The meeting was called to order by Committee Chair Fernando Ferrer at 5:59 p.m.

The following people were present:

**Committee Members:**
- Hon. Fernando Ferrer, Chair
- Hon. Judah Gribetz, Vice Chair
- Hon. Rita DiMartino (left @ 7:10 p.m.)
- Hon. Jill O’Donnell-Tormey
- Hon. Ken Sunshine (left @ 7:17 p.m.)
- Prof. Michael Barnhart, faculty alternate
- President Marcia Keizs, COP member

**University Staff:**
- Vice Chancellor Gloriana Waters
- Senior Advisor to the Chancellor Marc V. Shaw (joined @ 6:50 p.m.)
- Interim General Counsel and Vice Chancellor Jane Sovern
- University Dean for Recruitment and Diversity Arlene Torres
- Deputy to the Secretary Hourig Messerlian
- University Director Talent Acquisition Anne Chamberlain

**Trustee Observer:**
- Hon. Kay Conway (joined @ 6:06 p.m.)

**Trustee Staff:**
- Senior Advisor to the Chancellor and Secretary of the Board Gayle M. Horwitz
- Interim General Counsel and Vice Chancellor Jane Sovern
- Deputy to the Secretary Hourig Messerlian
- Ms. Towanda Lewis

The agenda items were considered and acted upon in the following order:

**I. ACTION ITEMS:**

**A. APPROVAL OF THE MINUTES OF THE MEETING OF APRIL 3, 2017.** The minutes were approved as submitted upon motion made by Trustee Rita DiMartino and seconded by Trustee Jill O’Donnell-Tormey.

**B. POLICY CALENDAR**

1. Amendments to the Guidelines for Presidential Searches. Interim General Counsel and Vice Chancellor (IGC&VC) Jane Sovern stated that this item was discussed at the Committee’s February 2017 meeting. The change that was the subject of discussion was essentially having external representatives to be potentially part of the search committee, as part of the group of trustees and senior level administrators. Also, there was a request from the Committee to define the change a little more precisely and to have some parameters. Therefore, the revised language states that the total number of appointed trustees and senior level administrators and/or external constituent representatives shall not exceed five, and external constituent representatives shall have a record of significant commitment to the campus, and may include alumni or donors, but may not be elected officials or staff members of elected officials. The other changes were essentially minimal cleanup, such as including the Graduate School of Public Health and Health Policy in this process, and making the diversity language more current.

Prof. Michael Barnhart stated that the University Faculty Senate (UFS) is generally happy with the direction of the guidelines and thinks expanding the number of, or the
composition of people who can sit on the presidential search committees is a good thing but would like to suggest that there should be consultation with the campus. He added that some of the faculty would feel reassured if there was some consideration to the idea of campus consultation.

IGC&VC Sovern stated that it is her understanding that campus consultation happens when the search committees are being constituted. She added that since the individuals must have a record of significant commitment, there is no need for there to be a requirement in the guidelines.

In response to a question from Committee Vice Chair Judah Gribetz on whether the modifications to the guidelines mean that there can no longer be five trustees who can sit on the presidential searches: IGC&VC Sovern stated that there is flexibility in that category as all five members could be trustees.

In response to a follow-up question from Committee Vice Chair Gribetz on whether appointing an external constituent representative is at the expense of possibly a trustee:

IGC&VC Sovern stated that it is at the expense of a trustee or senior level administrator.

In response to another question from Committee Vice Chair Gribetz on why is this being done at the expense of a trustee vote:

IGC&VC Sovern stated that there were times when some trustees who had participated in a number of searches would have liked a little break so there was an interest in having some flexibility in this category.

Committee Chair Ferrer suggested that the Committee be provided with a clear meaning of external representatives as part of the search committee.

IGC&VC Sovern stated that Chancellor Milliken and others have expressed significant interest in having individuals who have a significant connection to the college—alumni and donors.

Committee Chair Ferrer noted that the only thing that could change from search to search is the mix of trustees, senior level administrators, and external constituents.

