receive, investigate, and attempt to resolve those student complaints that have not been resolved by the appropriate College agencies; in particular, complaints alleging unfairness, discourtesy, undue delay, or other malfunctioning in the process of the College.

3. Have access to all pertinent records; have the right to make inquiries of any member of the College community, and to receive full and complete answers; and maintain confidentiality.

4. Make a report at the end of each semester on the number and nature of cases handled to the President of the College and the Chairperson of the Senate without breaching confidentiality.

III. DEPARTMENTAL ORGANIZATION AND AFFAIRS

A. All full-time members of the Instructional Staff appointed in a department, including College Laboratory Technicians, shall have the right to vote on department matters, including the election of members of elected department committees, college committee representatives, and for Department Chairperson.

B. All adjunct Instructional Staff members appointed in a department shall have the privilege of the floor, and the right to participate without vote, in all discussions at department meetings.

C. There shall be five members of the Personnel and Budget Committee of each department, including the Department Chairperson. Departments shall elect one additional committee member for each fifteen full-time members above 40. The maximum membership of such committee shall be nine. An elected Alternate shall serve with vote in the absence of a regular member.

D. At the discretion of each department, and to the extent determined by the department, there may be student participation in department committees, except the Personnel and Budget Committee. Also at the discretion of the department, and the extent determined by the department, students may participate in the department meeting without vote.

E. All practices associated to divisions, including the election of division coordinators and divisional Personnel and Budget Committee votes recommending faculty for reappointment and promotion, shall be discontinued.
IV. THE COLLEGE PERSONNEL AND BUDGET COMMITTEE AND THE ACADEMIC REVIEW COMMITTEE

A. The College Personnel and Budget Committee

1. Functions of the College Personnel and Budget Committee:
   a. Make recommendations to the President with regard to the Instructional Staff serving in the instructional departments of the College concerning appointments, reappointments, reappointments with tenure, leaves of absence, fellowship leaves, promotions, salary adjustments, and appeals of actions on these matters, consistent with the College's appeals procedure.
   b. Make recommendations to the President with regard to the annual tentative budget prepared by the President.
   c. Adopt and make known to the College community its procedures and calendar.

2. Membership of the College Personnel and Budget Committee:
   a. The President of the College, who shall preside.
   b. The Vice President of Academic Affairs, who shall preside in the absence of the President.
   c. The Chairpersons of all instructional departments.
   d. All other Vice Presidents of the College, who shall be members without vote.
   e. The Secretary of the Committee, who shall be designated by the President and shall serve without vote.

B. The Academic Review Committee

1. Functions of the Academic Review Committee:
   a. Review all recommendations made by the College Personnel and Budget Committee for reappointments, promotions, and tenure, and make recommendations to the President.

2. Membership of the Academic Review Committee:
   a. Three tenured Full Professors who are not members of the College Personnel and Budget Committee, elected by the Senate from the faculty at-large, and who do not hold excluded titles (i.e. Vice Presidents, Deans, Directors).
   b. Two tenured Full Professors who are not members of the College Personnel and Budget Committee, elected by the College Personnel and Budget Committee, and who do not hold excluded titles.
   c. One non-voting member of the College Personnel and Budget Committee, designated by the President, who shall serve without vote. It shall be the responsibility of the President's designee to impartially relate the deliberations and outcome of the College Personnel and Budget Committee for the committee's review.
V. PLENARY MEETINGS OF THE INSTRUCTIONAL STAFF, AND PLENARY MEETINGS OF THE STUDENT BODY

A. Plenary meetings of the Instructional Staff may be convened by:

1. The President of the College.
2. The Chairperson of the Senate.
3. The Chairperson of the Faculty Council.
4. The Senate Executive Committee, by majority vote.
5. The Senate, by majority vote.
6. Petition of ten percent (10%) of the Instructional Staff, one-half of whom shall be the holders of full-time lines, to one of the persons or bodies named above in this section, which persons or bodies shall be obliged to act on receipt of the petition.

B. Plenary meetings of the student body may be convened by:

1. The President of the College.
2. The Chairperson of the Senate.
3. The President of the Student Government Association.
4. The Executive Committee, by majority vote.
5. The Senate, by majority vote.

C. Plenary meetings shall be held as soon as possible after the call for the meeting or the receipt of a petition. The notice and agenda for the meeting shall be communicated to each member of the Instructional Staff, or each student, as the case may be.

