The Board of Trustees of The City University of New York (CUNY) met on October 23, 2017 at Baruch College Vertical Campus, New York, New York, pursuant to a Notice sent by the Office of the Secretary of the Board on October 9, 2017.

**Trustees Present:** Chairperson William C. Thompson, Jr., Vice Chairperson Barry F. Schwartz, Michael Arvanites, Henry T. Berger, Una S. T-Clarke, Lorraine A. Cortés-Vázquez, Fernando Ferrer, Mayra Linares-Garcia, Kevin D. Kim, Robert F. Mujica, Jr., Brian D. Obergfell, Charles A. Shorter, Ken Sunshine, Sandra Wilkin, John Aderounmu, ex officio, and Katherine Conway, ex officio (non-voting)

**Others present:** Chancellor James B. Milliken, EVC and University Provost Vita Rabinowitz, SAC and Board Secretary Gayle M. Horwitz, General Counsel and VC Loretta P. Martinez, Interim Chief Operating Officer Marc V. Shaw, SVC&CFO Matthew Sapienza, Vice Chancellor Judy Bergrtraum, Vice Chancellor Brian Cohen, Vice Chancellor Pamela Silverblatt, Vice Chancellor Gloriana Waters, Interim Vice Chancellor Christopher Rosa and Deputy Vice Chancellor Burton Sacks; and President Michelle Anderson, Interim President Vincent Boudreau, President Diane B. Call, Interim President Peter M. Cohen, President Rudolph Crew, President José L. Cruz, President Scott E. Evenbeck, President William J. Fritz, President David Gomez, President Russell K. Hotzler, President Thomas Isekenegbe, President Marcia V. Keizs, President Karol V. Mason, President Antonio Pérez, President Jennifer Raab, President Chase Robinson, President Felix V. Matos Rodriguez, President Mitchel Wallerstein, Dean Sarah Bartlett, Dean Mary Lu Bilek, Dean Ayman El-Mohandes, Dean Mary Pearl, University Dean John Mogulescu, and Research Foundation President Richard Rothbard

**CONVENING OF PUBLIC MEETING**

Chairperson Thompson called the Public meeting to order at 4:36 p.m. and announced that the Public Meeting is being transmitted live on cable Channel 75 and webcast live at [www.cuny.edu/livestream](http://www.cuny.edu/livestream). He also announced that the Public meeting will be available as a podcast within 24 hours and can be accessed through the CUNY website.

**CHAIRPERSON’S REPORT**

Chairperson Thompson extended a warm welcome to the new trustees – Michael Arvanites and Kevin Kim.

Chairperson Thompson announced that the University Student Senate (USS) elected John Aderounmu of Hunter College to serve as its Chair and Student Trustee for 2017-2018. John is a CUNY BA student (with Hunter College his home campus) with a major that combines Computer Science and Mathematics. John earned an A.S. in Computer Science from Borough of Manhattan Community College (BMCC), where he served as a senator of the student government and later as president.
Chairperson Thompson thanked Chika Onyejiukwa for her dedication to the students of CUNY as their representative on this Board. She distinguished herself over the last year as a terrific colleague and as a powerful representative of students.

Chairperson Thompson stated that on Monday, October 16, 2017, the Board held its joint Manhattan Borough Hearing and Public and Budget Hearing. Vice Chairperson Barry Schwartz chaired the hearing and was joined by myself, Trustees Henry Berger, Michael Arvanites, and Sandra Wilkin, University Faculty Senate (UFS) Chair and Trustee Kay Conway, USS Chair and Trustee Chika Onyejiukwa, Manhattan Borough President Gale Brewer, members of the chancellery, and presidents of Baruch College, BMCC, City College, the CUNY Graduate School of Journalism, CUNY School of Professional Studies, the CUNY Graduate School of Public Health and Health Policy, The CUNY Graduate Center, Hunter College, John Jay College of Criminal Justice, the William E. Macaulay Honors College, and Guttmann Community College. A summary of the October 16th hearings, including testimony, was circulated to the Trustees and the chancellor’s staff, and transcripts are available in the Office of the Secretary.

Chairperson Thompson further stated that on September 20th, along with the Chancellor, he had the honor of welcoming the President of France, Emmanuel Macron, to The CUNY Graduate Center for the launch of the French Dual Language Programs Fund. The French Dual Language Program will offer bilingual education for children and training for educators in public schools across the United States. This is a fantastic program and the Board looks forward to working with the French Dual Language Fund to promote bilingualism.

Chairperson Thompson described that on August 2nd, The City University of New York and the City University Construction Fund hosted a conference on Contract Opportunities for Minority, Women, and Service-Disabled Veteran-Owned Businesses. More than 1,000 people participated in the event with featured speakers including Counsel to the Governor Alponso David, John Jay College President Karol Mason, Chief Human Resources Officer for the Clinton Foundation Philip Berry, President & CEO of DASNY Gerrard Bushell, and Chancellor James Milliken. Chairperson Thompson announced that at the conference, he committed to significantly increasing CUNY’s Minority and Women-Owned Business Enterprise (MWBE) participation and expects to see increases over the coming year. He gave a special thank you to Senior Vice Chancellor and Chief Financial Officer (SVC&CFO) Matthew Sapienza and Vice Chancellor Judy Bergtraum for their efforts in making this conference a huge success.