UFS Chair and Trustee Kay Conway stated that as Prof. Barnhart has already mentioned, the UFS supports the idea that there might be external constituents—as they are very valuable—who could be helpful to a search but would like the Exceptions to these Guidelines section to read, “if there are times when external constituents are needed that consultation would be made with the faculty and student governances of the related campus”.

Committee Vice Chair Gribetz stated that more flexibility should mean that if Chancellor Milliken wants to put an external representative on a search committee, he can do so in addition to having five trustees. He added that this proposal limits flexibility.

IGC&VC Sovern stated that part of the concern was that the proportion of faculty and students on the committee remain the same as they are of important value in these searches. There was not a desire to add another person to the total mix. It was a desire to keep the total mix the same and have a little bit more flexibility within the mix.
Committee Vice Chair Ferrer suggested that when a term is suggestive of a process, the Committee ought to know what it means before the term is accepted.

UFS Chair and Trustee Conway noted that presently campus involvement is limited to asking the campus for the faculty representatives. UFS is not consulted or considered about any of the other representatives.

IGC&VC Sovern stated that amending this document to address specific consultation with the faculty governance body would be a change from what is already being done.

UFS Chair and Trustee Conway stated that to Committee Chair Ferrer's point, in terms of language, campus consultation often means that the president has been spoken to. It does not mean anybody else has been spoken to.

In response to a question from Committee Chair Ferrer to UFS Chair and Trustee Conway on whether she has an explicit understanding that campus consultation does not imply consent:

UFS Chair and Trustee Conway stated that she agrees that is why the UFS thinks this request is pretty nominal.

IGC&VC Sovern stated that Chancellor Milliken is comfortable with campus consultation, rather than going to each specific governance body on every search.

President Marcia Keizs stated that there is a clear place for consultation with governance in terms of selecting faculty as there is a broader role for consultation with whomever is leading the institution at the time—the president, the president's cabinet, or foundation board members. She added that her position is that consultation currently takes place with the various sectors to select the particular sector representatives. For the general campus, the external person that the chancellery is attempting to add, would be the campus president or the foundation board representative. If this is what the Committee is trying to achieve, the governance role is for faculty and student representation.

UFS Chair and Trustee Conway stated that the faculty and students do not expect to be consulted over the choice of administrators or trustees but to the extent that the guidelines are expanding to include an external group, the UFS thought it will be shared governance so the faculty should be consulted.

Committee Vice Chair Gribetz stated that under the statutes that created the Board, the trustees have the ultimate responsibility. These guideline changes introduce a dilution of statutory responsibility.

Trustee Ken Sunshine noted that he was on one of the search committees, and stated that it was incredibly labor intensive so there was a real practical problem.

In response to a question from Committee Vice Chair Gribetz on whether the number of trustees can be reduced under this new configuration:

President Keizs stated that the explanation section of the resolution states, “The amendments ensure a minimum of three appointed trustees”.

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Senior Advisor to the Chancellor and Secretary Gayle Horwitz noted that it is not in the actual guidelines; however, it is in the explanation section of the resolution.

In response to a question from Committee Vice Chair Gribetz on whether there is a concern that the faculty as a whole may want an opinion on a campus:

IGC&VC Sovern stated that the system has consultation as per President Keizs' comment earlier. Saying more about consultation could suggest that there is additional formal governance consultation that is not necessary.

In response to a question from Committee Chair Ferrer to IGC&VC Sovern on what suggested words would clarify the intent of consultation:

IGC&VC Sovern stated that clarification is not needed. It is clear that there has to be consultation for faculty and student governance. Furthermore, it is clear that the campus is consulted about the senior administrators and external constituents.

Prof. Barnhart stated that campus consultation is not necessarily unrelated to governance at every campus. There is a governance body that represents the entire college. He added that the UFS understands the word consultation to mean a vote is not taken as it is only an informational item, so there is only a discussion. Prof. Barnhart suggested that he is willing to accept campus consultation with the understanding that a discussion might not always occur at every college.

IGC&VC Sovern stated that there is appropriate engagement with appropriate sectors in the way that the process already works.

UFS Chair and Trustee Conway agreed to withdraw the UFS request in regards to campus consultation because clarity was given on how the process should work.