D. A quorum for the Instructional Staff meetings shall consist of one-third of the Instructional Staff, provided at least two-thirds of those present shall be holders of full-time lines.

E. A quorum for student meetings shall consist of ten percent (10%) of the student body.

F. Plenary meetings of the Instructional Staff shall be chaired by the Chairperson of the Senate.

G. Plenary meetings of the students shall be chaired by the President of the Student Government Association.

H. Plenary meetings provided for herein shall be empowered to make recommendations to the Senate on any matter within the Senate's jurisdiction. Such recommendations shall be considered by the Senate as matters of high priority on the agenda of the meeting which follows immediately upon the receipt of the recommendations by the Chairperson of the Senate.

VI. AMENDMENT OF THE GOVERNANCE PLAN

A. Initiation of Amendments: Amendment of the Governance Plan may be initiated by the Committee on Governance and Elections or by a majority vote of the Senate:
1. When proposed by the Committee on Governance and Elections, the proposed amendment must be approved by majority vote of the Senate in order to be submitted to referendum.

2. When the proposed amendment is initiated by the Senate, it shall be submitted to the Committee on Governance and Elections for its recommendations.
   a. Within two months of submission to the Governance and Elections Committee, that committee shall provide its recommendations to the Senate in the form of a written report.
   b. Within one month of receiving the recommendations of the Governance and Elections Committee, but no later than three months from the original submission to the Governance and Elections Committee, the proposed amendment shall be resubmitted to the Senate, where it must be approved by a majority of the Senate in order to be submitted to referendum.
   c. Summer leave shall not count toward any time lines in this paragraph.
   d. The Committee review shall constitute the fulfillment of the one-meeting advance notice prior to voting by the Senate.

B. Ratification

1. In order for an amendment to be ratified, at least 30% of the full-time Instructional Staff and 10% of the student body must participate in the vote. Ratification requires a majority vote of the participating faculty, and a majority vote of the participating students. Should the referendum fail to obtain the required participation, it will be ratified when the following conditions have been satisfied: a positive vote with the required participation of either the full-time Instructional Staff or the student body; and two-thirds vote of the Senate. All amendments must be approved by the Board of Trustees in order to be valid.

VII. NAMING AND RENAMING OF BUILDINGS OR FACILITIES

A. To name or rename any of the College’s buildings, parts of buildings, facilities, chairs, deanships, departments, or other college subdivisions, a motion must be made by an elected representative of any of the following legislative bodies:

   1. Senate
   2. Faculty Council
   3. Student Government Association

B. A reasonable effort shall be made to obtain the consent of the Nominee, the Nominee’s Family, or the Executors of the Nominee’s Estate. The naming motion shall not be opposed by the Nominee, or the Family, or the Executors of the Nominee’s Estate.

C. A naming is generally designed to enhance teaching and research and is usually based upon the desire to:

   1. Honor the exemplary character, scholarly distinction or distinguished service of an individual, or
   2. Recognize a significant financial contribution to the college.

Such a motion must be approved by a 2/3 vote of the Senate.
VIII. COUNCIL OF CHAIRS

A. Function of the Council of Chairs:

1. Review issues and responsibilities relevant to the administration of the academic instructional departments.
2. Make recommendations to the President, College Senate, and Faculty Council regarding issues of procedure, policy or practice relevant to the administration of the academic instructional departments.

B. Membership of the Council of Chairs:

The Chairpersons of all Academic Instructional Departments and the Chief Librarian.

Moved by Committee Fernando Ferrer and seconded by Trustee Shorter, the following resolutions were adopted:

F. Hunter College - Naming of The Patty and Jay Baker Theatre Chair:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of “The Patty and Jay Baker Theatre Chair” at Hunter College.

EXPLANATION: The Patty and Jay Baker Foundation has given $2,000,000 to The Hunter College Foundation, Inc. to establish a fund for “The Patty and Jay Baker Theatre Chair” at Hunter College.

The Bakers are generous supporters of Hunter College, and its Theatre Department in particular, having earlier made a transformational gift to acquire, upgrade, and allow for future renovations to 151 East 67th Street, adjacent to the College, in order to house the Theatre Department. The Bakers have also supported Hunter’s Mother’s Day Scholarship Fund.