Chairperson Thompson announced that CUNY also participated in New York’s largest statewide forum on MWBE in October in Albany. SVC&CFO Sapienza and Vice Chancellor Bergtraum hosted a panel on MWBE opportunities for new campus construction, renovations and facility maintenance, as well as non-construction commodity and professional service procurements and William Choi, the CUNY Director of MWBE Outreach was recognized as CUNY’s MWBE Champion.
Chairperson Thompson also announced that the Puerto Rican Bar Association celebrated its 60th Anniversary at the Puerto Rican Bar Association (PRBA) Scholarship Fund dinner where the CUNY Board of Trustees was honored. Trustees Una Clarke, Lorraine Cortés-Vázquez, Mayra Linares-Garcia, and Sandra Wilkin, and UFS Chair and Trustee Kay Conway represented the Board at the dinner. The Puerto Rican Bar Association Scholarship Fund was created for the purpose of raising funds to award financial scholarships to deserving law students. To date, over $400,000 in scholarship grants have been awarded since the fund's inception.

COLLEGE AND FACULTY HONORS
Trustee Ken Sunshine announced the following:

1. Hunter College jumped from 42 to 28 among best regional universities in the latest U.S. News ranking.

2. The Hunter College School of Social Work, ranked 30th in U.S. News, received accreditation for its new BSW undergraduate program.

3. The National Academy of Medicine announced that Distinguished Professor Gerald Markowitz of John Jay College and The CUNY Graduate Center has been elected a member of the Academy. This is among the highest honors in the field, granted to individuals with exceptional professional achievements and commitment to service.

4. The dean of the CUNY Graduate School of Public Health and Health Policy, Dr. Ayman El-Mohandes, has received the American Public Health Association’s prestigious executive director’s citation for “Exceptional Distinguished Service.”

Trustee Sunshine said this is a sampling of CUNY’s renowned faculty members who continually win professional achievement awards from prestigious organizations as well as research grants from government agencies, foundations, and corporations, and urged all to refer to CUNY’s website for additional accomplishments.

Trustee Sunshine then acknowledged Vice Chancellor Gloriana Waters’ retirement by stating she has served as Vice Chancellor for Human Resources Management since 2007 and has performed 37 years of distinguished service for The City University of New York. Vice Chancellor Waters has been responsible for developing and implementing the University’s human resources functions, for more than 45,000 employees. Vice Chancellor Waters has been responsible for multiple initiatives that promote diversity, equity and inclusion at The City University of New York, including a Diversity Action Plan adopted by CUNY in 2012 to increase diversity and inclusion among the University’s faculty and staff. Her work on diversity and
inclusion was recently recognized by the Board of Directors of the National Association of Diversity Officers in Higher Education with the Frank W. Hale Distinguished Service Award.

STUDENT AND ALUMNI HONORS
Trustee Ken Sunshine announced the following:

1. Two CUNY alumnae were awarded MacArthur Genius Fellowships from the James and Catherine MacArthur Foundation.
2. Pulitzer Prize winning playwright Annie Baker (Brooklyn College MFA) who is also co-associate director of Hunter College’s Rita & Burton Goldberg MFA playwriting program and Christina Jimenez Moreta (Queens College BA, Baruch College MPA), co-founder & Executive Director of United We Dream, the country’s largest youth-led immigration organization were both named MacArthur Geniuses.
3. LaGuardia Community College student Paola Cruz was selected as a 2017 Coca-Cola Leaders of Promise Scholar and will receive a $1,000 scholarship.
4. Three LaGuardia Community College students: Jonathan Morales, Miguel Castillo, and Konstantinos Gobakus have been awarded a 2017 Jack Kent Cook Undergraduate Transfer Scholarship.
5. Three Hunter College graduate students: Michael Murphy, Omar Omar, and Elyssa Bernfeld were named Salt Fellows by the New York Academy of Science.
6. Benjamin ‘Benjy’ Firester a rising senior at Hunter College High School, was named a Davidson Fellow and granted a $25,000 scholarship to study the pathogen that caused the Irish Potato Famine.

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 June 26, 2017 Board meeting.

BARUCH COLLEGE
1. $446,046 NATIONAL SCIENCE FOUNDATION to Louis-Pierre Arguin, for “Statistics of Extrema in Complex & Disor”
2. $200,000 YALE-JOHN B. PIERCE LABORATORY to David Gruber, for “IBIS: Implantable Bioluminescence Interface for an All-Optical Neuroposthesis to the Visual Cortex”
3. $130,310  **DEPARTMENT OF ENERGY** to Jamal Jalilian-Marian, for “High Energy Qcd in Heavy-Iron Collisions”

4. $100,000  **PFOUND/SURDINA FOUNDATION** to Hector Cordero-Guzman, for “Project Support”

5. $100,000  **NPORG/NATIONAL ACADEMY OF SCIENCES** to David Gruber, for “Handle with Care: Soft Robots Zooplankto”

6. $100,000  **NPORG/FUND FOR PUBLIC HEALTH IN NEW YORK, INC.** to Micheline Blum, for “DOHMH Landlord Survey”

**BRONX COMMUNITY COLLEGE**

1. $4,680,308  **STATE UNIVERSITY OF NEW YORK** to Thomas Jordan, for “EOC”