Moved by Trustee O'Donnell-Tormey and seconded by Prof. Barnhart, and following discussion, the item was approved for submission to the Board, as amended as follows:

Guidelines for Presidential Searches | Paragraph 3, page 2, to read as follows: “Senior level administrators and/or representatives of external constituencies: up to two senior level administrators, one who is affiliated with the college and one who is from a different college, and/or representatives of external constituencies recommended by the Chancellor and appointed by the Chairperson of the Board. There will be a minimum of three and a maximum of five Trustees. The total number of appointed Trustees and senior level administrators and/or external constituent representatives shall not exceed five. External constituent representatives shall have a record of significant commitment to the campus, and may include alumni or donors, but may not be elected officials or staff members of elected officials.”

2. Amendments to the Charter for the Governance of Hunter College.

Moved by Trustee O'Donnell-Tormey and seconded by Prof. Barnhart, and following discussion, the item was approved for submission to the Board.

3. Amendment to the Governance Plan of Lehman College.
Moved by Trustee O'Donnell-Tormey and seconded by Trustee DiMartino, and following discussion, the item was approved for submission to the Board.


5. Naming of the Elizabeth Hemmerdinger Screening Center at Hunter College.


Vice Chancellor Gloriana Waters stated that the three naming opportunities represent gifts to the University totaling $1.6 million: the Hannelore S. and Robert M. Bloch Commons at Hunter College, the Elizabeth Hemmerdinger Screening Center, also at Hunter College, and the Dina Axelrad Perry Pool at Queens College. The Bloch Commons is a student study area located in the Silverstein Student Success Center in Hunter College's library, which is being named for the Blochs in recognition of a $500,000 gift to the Hunter College Foundation. The Hemmerdinger Screening Center is also located in the Silverstein Student Success Center in Hunter College's library and it is being named in recognition of $100,000 gift. The Dina Axelrad Perry Pool is being named in honor of a member of the Board of Trustees of the Queens College Foundation, who has pledged $1 million to the college. These naming opportunities have been reviewed and approved by both the University Offices of General Counsel and Institutional Advancement.

Moved by Trustee DiMartino and seconded by Trustee O'Donnell-Tormey, and following discussion, items I.B.4 through I.B.6 were approved for submission to the Board.

C. CHANCELLOR'S UNIVERSITY REPORT

1. Appointment of Anne Lopes as Interim Provost and Senior Vice President of Academic Affairs at John Jay College of Criminal Justice.

2. Appointment of Reza Fakhari as Vice President for Workforce Development and Strategic Community Partnerships at Kingsborough Community College.

3. Appointment of Nireata Seals as Interim Vice President for Student Affairs at LaGuardia Community College.

4. Appointment of Gregory Mosher as Professor of Theatre at Hunter College with Waiver of §6.2.b. of the Bylaws.

5. Appointment of Carla Shedd as Associate Professor of Urban Education at the CUNY Graduate School and University Center with Waiver of §6.2.b. of the Bylaws.

6. Appointment of Jacqueline Clark as Vice President for Finance and Administration at Medgar Evers College.

Moved by Trustee O'Donnell-Tormey and seconded by Trustee DiMartino, and following discussion, items I.C.1 through I.C.6 were approved for submission to the Board.
II. INFORMATION ITEMS

Reappointment with Early Tenure pursuant to §6.2.b.(2) of the Bylaws.

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<td>Art</td>
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III. FACULTY DIVERSITY REPORT

University Dean Arlene Torres thanked key members of the CUNY community for launching critical conversations leading to a concerted effort. Chancellor Milliken, Executive Vice Chancellor and University Provost Vita Rabinowitz, and Vice Chancellor Waters are working strategically to respond to ongoing concerns about the recruitment and retention of faculty and staff at CUNY. The Board of Trustees and the Committee on Faculty, Staff and Administration (CFSA), in particular, have challenged the CUNY administration and the campuses to be more transparent and accountable for institutional change. The annual affirmative action plans for 2015 and 2016 have served this past year as key data points for the development of quarterly reports on diversity presented to the chancellery, CUNY Board of Trustees, and the general public. The data presented is instructive as it provides information on the status of the workforce, hires, market availability, and underutilization at CUNY by gender, ethnicity, and race, with additional information about disability and veteran status for each campus by rank and academic program. Also, comparative analyses are underway to pinpoint persistent problems and to identify areas where progress has been made. The Office of Recruitment and Diversity (ORD) is currently uploading data for the 2017 affirmative action plan to further advance ORD’s analyses and plans for actions in the future. The reporting process over the past year has helped ORD understand the need for better information systems, training, collection, and dissemination of data points, both quantitative and qualitative, that can help ORD promote change. Earlier this month, for example, ORD convened a group of eighty individuals including deans, department heads, faculty, and chief diversity officers committed to working together to provide training on the search recruitment and hiring process, and to access available resources to diversify the applicant pool and the professoriate at CUNY. While there are challenges, there are multiple strategies underway centrally and across the campuses to retain the University’s faculty.