Patty Baker graduated from Hunter College in 1982 as a Thomas Hunter Honors student and theatre major. She is an active Broadway producer with credits including Fiddler on the Roof, Glengarry Glen Ross, Beautiful: The Carole King Musical and the current revival of Les Liaisons Dangereuses. She has served as a Trustee of the Hunter College Foundation since 2008 and is chair of the Hunter College Theatre Advisory Board. Mrs. Baker is a Trustee of The Public Theater and a former member of the Board of Directors of the Los Angeles Philharmonic.

Jay H. Baker is the retired CEO and Chair of Kohl's department stores and had an active career in the retail business. He is on the Board of Trustees of the Cal Ripkin Foundation, the Fashion Institute of Technology and The Baker Museum in Naples, Florida. A graduate of the University of Pennsylvania, Mr. Baker was formerly on the Board of Overseers of The Wharton School and now serves on the Advisory Board of the Jay H. Baker Retailing Center at Wharton.
In recognition of the Bakers’ generosity, the College requests that the Board approve the naming of “The Patty and Jay Baker Theatre Chair” at Hunter College.

G. **Hunter College - Naming of The Frankfort Education Library:**

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of “The Frankfort Education Library” to be located on the 6th floor of the Hunter College Library.

**EXPLANATION:** Bobbie and Lewis Frankfort have pledged $3,000,000 to The Hunter College Foundation, Inc. to establish and name “The Frankfort Education Library.” The first $2,431,816 of this gift has already been paid. The Frankfort Education Library will provide new spaces for students from the Hunter School of Education to access educational materials, work individually and in groups on assignments and research projects, utilize audiovisual technology to improve their teaching skills, and hold informal meetings.

Lewis Frankfort is the former Chairman and Chief Executive Officer of Coach, Inc. He holds a B.A. in political science from Hunter College (Class of 1967) and an M.B.A. from Columbia Business School, where he serves on the Board of Overseers. He has also held various positions in New York City government, among them Commissioner of the Agency for Child Development. Mr. Frankfort recently founded the Benvolio Group LLC, a private investment firm.

Bobbie Frankfort earned her Ph.D. in history and the history and philosophy of education from New York University. She served as President of the Tenafly Board of Education and is a board member of New York City Center.

The Frankforts are longtime friends of and donors to Hunter College, having previously supported the “Lew and Bobbie Frankfort Video Analysis of Student Teaching Project” and the Hunter College Mother’s Day Scholarship Campaign. In recognition of this generous gift, the College requests the Board’s approval to name “The Frankfort Education Library.”

H. **Queens College - Naming of The Dave Fields Lecture Room:**

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of “The Dave Fields Lecture Hall” in Room 170 of Kiely Hall at Queens College.

**EXPLANATION:** Dave Fields received his undergraduate and master’s degrees at Queens College. He has served as Special Counsel to the Chancellor of the City University of New York and is a non-teaching member of the Law School faculty. His involvement with the Law School predates its creation, as he served as Staff Director of the President’s Advisory Commission for the establishment of The City University School of Law at Queens College.
January 30, 2017
Minutes of the Meeting of the Board of Trustees

The seeds of CUNY Law date to the early 1970s, when Mr. Fields was a student activist at Queens College. Mr. Fields helped get the proposal to establish the Law School into the report of the Commission on the future of Queens College, and eventually made a motion in the Academic Senate in 1972 to start a law school at Queens College. The Academic Senate adopted that motion unanimously, and Mr. Fields spent years helping to turn the idea into a real public law school that would train its students to reach people historically underserved by the law and to take a clinical approach. Mr. Fields currently serves as Parliamentarian of the Academic Senate and he has been a member since its inception.

Mr. Fields has also served as co-chair of the College Undergraduate Curriculum Committee and helped develop the Queens College individualized B.A., which became the model adopted by the University when it created the CUNY B.A. He also served as deputy chair to its Academic Senate and helped form the New York Public Interest Research Group (NYPIRG).

Prior to his service as Special Counsel to four successive CUNY Chancellors, Mr. Fields was Special Assistant to three Queens College Presidents and Executive Director and General Counsel of the Queens College Student Union.

Dave Fields has made a bequest in his will in the amount of $1,000,000 to Queens College to be used expressly for student scholarships, including scholarships for undocumented students, and for faculty and staff. In recognition of his service and generosity, the College requests approval to name “The Dave Fields Lecture Hall” in Room 170 of Kiely Hall, which has been the longstanding meeting place of the College’s Academic Senate dating back to early 1970’s.