2. $1,562,500  **NEW YORK STATE EDUCATION DEPARTMENT** to Simone Rodriguez-Dorestant, for “Academic and Student Success Programs”

3. $1,200,000  **UNITED STATES DEPARTMENT OF EDUCATION/OFFICE OF POSTSECONDARY EDUCATION** to Michelle Danvers, for “Pre-College Program”

4. $899,490  **NATIONAL SCIENCE FOUNDATION/EDUCATION & HUMAN RESOURCES** to Sunil Bhaskaran, for “Chemistry”

5. $672,756  **HEALTH RESOURCES & SERVICES ADMINISTRATION** to Ken Adams, for “Continuing Education”

6. $555,000  **ROBIN HOOD FOUNDATION** to Elizabeth Payamps Rodriguez, for “Pre-College Program”

7. $385,988  **NEW YORK CITY HUMAN RESOURCES ADMINISTRATION** to Barbara Martin, for “Student Affairs”

8. $139,481  **NEW YORK CITY OFFICE OF THE MAYOR** to Blanche Kellawon, for “Pre-College Program”

9. $124,615  **NEW YORK STATE DEPARTMENT OF LABOR** to Blanche Kellawon, for “Pre-College Program”

10. $101,528  **PFOUND/PINKERTON FOUNDATION** to Orlando Lopez, for “Academic and Student Success Programs”

11. $100,000  **NEW YORK CITY COUNCIL** to Elizabeth Payamps Rodriguez, for “Pre-College Program”

**BROOKLYN COLLEGE**

1. $392,500  **DEPARTMENT OF HEALTH AND HUMAN SERVICES/NATIONAL INSTITUTES OF HEALTH** to Ryan Murelli, for “Biological Studies of Alpha-Hydroxytropolones”

2. $358,668  **UNITED STATES DEPARTMENT OF EDUCATION** to Michael Meagher, for “Brooklyn College Educational Talent Search Program”
<table>
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<tr>
<th>No.</th>
<th>Amount</th>
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<td>3.</td>
<td>$177,416</td>
<td>NATIONAL INSTITUTES OF HEALTH</td>
<td>Mariana P. Torrente</td>
<td>“Epigenetics in Neurodegenerative Disease: Targeting Histone Modifications in ALS”</td>
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<td>$160,636</td>
<td>EDINST/UNIVERSITY OF CALIFORNIA</td>
<td>Juergen Polle</td>
<td>“A Systems Biology and Pond Culture-Based Understanding and Improvement of Metabolic Processes Related to Productivity in Diverse Microalgal Classes for Viable Biofuel Production”</td>
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<td>5.</td>
<td>$125,000</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
<td>Paul M. Forlano</td>
<td>“Collaborative Research: Mechanisms of Sound Source Localization Underlying an Ancestral Mode of Vertebrate Hearing”</td>
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<td>6.</td>
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<td>DEPARTMENT OF HEALTH AND HUMAN SERVICES</td>
<td>Yu Gao</td>
<td>“A Brain Imaging Study on Conditioning Deficits in Antisocial Youths”</td>
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<td>7.</td>
<td>$100,000</td>
<td>PFOUND/AGNESS VARIS TRUST</td>
<td>Diane Reiser</td>
<td>“Brooklyn College Art Lab”</td>
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**CITY COLLEGE**