The report provides an executive summary, the current status of the faculty workforce, and the underutilization of faculty by academic fields for race, ethnicity, and gender for each college.

See attached presentation on the Quarterly Report on Faculty Diversity by University Dean Torres.

In response to a question from Committee Chair Ferrer on whether the data collection is done manually:

University Dean Torres stated that the collection is undertaken manually.

In response to a question from UFS Chair and Trustee Conway on how are the categories created as they do not represent departments:

University Dean Torres stated that each college determines how to create these categories, including blending different departments to create a particular category.

In response to a question from Trustee O’Donnell-Tormey on whether regulation requirements mandate that this report be reviewed at the Board level:
Committee Chair Ferrer stated that when he was appointed chair of the Committee he wanted to look at the diversity of the CUNY faculty.

In response to a question from UFS Chair and Trustee Conway on where does the data come from:

Vice Chancellor Waters stated that the campuses draft yearly reports. ORD provides campuses with labor market data so that they compare their workforce to the labor market, and then they come up with their underutilization numbers. This is required as part of the federally mandated affirmative action plan. ORD is looking at ways to utilize information that is in CUNYfirst but the information is currently not accurate enough to produce reports. ORD has been working with the campuses to clean up the data.

Committee Chair Ferrer encouraged Vice Chancellor Waters to acquire the software needed to run relevant reports.

In response to a question from Trustee O’Donnell-Tormey on whether this process can be centralized:

Vice Chancellor Waters stated that the process is specific to each campus because applicants are hired by each campus.

UFS Chair and Trustee Conway, referring to the granularity of the report, stated that this is important information but the Committee does not need to view the report by discipline, by campus. If there are issues by campus, maybe ORD can tackle them one campus at a time.

Committee Chair Ferrer stated that this is an important task as the last time such a report was done, the Committee discovered that there were about a dozen departments across the University that had zero diversity.

Prof. Barnhart stated that he welcomes the granularity of the report, and he would like to be able to use it in terms of hiring.

In response to a question from Prof. Barnhart on how the data comes from the labor market:

Vice Chancellor Waters stated that the labor market data is received by discipline but it is just a preliminary place to look at information.

UFS Chair and Trustee Conway stated that this faculty diversity report should only be an update to follow-up on an earlier report.

Committee Chair Ferrer noted that Chancellor Milliken appointed a taskforce, and stated that he would extend an invitation to the presidents of the taskforce to attend the next CFSA meeting to share their work because the Committee and the taskforce should be on a parallel track.

In response to a question from UFS Chair and Trustee Conway on where does CUNY stand on the workforce in terms of the University’s ability to be competitive and hire faculty:

University Dean Torres stated that the department chairs need to ask their deans and provosts that question. If the salaries are such that CUNY cannot compete, then that conversation needs to be had.

In response to another question from UFS Chair and Trustee Conway on what would be the next steps, assuming the question has been asked:

President Keizs stated that those are some of the things the taskforce will be discussing.
Vice Chancellor Waters pointed out that this activity takes place on campus at the department level. ORD really needs department chairs to provide information and then give them the tools. It will vary from discipline to discipline. There is a lot of conversation that needs to take place. The faculty has to own this.

Prof. Barnhart stated that the faculty cares a great deal about this but there needs to be some required translational process whereby what is being presented at the Committee level gets reinterpreted at the campus level in such a way that it becomes a topic of discussion at the campus level.