I. Bronx Community College - Naming of the World War II Dominican Veterans Monument:

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of a monument on the campus of Bronx Community College in honor of World War II veterans of Dominican descent.

EXPLANATION: Bronx Community College is an Hispanic-serving institution located on a forty-five acre historic campus. The College is home to the Hall of Fame of Great Americans and Monument Hill, the historic site of an American Revolution-era fort with four cannons representing Revolutionary War, Civil War, and World War I artillery.

The College was awarded $200,000 by New York City Councilman Fernando Cabrera under Project 042 BX032-015 entitled "Monument Hill Restoration." The College will erect a monument consisting of three stone piers on the main walk of the campus across from Nichols Hall to promote appreciation of the more than three hundred dedicated veterans of Dominican descent in World War II, paying homage to each by
name. The names of the servicemen and servicewomen to be inscribed on the monument have been researched and validated by the CUNY Dominican Studies Project “Dominicans in New York.”

The College respectfully requests the Board’s approval to name the “World War II Dominican Veterans Monument.”

Statement of Faculty, Staff and Administration Committee Chair Ferrer:
I have asked to delay the following item so CFSA can have a discussion about the University’s process for nominating and presenting Distinguished Professors to the Board. Like many of my fellow members, I am relatively new to the Board and have been asking many questions about how things are done. I was late to the last committee meeting in particular, and was not able to raise the issue at that time. I since raised the question with staff and discovered that this process has not been formally reviewed by the Board since 1972. While I understand there has been an internal process that was amended as recently as 2014, this process was not formally brought to the Board for consideration. It is prudent for the Trustees to pause and review this process to be sure that the Board is operating in accordance with its obligations as Trustees of the University. The next Board meeting is on February 21st, and it is my intention to schedule a committee meeting to review this process so the Board can move forward with these proposed nominations.

Moved by Committee Chair Ferrer and seconded by Vice Chairperson Schwartz, the following resolution was tabled:

J. Distinguished Professors:

RESOLVED, That the following be designated Distinguished Professor in the department, and the college, and for the period indicated, with compensation of $28,594 per annum in addition to their regular academic salary, subject to financial ability:

<table>
<thead>
<tr>
<th>COLLEGE</th>
<th>NAME</th>
<th>DEPARTMENT</th>
<th>EFFECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City College</td>
<td>Beth Baron</td>
<td>History</td>
<td>February 1, 2017</td>
</tr>
<tr>
<td>of New York</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Staten Island</td>
<td>Sos Agaian</td>
<td>Computer Science</td>
<td>February 1, 2017</td>
</tr>
<tr>
<td>Hunter College</td>
<td>David Himmelstein</td>
<td>Urban Public Health</td>
<td>February 1, 2017</td>
</tr>
<tr>
<td>Hunter College</td>
<td>Stephanie Woolhandler</td>
<td>Urban Public Health</td>
<td>February 1, 2017</td>
</tr>
</tbody>
</table>

Report of Faculty, Staff and Administration Committee Chair Ferrer:
I would now like to share with the Board a brief summary of the second quarterly report to the Committee on Diversity and Inclusion at CUNY, prepared by Vice Chancellor Gloriana Waters’ office. This report focused on faculty, and here are some pertinent metrics:
From 2010 to 2015, the number of full time faculty grew by 1,214, of which 411 were members of a federally protected group (120 African American/Black, 96 Hispanic, 194 Asian American, and 1 Native American).

As of late fall in 2016, the full-time faculty numbered 7,506. Under-represented groups comprised 34.55 percent of that number, with 48.1 percent female and 51.6 percent male.

In 2016, the overall number of full-time faculty decreased by 74. This was offset by an increase of 312 part-time faculty, of whom 46.1 percent were from under-represented groups.

White and Italian-American faculty are separating from CUNY at a lower rate of 35.8 percent, as compared to 50 percent among federally protected groups.

Vice Chancellor Waters’ office found that although certain campuses are doing well in diversifying their faculty, there are specific programs in business, communications, the arts and humanities, and the liberal arts and sciences where there is significant under-representation. In fact, there are some 30 departments across the University which have no diversity whatsoever. Clearly, more needs to be done. Based on the data, it is apparent that a targeted approach needs to be taken which addresses the areas of recruitment, retention and accountability—holding all who are involved in the recruitment and search process accountable for promoting diversity and equity. Vice Chancellor Waters’ office is preparing a plan which will specifically address these changes.