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<td>1.</td>
<td>$1,600,709</td>
<td>NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION</td>
<td>Reza Khanbilvardi</td>
<td>“CSC-Earth System Sciences and Remote Sensing Technologies – ESSRST”</td>
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<td>2.</td>
<td>$1,136,584</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
<td>Jorge Gonzalez</td>
<td>“Collaborative Research: The Hispanic AGEP Alliance for the Environmental Science and Engineering Professoriate in Community Colleges and Associate Degree Program”</td>
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<td>3.</td>
<td>$987,631</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
<td>Maria Tamargo</td>
<td>“CREST Center for Interface Design and Engineered Assembly of Low-Dimensional Systems (IDEALS)”</td>
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<td>4.</td>
<td>$709,321</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
<td>Lucas Parra</td>
<td>“Assessing Student Attentional Engagement From Brain Activity During STEM Instruction”</td>
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<td>5.</td>
<td>$642,555</td>
<td>NEW YORK CITY DEPARTMENT OF EDUCATION</td>
<td>Mary Driscoll</td>
<td>“New York City Teaching Fellows Program”</td>
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<td>7.</td>
<td>$572,121</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
<td>Carlos Meriles</td>
<td>“MRI: Development of a Scanning-Probe-Assisted Confocal Microscope for Investigating Optical and Magnetic Properties and Phenomena”</td>
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<td>8.</td>
<td>$555,228</td>
<td>UNITED STATES DEPARTMENT OF EDUCATION</td>
<td>Elizabeth Thangaraj</td>
<td>“TRIO - Student Support Services Program at CCNY”</td>
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<td>9.</td>
<td>$549,710</td>
<td>UNITED STATES DEPARTMENT OF EDUCATION</td>
<td>Nancy Stern</td>
<td>“Improving Instruction for Secondary English Learners: TESOL Certification and Team-Based Professional Development in Content-Area Literacy”</td>
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</table>
10. $450,000 NEW YORK STATE EDUCATION DEPARTMENT to Doris Cintron-Nabi, for “Science and Technology Entry Program (STEP)”
11. $429,920 NATIONAL INSTITUTES OF HEALTH to Marom Bikson, for “A Tool-box to Control and Enhance tDCS Spatial Precision”
12. $423,621 NATIONAL SCIENCE FOUNDATION to Luis Cardoso, for “Contrast-Ehanced MicroCT-Based Analysis of Human Atheroma Biomechanics”
13. $414,168 NATIONAL SCIENCE FOUNDATION to Mark Biscoe, for “Probing Reactivity and Mechanism of Alkyl Transmetallation in Palladium-Catalyzed Cross-Coupling Reactions”
14. $398,901 NATIONAL INSTITUTES OF HEALTH to Hernan Makse, for “Graph Theoretical Analysis of the Effect of Brain Tumors on Functional MRI Networks”
15. $389,693 NATIONAL INSTITUTES OF HEALTH to Ronald Koder, for “Structural and Thermodynamic Features Which Govern Enzymatic Nitric Oxide Detoxification”
16. $334,688 NATIONAL INSTITUTES OF HEALTH to John Martin, for “Lesion and Activity Dependent Corticospinal Tract Plasticity”
17. $312,255 NEW YORK CITY MAYOR’S OFFICE OF LONG-TERM PLANNING AND SUSTAINABILITY to Michael Bobker, for “Benchmarking Help Center”
18. $307,378 NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES to Michael Bobker, for “Energy Data Lab”
19. $302,594 VARIOUS PRIVATE SOURCES to Vincent Boudreau, for “Colin Powell Center for Policy Studies”
20. $300,000 NATIONAL SCIENCE FOUNDATION to Robert Messinger, for “Molecular Understanding of Ion Intercalation Processes in Rechargeable Aluminum-Carbon Batteries”
21. $296,556 UNITED STATES DEPARTMENT OF EDUCATION to Ruth Stark, for “Graduate Assistance in Areas of National Need”
22. $254,349 NEW JERSEY DEPARTMENT OF TRANSPORTATION to Anil Agrawal, for “Drone /Unmanned Aircraft (UAS) Regulations and Policies for Use in New Jersey”
23. $236,207 NATIONAL SCIENCE FOUNDATION to Ilona Kretzschmar, for “Collaborative Research: Dynamic Clustering and Rheology of Magnetic Janus Particles with Shifted Dipoles”
24. $226,950 NATIONAL INSTITUTES OF HEALTH to Itzhak Mano, for “Novel Strategies for Glutamate Clearance in a Glia-deprived Synaptic Hub: Lessons from C. Elegans”
25. $220,000 NATIONAL SCIENCE FOUNDATION to Vinod Menon, for “Collaborative Research: OP-Interface States and Excitons at Heterojunctions Between Two and Three Dimensional Materials Systems”
26. $216,784 NATIONAL SCIENCE FOUNDATION to Marilyn Gunner, for “Thermodynamics and Kinetics of Electron and Proton Transfers in Proton Pumping Proteins”

27. $214,980 NATIONAL INSTITUTES OF HEALTH to Itzhak Mano, for “Activation of Transcriptional Neuroprotective Programs in Nematode Excitotoxicity”

28. $211,000 FEDERAL HIGHWAY ADMINISTRATION to Jizhong Xiao, for “Smart Cane for Assistive Navigation (SCAN)”

29. $200,000 NATIONAL SCIENCE FOUNDATION to Steven Nicoll, for “PFI: AIR-TT: Biocompatibility and Biomechanical Validation of Cellulose-Based Hydrogels for Intervertebral Disc Repair”

30. $199,569 NATIONAL SCIENCE FOUNDATION to Hernan Makse, for “CRCNS: Targeted Stimulations in Brain Network of Networks”

31. $196,845 NEW YORK STATE EDUCATION DEPARTMENT to Sharon Mackey-McGee, for “Workforce Investment Act (WIA): Adult Education and Literacy”

32. $196,250 NATIONAL INSTITUTES OF HEALTH to Andreas Kottmann, for “Activation of the GPCR Smoothened as a Treatment of L-Dopa Induced Dyskinesia”

33. $180,146 MSI STEM RESEARCH & DEVELOPMENT CONSORTIUM (MSRDC) to Tarek Saadawi, for “Cyber Security Techniques in the SCADA Military Environment”

34. $174,784 NATIONAL SCIENCE FOUNDATION to Lawrence Bank, for “Collaborative US - Ireland: Reuse and Recycling of Decommissioned Composite Material Wind Turbine Blades”

35. $172,743 NUCLEAR REGULATORY COMMISSION to Masahiro Kawaji, for “Nuclear Energy Undergraduate Scholarship Program”

36. $166,800 NEW YORK CITY OFFICE OF THE MAYOR to Sharon Mackey-McGee, for “Adult Literacy Program”

37. $161,369 DEPARTMENT OF ENERGY to Vinod Menon, for “Control of Energy Flow and Molecular Excitations Vis Strongly Coupled Light-Matter Quasiparticles”

38. $160,000 NATIONAL SCIENCE FOUNDATION to Parameswaran Nair, for “Collaborative Research: Investigations on Fluids, Gauge Fields, Matrix Models, and Gravity”

39. $154,140 NEW YORK STATE ENERGY RESEARCH & DEVELOPMENT AUTHORITY to Sanjoy Banerjee, for “A Deep Cycling, High Energy Density Birnessite for Grid Storage”