Committee Chair Ferrer reiterated that Chancellor Milliken has appointed a presidential level taskforce, and stated that the Committee is now discussing concerns and beginning to measure them. The Committee will continue to measure concerns as it provokes conversation. He added that the numbers will get a little better because the Committee will look carefully at how the technology is serving or not serving CUNY.

University Dean Torres stated that ORD conducted a survey on how knowledgeable the faculty are on search guidelines. Over fifty percent of the faculty said they had never seen a search guide. There were faculty members who were search chairs, who had never carefully looked at the guidelines for an appropriate search. There were faculty members who had not looked at the multiple resources that are available to recruit in a particular field and they used standard recruiting sources, never having analyzed whether or not the money that they were spending on it was even effective. So the challenge is to be supportive and to indicate that the Central Office has some resources, and ORD is available to help, but the campuses also have resources, and they have to take ownership of the process. ORD has to encourage the ownership of the process at every level. Faculty governance is critical, and faculty involvement in the searches is key, but those very faculty members have to be informed, and they have to get the support of their deans, provosts, and presidents. It seems that there is not enough communication or basic training, and on where the resources are to be effective. This is just a first step.

UFS Chair and Trustee Conway stated that some of the community colleges are doing a good job but would hate to think that the University is only hiring diverse faculty at the community colleges where faculty are paid less. UFS Chair and Trustee Conway wants to ensure that CUNY is hiring diverse faculty everywhere, including making sure that the faculty leading searches are well-informed. UFS Chair and Trustee Conway stated that ORD should provide the CUNY faculty with the available resources so that it can be put in the hands of department chairs.

In response to a question from Prof. Barnhart on whether those leaving CUNY are disproportionately minority, or women:

University Dean Torres stated that as ORD looked at the separations—the number of faculty of color who are separating because of non-reappointment or resignation—there is no explanation as to why the resignations are at a much greater rate among faculty of color than their white counterparts.

In response to more questions from Prof. Barnhart on a) whether the non-reappointments are in the majority or whether the resignations are in the majority, and b) could the resignations be because better offers were received from elsewhere:

University Dean Torres stated that she has no way of knowing that but ORD is now conducting exit surveys to get a better sense of those resignations and the reasons for leaving the institution.

UFS Chair and Trustee Conway noted that she had a meeting with University Dean Torres and asked the same question as Prof. Barnhart. When she did the numbers, 40 percent of CUNY’s non-traditional or underrepresented faculty have resigned, compared to 29.2 percent for white faculty, and they retired at lower rates but resigned earlier and were not reappointed at almost double the rate. Also, she questioned about exit interviews and was told that they are not being done consistently across campuses.
University Dean Torres stated that ORD has made the Chancellor’s working group aware of this and they are extremely supportive of having mandatory exit surveys be required at all the campuses so that ORD gets better data.

President Keizs gave a brief statement about the importance of having early intervention through professional development at the campuses as they give solid guidance on what the evaluation expectations are.

UFS Chair and Trustee Conway reiterated President Keizs’ point and stated that there should be better training on how to write evaluations.

University Dean Torres stated that ORD recognizes some of the concerns but gets a great deal of pushback because there are faculty governance issues and concerns about the central administration making recommendations as opposed to mandating certain kinds of initiatives. She added that as University Dean, it is her responsibility to make sure that she works vigorously to retain the faculty and when she cannot make the interventions with a department head she teaches the faculty how to engage proactively for themselves. ORD has very limited resources at the Central Office to do that, and can only manage to support 50 to 60 faculty. University Dean Torres stated that it would be wonderful if CUNY supported all faculty across the campuses by partnering with the Central Office to have that level of mentorship. Retention would be a very different story.

Committee Chair Ferrer suggested that the Committee receive a fuller analysis of the issues that were previously discussed, and stated that the Committee needs to be prepared to propose new ideas at its next meeting.

President Keizs noted that the taskforce may very well be ready to give the Committee, at its next meeting, an idea of what is being done and to get some endorsement or expand ideas.

Upon motion duly made by Committee Chair Ferrer and seconded by Prof. Barnhart, the meeting was adjourned at 7:44 p.m.