Finally, I would like to extend to the Board an invitation from Vice Chancellor Waters’ office to attend the third biennial faculty diversity conference on March 31st. This University-wide event will showcase the innovative approaches that CUNY faculty and administrators are taking to advance diversity and inclusion. The next quarterly report will be in April, and I look forward to reporting the findings to the Board at that time.

6. COMMITTEE ON FACILITIES PLANNING AND MANAGEMENT:

Trustee Shorter reported that the Committee on Facilities Planning and Management considered one item at its meeting of January 9, 2017. Following discussion and consideration of the item, Vice Chancellor Bergtraum gave a presentation on the management of University Projects by DASNY. Lastly, an Executive Session was called to discuss real estate matters under current negotiation by the University.

Moved by Trustee Shorter and seconded by Trustee Clarke, the following resolution was adopted:

A. Queens College - Purchase of Construction by Bid (City-Funded) to Build Perimeter Fencing:

RESOLVED, That the Board of Trustees of The City University of New York authorize the General Counsel to execute a construction contract on behalf of Queens College to build perimeter fencing. The contract shall be awarded to the lowest responsive and
responsible bidder after public advertisement and sealed bidding pursuant to law and University Regulations. The contract cost shall be chargeable to the City Capital Budget, Project No. QC051-014, for an amount not to exceed $861,695. The contract shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Queens College will build a wrought iron fence around the perimeter of two parking lots between the Horace Harding Expressway and Reeves Avenue. The work will include: (a) removing all existing chain link fence around the perimeter of the parking lots and protecting surrounding areas (approximately $201,206); (b) excavating and backfilling areas for foundation/footings for fence posts, providing and installing 6’ high wrought iron fence, 4 pedestrian gates and 2 sliding gates (approximately $462,213); (c) and providing and installing concrete footings for fence posts and concrete curbs (approximately $198,276).

Moved by Trustee Ferrer and seconded by Trustee Judah Gribetz, the following resolution was adopted:

6. The City University of New York - Appointment of Gayle M. Horwitz as Senior Advisor to the Chancellor and Secretary of the Board of Trustees:

RESOLVED, That the Board of Trustees of The City University of New York appoint Gayle M. Horwitz as Senior Advisor to the Chancellor and Secretary of the Board of Trustees, effective November 28, 2016.

EXPLANATION: Gayle M. Horwitz brings to The City University of New York a lifelong commitment to public service and thirty years of experience managing strategy, operations and finance at major organizations. She has held leadership positions at the Hugh L. Carey Battery Park City Authority, the New York City Comptroller’s Office, the New York City Board of Education and, in the private sector, Nardello & Co. She has a successful track record of improving the performance of organizations by focusing on sound fiscal practice and internal controls, policy development, and communications.

Ms. Horwitz has also served as a director and advisory board member at a number of organizations dedicated to enriching the lives of New Yorkers, including the Museum of Jewish Heritage, the Alliance for Downtown New York, the New York Building Congress, and the American Museum of Natural History.

Ms. Horwitz holds an A.B. in Politics from Mount Holyoke College, and an M.P.A. from New York University’s Robert F. Wagner Graduate School of Public Service, where she received the Major Raymond J. Lepesqueur Award for Highest Scholastic Standing.

Chancellor Milliken stated that he is pleased that the chancellery has been able to recruit someone with Ms. Gayle Horwitz’s strong experience and knowledge of the public sector as both the Senior Advisor to the Chancellor and Secretary of the Board. She brings thirty years of
experience devoted to managing strategy, operations, and finance at a number of major organizations, has held leadership positions in the public and private sector, and has a successful track record of proven performance. The chancellery, and my colleagues, who have had the opportunity to work with her over the last couple of months, share the view that CUNY will greatly benefit from her contributions to this organization.

Moved by Chairperson Thompson and seconded by Trustee Cortés-Vázquez, the following resolution was adopted:

7. **The City University of New York - Appointment of Jane Sovern as Interim General Counsel and Vice Chancellor for Legal Affairs:**

   RESOLVED, That the Board of Trustees of The City University of New York appoint Jane Sovern as Interim General Counsel and Vice Chancellor for Legal Affairs, effective January 2, 2017.