40. $152,669 NEW JERSEY DEPARTMENT OF TRANSPORTATION to Camille Kamga, for “University Transportation Research Center”

41. $152,230 NATIONAL SCIENCE FOUNDATION to Stephen O’Brien, for “Synthetic Multiferroic Oxides Prepared by Gel Collection”

42. $150,000 NATIONAL SCIENCE FOUNDATION to Mark Emerson, for “CAREER: A Cellular and Molecular Analysis of a Specific Retinal Lineage that Generates Cone Photoreceptors and Horizontal Cells”
43. **$150,000 NEW YORK STATE DEPARTMENT OF TRANSPORTATION** to Camille Kamga, for “University Transportation Research Consortium – NYMTC”

44. **$149,163 EUNICE KENNEDY SHRIVER NATIONAL INSTITUTE OF CHILD HEALTH AND HUMAN DEVELOPMENT** to Adeyinka Akinsulure-Smith, for “The Impact of Female Genital Cutting on African Immigrants”

45. **$146,948 NATIONAL SCIENCE FOUNDATION** to David Lohman, for “Collaborative Research: ButterflyNet - An Integrative Framework for Comparative Biology”

46. **$141,256 BRIGHAM AND WOMEN’S HOSPITAL, INC.** to Luis Cardoso, for “Macrophage-Derived Microcalcifications”

47. **$139,134 AIR FORCE** to Javad Shabani, for “(YIP) Epitaxial Superconductor-Semiconductor Materials Systems for Quantum Computation”

48. **$126,300 UNIVERSITY OF MISSOURI** to Jizhong Xiao, for “INSPIRE: Autonomous Wall-Climbing Robots for Inspection & Maintenance of Concrete Bridges (AS-3)”

49. **$120,815 MSI STEM RESEARCH & DEVELOPMENT CONSORTIUM (MSRDC)** to Urs Jans, for “Computational Approaches to Predict Organophosphate - Target Interactions”

50. **$109,100 NATIONAL AERONAUTICS SPACE ADMINISTRATION** to Zhengzhao Luo, for “Assessing Satellite-Based Estimates of Convective Mass Fluxes and Evaluation GCM Simulations of Tropical Convection”

51. **$106,144 RUSH UNIVERSITY MEDICAL CENTER** to Hoau-Yan Wang, for “Mechanisms Linking Insulin Resistance to Brain Structure, Pathology and Function”

52. **$102,748 NATIONAL SCIENCE FOUNDATION** to Benjamin Black, for “Collaborative Research: Flood Volcanism and Environmental Impacts – A Multidisciplinary Investigation of the Deccan Traps and Events at the Cretaceous-Paleogene Boundary”


54. **$100,000 NATIONAL SCIENCE FOUNDATION** to Brian Tiburzi, for “Electromagnetic Properties and Hadronic Parity Violation in Lattice QCD”

55. **$100,000 MSI STEM RESEARCH & DEVELOPMENT CONSORTIUM (MSRDC)** to Muharrem Umit Uyar, for “AI and Game Theory Based Autonomous CND Software Agents for Dynamic Trust Evaluation”

**GRADUATE SCHOOL AND UNIVERSITY CENTER**

1. **$963,400 NEW YORK STATE EDUCATION DEPARTMENT** to Lisa Auslander, for “SIFE Curriculum”

2. **$744,062 GOVERNMENT OF CANADA** to John Torpey, for “Global Centre for the Responsibility to Protect”
3. $300,000 **GOVERNMENT OF AUSTRALIA** to John Torpey, for “Global Centre for the Responsibility to Protect”

4. $300,000 **NATIONAL SCIENCE FOUNDATION** to Janet Gornick, for “The Development of Cross-national Income and Wealth Databases: The Luxembourg Income and Wealth Studies 2014-2018”

5. $276,000 **NATIONAL SCIENCE FOUNDATION** to Edith Gonzalez, for “National Science Foundation Graduate Research Fellowships”

6. $237,392 **NYPORG/GREAT LAKES HIGHER EDUCATION GUARANTY CORP.** to Paul Attewell, for “Early Leading Indicators of Student Success”

7. $225,000 **BOOTH FERRIS FOUNDATION** to Michelle Fine, for “College Access: Research & Action”

8. $215,000 **GOVERNMENT OF THE NETHERLANDS** to John Torpey, for “Global Centre for the Responsibility to Protect”

9. $170,000 **THE NEW YORK COMMUNITY TRUST** to Michelle Fine, for “College Access: Research and Action”

10. $167,700 **UNITED STATES DEPARTMENT OF EDUCATION** to Alberta Gatti, for “CUNY Center for Integrated Language Communication”

11. $132,832 **NEW YORK STATE EDUCATION DEPARTMENT** to Gita Martohardjono, for “State Bilingual Funds to Develop Curriculum to Support English Language Learners”

**HOSTOS COMMUNITY COLLEGE**

1. $103,020 **NATIONAL SCIENCE FOUNDATION** to Sarah Hoiland, for “Nice: Numeracy Infusion for College Education”

**HUNTER COLLEGE**

1. $1,611,129 **NEW YORK COUNTY DISTRICT ATTORNEY’S OFFICE** to Gary Mallon, for “Community Navigator Pilot Program”