   EXPLANATION: Jane Sovern has served as University Deputy General Counsel since 2009. In that role, she assisted the General Counsel in providing legal advice to the Board of Trustees, the Chancellor, the University’s Central Office and the campuses, as well as in supervising CUNY’s legal department. Most recently, she co-led the University’s Title IX Working Group to coordinate CUNY’s efforts to prevent and respond to sexual misconduct. She also served as staff to the New York State Governor’s Commission of Higher Education in 2007-2008.

   Ms. Sovern has practiced law for nearly thirty years, and has worked at CUNY for twenty-five years. She joined the General Counsel’s Office in 1991 after practicing at the law firms of Paul, Weiss, Rifkind, Wharton & Garrison, and Meister Leventhal & Slade. Prior to attending law school, she served as Assistant Director of Career Counseling at Bates College. She earned an A.B. in Classics (Honors) and History from Brown University, and a J.D. from Columbia Law School.

   Chancellor Milliken stated that CUNY is fortunate that Ms. Jane Sovern has been with the University for twenty-five years. CUNY is also very fortunate to maintain continuity and leadership by having Ms. Sovern, previously Deputy General Counsel, serve as Interim General Counsel and Vice Chancellor for Legal affairs. As Deputy General Counsel, Ms. Sovern co-led the University's Title IX working group on coordinating prevention and response to sexual misconduct. He added that she served as staff to the New York State Governor's Commission on Higher Education, and has done an all-around terrific job at CUNY for over two decades, and he could not recommend her more highly for this appointment by the Board.

   Chairperson Thompson stated that it is a pleasure, and he looks forward to continuing to work with Ms. Horwitz, whom he has had the opportunity to work with for a number of years, and also Ms. Sovern, who, in a very brief period of time has been very effective and efficient. He added that they are a good team, and he is proud to work along with both of them.
8. The City University of New York - Amendments to Article III of the Bylaws of the Board of Trustees:

WHEREAS, The CUNY Board of Trustees and CUNY management are committed to sound financial management, robust internal controls, effective internal and external audit, comprehensive risk management and compliance, with the policies, practices and oversight that requires; now therefore be it

RESOLVED, That the CUNY Board of Trustees amend Article III of the Board of Trustees Bylaws to create a standing Audit Committee of the Board of Trustees, as proposed in the attached document, effective immediately; and be it further

RESOLVED, That the CUNY Board of Trustees adopt the attached Audit Committee Charter, effective immediately; and be it further

RESOLVED, That the CUNY Board of Trustees dissolve the Subcommittee on Audit of the Fiscal Affairs Committee, effective immediately; and be it further

RESOLVED, That the CUNY Board of Trustees, pursuant to Section 5.1 of the Board of Trustees Bylaws, by unanimous consent of the trustees of the board present, hereby waives the requirement that amendments to the bylaws be proposed at a meeting preceding the meeting at which a vote is taken.

EXPLANATION: As the University moves to review, update and strengthen its financial management policies and practices, among the steps to be taken is the elevation of the current Board Subcommittee on Audit to a full standing committee of the Board, with a broader mission, expanded authority and a new Charter. This structure will include the University’s Office of Internal Audit reporting functionally to the Committee and operationally to the Chancellor. In addition to the current subcommittee responsibilities with regard to the independent external audit function, the new standing Audit Committee would: (1) review and approve the organization and responsibilities of the University’s Office of Internal Audit and the University’s program of internal audit, including the internal audit charter and annual Internal Audit Plan; (2) review all outside agency audits and management responses and follow-up; and (3) review the effectiveness of the University’s system of internal controls and compliance program. The attached Audit Committee Charter describes the purpose, authority and responsibilities of the Committee in more detail. The Committee will review the Charter annually and recommend any changes to the Board.

This amendment adds the Audit Committee to the standing committees, dissolves the Subcommittee on Audit of the Fiscal Affairs Committee, adds the Audit Committee’s
Chairperson to the Board’s Executive Committee, and adjusts the quorum requirement for the Executive Committee accordingly. Given that an individual trustee may serve in more than one of the required roles on the Executive Committee, the quorum requirement of a majority of the individual members would be four for a committee consisting of seven individuals, and five for a committee of eight individuals.

The City University of New York Board of Trustees
Audit Committee Charter

Article I. Purposes

The purposes of the Audit Committee of the Board of Trustees of The City University of New York are to assist the Board of Trustees in fulfilling its oversight of (1) the integrity of the University’s financial statements, including its independent auditors’ qualifications and independence, (2) internal and external audit, (3) the University’s system of internal controls, (4) the University’s risk management, and (5) the University’s compliance with laws, regulations and policies.

Article II. Composition

The Committee will consist of at least four and no more than six members with a minimum of four trustee members and one faculty and one student representative who shall be appointed by the Chairperson of the Board of Trustees, one of whom shall be designated by the Chairperson of the Board of Trustees to serve as the chairperson of the Committee. The members should have an understanding of financial matters and experience reviewing financial reports.

Article III. Meetings and Quorum

The Committee will meet on a regularly-scheduled basis at least four times per year, with authority to convene additional meetings, as circumstances require. The Committee may invite members of management, auditors, or others to attend meetings and provide pertinent information, as necessary. It will hold private meetings with auditors and executive sessions. The presence of the majority of the appointed members shall constitute a quorum for the transaction of business, and the act of a majority of the members present shall be the act of the Committee.

Article IV. Responsibilities

The Committee’s primary responsibilities are to:

- Oversee the selection of a firm or firms of independent certified public accountants to perform the annual external audit of the University’s accounts, review the financial statements and the external auditor’s management letters for the University, and provide the Board of Trustees with appropriate reports.
- Review comments applicable to the University set forth in any audits of the State of New York, the City of New York, or the United States government, and provide the Board of Trustees with appropriate reports.
- Review and approve the organization and responsibilities of the University’s Office of Internal Audit and the University’s program of internal audit and provide the Board of Trustees with appropriate reports on the Office's activities.
- Render advice and assistance to the Board of Trustees in fulfilling its fiduciary and oversight responsibilities for University accounting, reporting practices, and internal controls, and undertake such other activities and responsibilities as may be requested from time to time by the Board of Trustees.
Communication directly with independent certified public accountants and other external auditors as well as the University Office of Internal Audit.

Publish an annual report no later than March 1st of each year, detailing the activities and decisions of the Audit Committee for the prior twelve months.

Section 4.01 External Auditors and Financial Statements

- Oversee the external auditors, including their proposed Audit Plan. Approve non-audit services provided by the external auditors.
- Review the performance of the external auditors. On a regular basis, meet separately with the external auditors to discuss any matters that the Committee or external auditors believe should be discussed privately.
- Review with management and external auditors the results of the annual independent financial statement audit and management letter comments, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- Accept annually the University's independently audited basic financial statements.
- Appoint and oversee the work of any independent certified public accounting firm employed by the University as its external auditor.
- Resolve any disagreements between management and the external auditor regarding financial reporting.

Section 4.02 Office of Internal Audit

- Review annually with management and the chief internal auditor the charter, activities, staffing, and the organizational structure of the internal audit function.
- Ensure that the Office of Internal Audit is organizationally independent from University operations. The Office of Internal Audit shall report functionally to the committee and administratively to the Chancellor.
- Approve the internal audit charter, and the annual audit plan and all major changes to the plan. Review the internal audit activity's performance relative to its plan.
- Approve all decisions regarding the appointment, removal, and compensation of the chief internal auditor.
- Review at least annually the performance of the chief internal auditor and the effectiveness of the internal audit function.

Section 4.03 Internal Controls, Risk Management and Compliance

- Review at least annually the effectiveness of the University’s system of internal controls and risk management and compliance programs.
- Review the external auditor’s report on internal controls and compliance.
- Obtain regular updates from the Director of University-wide Enterprise Risk Management regarding risk management matters.
- Obtain regular updates from management and the General Counsel regarding compliance matters.
- Ensure that the University has an appropriate confidential mechanism for individuals to report, and appropriate procedures for the receipt, retention, investigation, and referral of complaints concerning suspected fraudulent activities, allegations of corruption, fraud, criminal activity, conflicts of interest, or abuse.
- Ensure that there are appropriate procedures for the receipt, retention, investigation, and referral of complaints concerning accounting, internal controls, and auditing.
Section 4.04 Reporting

- Provide an annual written report to the Board of Trustees reflecting how the Committee has discharged its responsibilities over the previous year and making recommendations.
- At the request of the Board of Trustees, provide periodic updates to the Board about Committee activities, issues, the work of the Office of Internal Audit, and related recommendations.