2. $1,424,908 **NEW YORK CITY DEPARTMENT OF PROBATION** to Harriet Goodman, for “Models of Probation Project”

3. $1,375,344 **PHS/NIH/NATIONAL OF ALLERGY & INFECTIOUS DISEASES** to Jonathan Rendina and Jeffrey Parsons, for “Examining Modifiable Psychosocial Predictors of HIV Seroconversion in a Large Nationwide Cohort of High Risk Men”

4. $909,309 **PHS/NIH/NATIONAL INSTITUTE ON DRUG ABUSE** to Tyrel Starks, for “Intervention to Reduce Drug Abuse & HIV Incidence among High PrEp Priority Partnered YMSM”

5. $814,245 **PHS/NIH/NATIONAL INSTITUTE OF MENTAL HEALTH** to Tracy Dennis, for “Attention Bias Modification for Anxiety: A Randomized Control Trial with Biomarkers”

6. $671,887 **NEW YORK CITY DEPARTMENT OF EDUCATION** to Robert Gyles and Frank Gardella, for “Math Center for Learning & Teaching”
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<td>PHS/NIH/NATIONAL INSTITUTE ON DRUG ABUSE</td>
<td>Jeffrey Parsons</td>
<td>“Syndemics &amp; Resilience for HIV Transmission in a National Sample of Vulnerable Men”</td>
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<td>$619,997</td>
<td>NEW YORK CITY DEPARTMENT OF ENVIRONMENTAL PROTECTION</td>
<td>Allan Frei</td>
<td>for “Climate Change Integrated Modeling Project”</td>
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<td>$605,468</td>
<td>PHS/NIH/NATIONAL INSTITUTE OF NEUROLOGICAL DISORDER &amp; STROKE</td>
<td>Regina Miranda and Vanya Quinones</td>
<td>for “BP-ENDURE at Hunter (Blueprints Program: Enhancing Neuroscience Diversity through Undergraduate Research Education)”</td>
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<td>Jamie Bleiweiss</td>
<td>for “ASD Nest Teacher Training”</td>
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<td>11</td>
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<td>Edwin Melendez</td>
<td>for “Center for Puerto Rican Studies”</td>
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<td>Elaine Walsh</td>
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<td>UNIVERSITY OF MINNESOTA/NIH/NIDA</td>
<td>Jeffrey Parsons</td>
<td>for “A Technology-Delivered Peer-to-Peer Support Art Allowance Intervention for HIV+ Adults”</td>
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<td>$390,000</td>
<td>PHS/NIH/NATIONAL INSTITUTE OF GENERAL MEDICAL SCIENCE</td>
<td>Yujia Xu</td>
<td>for “A Peptide Model to Study the Fibril Assembly of Collagen Triple Helix”</td>
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<td>PHS/NIH/NATIONAL CANCER INSTITUTE</td>
<td>Michael Hoyt</td>
<td>for “Emotion-Regulation, Inflammatory Processes, &amp; Depression in Prostate Cancer Survivors”</td>
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<td>Jeffrey Parsons</td>
<td>for “Improving HIV &amp; Alcohol-Related Outcomes among HIV+ Persons in Clinic Settings”</td>
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<td>17</td>
<td>$382,238</td>
<td>NEW YORK CITY DEPARTMENT OF ENVIRONMENTAL PROTECTION</td>
<td>Sean Ahearn</td>
<td>for “Natural Resource Program Data Management Services: GIS, WALIS, and Streams Geodatabase”</td>
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<td>18</td>
<td>$351,000</td>
<td>PHS/NIH/NATIONAL INSTITUTE OF MENTAL HEALTH</td>
<td>Tracy Dennis</td>
<td>for “Attention Bias Modification for Anxiety: A Randomized Control Trial with Biomarkers”</td>
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<td>$326,606</td>
<td>PHS/NIH/NATIONAL INSTITUTE ON DEAFNESS &amp; OTHER COMMUNICATION DISORDERS</td>
<td>Ofer Tchernichovski</td>
<td>for “Behavior Mechanisms of Vocal Imitation”</td>
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<td>20</td>
<td>$325,195</td>
<td>UNITED STATES DEPARTMENT OF EDUCATION</td>
<td>John Chin and Paul McPherron</td>
<td>for “Hunter College AANAPISI Project: Improving Learning Environments &amp; Academic Outcomes for API Students”</td>
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<td>21</td>
<td>$325,000</td>
<td>INSTITUTE OF INTERNATIONAL EDUCATION</td>
<td>Der-lin Chao</td>
<td>for “A Domestic Chinese Language Program under the Language Flagship, An Initiative of the National Security Education Program”</td>
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<td>$314,384</td>
<td>PHS/NIH/NATIONAL CENTER FOR ADVANCING TRANSLATIONAL SCIENCES</td>
<td>Lei Xie</td>
<td>“Anti-Virulence Drug Repurposing using Structural Systems Pharmacology”</td>
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<td>23.</td>
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<td>Barry Cherkas</td>
<td>“Mathematics and Science Partnerships Project: NCLB/Title IIB”</td>
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<td>24.</td>
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<td>David Foster</td>
<td>“Dysregulated Metabolic Cell Cycle Checkpoints in Human Cancer”</td>
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<td>25.</td>
<td>$257,832</td>
<td>PHS/NIH/NATIONAL HEART, LUNG &amp; BLOOD INSTITUTE</td>
<td>Jesus Angulo</td>
<td>“Hunter-Weill T32 Transdisciplinary Research Training”</td>
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<td>$248,999</td>
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<td>Brian Zeglis</td>
<td>Pretargeted Radioimmunotherapy based on Bioorthogonal Click Chemistry”</td>
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<td>27.</td>
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<td>Derrick Brazill</td>
<td>“Interdisciplinary Biomedical Research Training at Hunter”</td>
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<td>28.</td>
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<td>Charles Platkin</td>
<td>“NYC Food Initiative”</td>
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<td>WASHINGTON UNIVERSITY/NATIONAL INSTITUTE NEUROLOGICAL DISORDERS</td>
<td>H. Philip Zeigler and Paul Feinstein</td>
<td>“Functional Segregation within the Whisker-Barrier Neuraxis”</td>
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<td>$174,798</td>
<td>MEMORIAL SLOAN KETTERING CANCER CENTER/NATIONAL CANCER INSTITUTE</td>
<td>Brian Zeglis</td>
<td>“The Clinical PET Imaging of Mestastic Breast Cancer with Site-Specifically Labeled 89Zr-Trastuzumab”</td>
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<td>31.</td>
<td>$167,801</td>
<td>DEPARTMENT OF DEFENSE/AIRFORCE OFFICE OF SCIENTIFIC RESEARCH</td>
<td>Steven Greenbaum</td>
<td>“Nonlinear Optical Imaging of Coupled Breakdown Dynamics in Dielectrics &amp; Ferroelectrics”</td>
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<td>32.</td>
<td>$164,917</td>
<td>PHS/NIH/NATIONAL INSTITUTE OF MENTAL HEALTH</td>
<td>Ekaterina Likhtik</td>
<td>“Modulation of Fear &amp; Safety in the Basal Forebrain-Amygdala Prefrontal Network”</td>
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<td>33.</td>
<td>$164,428</td>
<td>NEW YORK CITY ADMINISTRATION FOR CHILDREN’S SERVICES</td>
<td>Marina Lalayants</td>
<td>“Evaluation of Enhanced Family Conference Initiative”</td>
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<td>PHS/NIH/NATIONAL INSTITUTE OF ALLERGY &amp; INFECTIOUS DISEASES</td>
<td>Chad Euler</td>
<td>“Novel Lymphocyte Surface Markers for Diagnosing Children Predisposed to Rheumatic Fever”</td>
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<td>35.</td>
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<td>Dixie Goss</td>
<td>“Functional Role of BYDV 3’ RNA Translation Enhancer Element”</td>
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<td>36.</td>
<td>$150,000</td>
<td>NEW YORK UNIVERSITY POLYTECHNIC SCHOOL OF ENGINEERING</td>
<td>Yuhang Ren</td>
<td>“High Efficiency Solar Power Pack for Outdoors &amp; Off-Grid Renewable Energy Application”</td>
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<td>37.</td>
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<td>NEW YORK CITY DEPARTMENT OF PROBATION</td>
<td>Harriet Goodman</td>
<td>“Models of Probation Project”</td>
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<td>38.</td>
<td>$127,097</td>
<td>IONIC MATERIALS, INC.</td>
<td>Steven Greenbaum</td>
<td>“Solid State NMR Characterization of Solid Polymer Electrolytes”</td>
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</table>
39. $125,899 NEW YORK CITY DEPARTMENT OF HOMELESS SERVICES to Mary Cavanaugh and Gerald Mallon, for “Models of Probation Project”