Section 4.05 Other Responsibilities

- Perform other activities related to this Charter as requested by the Board of Trustees.
- Obtain any information and training reasonably necessary to enhance the Committee members' understanding of the roles of external and internal auditors, financial statements, internal controls, compliance, and other areas as appropriate.
- Review the Audit Committee’s charter annually, reassess its adequacy, and recommend any proposed changes to the Board of Trustees.

ARTICLE III COMMITTEES OF THE BOARD

SECTION 3.1. STANDING AND SPECIAL COMMITTEES.

a. The board shall have standing committees on academic policy, programs and research, faculty staff and administration, fiscal affairs, audit, facilities planning and management, and student affairs and special programs, as well as any other special committees and subcommittees that the board may establish by resolution. The membership of standing and special committees of the board shall be determined by the chairperson.

b. The procedures for providing notice of the meetings of all standing and special committees and subcommittees, and for making the agenda, summary of resolutions and minutes for such meetings available on the city university of New York website, shall be the same as they are for regular board meetings.

SECTION 3.2. EXECUTIVE COMMITTEE.

a. The board shall also have an executive committee, which shall consist of the chair of the board, the vice chair of the board, the chair of the committee on academic policy, program, and research, the chair of the committee on faculty, staff and administration, the chair of the committee on fiscal affairs, the chair of the committee on audit, the chair of the committee on facilities planning, and management and the chair of the committee on student affairs and special programs. Four A majority of the individual members shall constitute a quorum for the transaction of business.

b. The executive committee may meet in intervals between meetings of the board and at such times that the chairperson of the board may convene it, upon the request of the chancellor or his/her designee. The agenda for any executive committee meeting must be made available electronically on the city university of New York website twenty-four hours in advance. The executive committee may take any actions that could have been taken by the board of trustees, except to grant degrees, to make removals from office or to amend these bylaws, upon the determination that it would be detrimental to the University to delay the advancement of the matter until the next regularly scheduled meeting of the Board of Trustees.

c. Certification of such determination and all actions of the executive committee shall be reported to all members of the board no later than the next scheduled meeting. Notice of such actions shall also be placed on the agenda of the next scheduled meeting of the board.
d. A summary of the resolutions for any executive committee meeting shall be electronically available on the city university of New York website no later than seven days after the meeting. The approved minutes, attendance, voting record, and video record for each executive meeting shall be posted on the website no later than seven days following their approval by the board.

e. Notice of executive committee meetings shall be given in the same manner as it is given for special meetings of the board.

Chairperson Thompson stated that the Board of Trustees understands the reason for making the Subcommittee on Audit a full committee. It improves oversight on the part of CUNY, and is in keeping with best practices. Chancellor Milliken helped put this forward, but also this is out of discussions with the Executive Committee, along with the Inspector General, and in the end this is what, as a Board and Trustees we should be doing in providing oversight. He added that he will be reaching out, at least to the Board members, in the near future, if this item is approved, to let them know the composition of the committee. This is a step forward for the University to have additional transparency and accountability.

9. EXECUTIVE COMMITTEE

Chairperson Thompson noted that Calendar Item No. 10, is being read for informational purposes only. It serves as notice of an action taken by the Board of Trustees’ Executive Committee on November 2, 2016 on this item recommended by Chancellor Milliken, regarding the Appointment of Interim President of The City College of New York.

RESOLVED, That the Executive Committee of the Board of Trustees approves the appointment of Vincent Boudreau to be Interim President of The City College of New York as of November 2, 2016, at a compensation to be recommended by the chancellor to the Board, subject to financial ability.

EXPLANATION: The Chancellor is recommending Dr. Vincent Boudreau to be the Interim President of The City College of New York. Dr. Boudreau is currently the Dean of the Colin Powell School for Civic and Global Leadership, a position he has held since 2014. Over his 25 year career at CCNY, Dr. Boudreau previously served as the Director of the Colin Powell Center, Deputy Dean of Social Science, and Chair of the Political Science Department, all at CCNY. A professor of political science at CCNY and a member of the CUNY graduate faculty, Dr. Boudreau, a leading authority on the politics of social movements, particularly in Southeast Asia, is the author of two books on protest movements and the co-author of a volume on cyber infrastructure protection. Dean Boudreau was recognized as CCNY’s “Teacher of the Year” in 2009. He earned his Ph.D. in Comparative Politics and International Studies from Cornell University.

Chairperson Thompson asked for a motion to adjourn. Upon motion duly made, seconded and carried, the meeting was adjourned at 6:17 p.m.