40. $122,750 NEW YORK STATE EDUCATION DEPARTMENT to Ellen Trief, for “Intensive Teacher Institute for Teachers of the Blind/Visually Impaired”

41. $113,871 UNIVERSITY OF COLORADO/NATIONAL SCIENCE FOUNDATION to Karen Koellner, for “An Efficacy Study of the Learning & Teaching Geometry Professional Development Materials”

42. $112,500 NATIONAL SECURITY AGENCY to Der-lin Chao, for “STARTALK Honors Chinese Program for Grades 9–16”

43. $112,320 NATIONAL SCIENCE FOUNDATION to Jessica Rothman and Sagan Friant, for “Exploring the Links between Biodiverse Foods, Nutritional Quality, and Food Security”

44. $112,273 NATIONAL SCIENCE FOUNDATION to Herman Pontzer and Samuel Urlacher, for “Tradeoffs in Childhood Energy Allocation & The Impact of Market Integration on Ontogeny and Health”

45. $111,000 TEACH FOR AMERICA to Matthew Caballero, for “Graduate Educational Services”

JOHN JAY COLLEGE

1. $3,100,000 NEW YORK CITY CENTER FOR ECONOMIC OPPORTUNITY to Ann Jacobs, for “New York City Justice Corps”

2. $1,000,000 DEPARTMENT OF HOMELAND SECURITY to Demis Glasford, for “The Homeland Security Disciplinary Theory and Advanced Social-Behavioral Sciences Research-Methods Training (DART) Program”

3. $564,845 NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES to David Kennedy, for “Gun-Involved Violence Elimination (GIVE) Initiative”

4. $300,000 JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION to David Kennedy, for “Strengthening and Focusing the Violence Reduction Strategy in Response to Chicago’s Violence Crisis”

5. $256,625 THE JACOB & VALERIA LANGELOTH FOUNDATION to Stephen Handelman, for “Hell is a Small Place’: Rethinking Solitary Confinement: A Training Program for Justice”

6. $250,000 THE TOW FOUNDATION to Ann Jacobs, for “Tow Advocacy Fellowship Initiative”

7. $160,201 NATIONAL INSTITUTES OF HEALTH to Maureen Allwood, for “Physiological Reactivity and Reactive Aggression among Violence and Trauma Exposed Youth”

8. $146,049 RUSSELL SAGE FOUNDATION to Phillip A. Goff, for “National Justice Survey: Residential Legitimacy and 21st Century Policing”

9. $141,327 MAYOR’S OFFICE OF CRIMINAL JUSTICE to Jeffrey A. Butts, for “Sustaining the Assessment of New York City’s Project Fast Track and other Programmatic Initiatives”
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<td>10.</td>
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<td><strong>NEW YORK CITY HUMAN RESOURCES ADMINISTRATION</strong> to Will Simpkins, for “NYC/HRA/CUNY/COPE/John Jay”</td>
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<td>11.</td>
<td>$125,453</td>
<td><strong>MAYOR'S OFFICE OF CRIMINAL JUSTICE - DEPARTMENT OF INFORMATION TECHNOLOGY &amp; TELECOMMUNICATIONS</strong> to Preeti Chauhan, for “Technical Assistance for Data Integration for Mayor’s Office of Criminal Justice”</td>
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<td>12.</td>
<td>$119,722</td>
<td><strong>NATIONAL INSTITUTES OF HEALTH</strong> to Elise Champeil, for “Role of p21 in the Upstream p53-independent Signaling Pathway in Response to MC and DMC DNA Interstrand Crosslinks”</td>
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<td>13.</td>
<td>$107,981</td>
<td><strong>NATIONAL INSTITUTES OF HEALTH VIA WASHINGTON UNIVERSITY IN ST. LOUIS</strong> to Cathy Spatz Widom, for “Building a Multidisciplinary Pipeline of Researchers in Child Abuse and Neglect”</td>
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<td>14.</td>
<td>$103,504</td>
<td><strong>MAYOR'S OFFICE OF CRIMINAL JUSTICE</strong> to Jeffrey A. Butts, for “Mayor’s Action Plan for Neighborhood Safety”</td>
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<td>15.</td>
<td>$100,000</td>
<td><strong>INTER-AMERICAN DEVELOPMENT BANK</strong> to Stephen Handelman, for “Communication Strategies for Citizen Security”</td>
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**KINGSBOROUGH COMMUNITY COLLEGE**

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<td><strong>UNITED STATES DEPARTMENT OF EDUCATION</strong> to Brian Mitra and Faith Fogelman, for “Student Support Services – Trio Program”</td>
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**LAGUARDIA COMMUNITY COLLEGE**

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<td>1.</td>
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<td>3.</td>
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<td>4.</td>
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<td>$301,055</td>
<td><strong>DEPARTMENT OF HEALTH AND HUMAN SERVICES/NATIONAL INSTITUTES OF HEALTH</strong> to Hendrick Delcham, for “LaGuardia Bridges to the Baccalaureate”</td>
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<td>6.</td>
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<td>7.</td>
<td>$224,000</td>
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**LEHMAN COLLEGE**

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<td>to Jane Mackillop, for “RN – BS HCRA7 Cohort Training”</td>
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**NEW YORK CITY COLLEGE OF TECHNOLOGY**

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<td>to Evgenia Giannopoulou, for “City Tech-WCM Big Data Training Grant”</td>
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QUEENS COLLEGE

1. $3,150,000 UNITED STATES DEPARTMENT OF ENERGY to Steven Markowitz, for “Former Worker Surveillance Program”

2. $1,613,084 UNITED STATES DEPARTMENT OF ENERGY to Steven Markowitz, for “Former Worker Surveillance Program”

3. $676,337 NATIONAL INSTITUTES OF HEALTH to Yoko Nomura, for “The Infants of Superstorm Sandy: The Epigenetic and Developmental Impact of Natural Disaster”

4. $501,687 NEW YORK CITY DEPARTMENT OF EDUCATION to Robin Hizme, for “Townsend Harris High School Collaboration Program”

5. $440,000 NATIONAL SCIENCE FOUNDATION to Luat Vuong and Harry Gafney, for “Wide Analysis of Low-Energy Plasmonically-Powered Cascaded Dynamics in Liquids”

6. $385,000 NATIONAL INSTITUTES OF HEALTH to Daniel Weinstein, for “Transcriptional Regulation of Pluripotency in the Early Vertebrate Embryo”

7. $377,894 NEW YORK STATE EDUCATION DEPARTMENT to Soribel Genao and Patricia Velasco, for “Certification in Education Leadership with A Focus on Academic Achievement of English Language Learner Student Populations”

8. $289,992 NATIONAL SCIENCE FOUNDATION to Chao Chen and Jin Fan, for “RI: Small: Collaborative Research: A Topological Analysis of Uncertainty Representation in the Brain”

9. $272,509 NATIONAL INSTITUTES OF HEALTH to Zahra Zakeri, for “MARC Undergraduate Student Training in Academic Research at Queens College”

10. $268,459 NATIONAL SCIENCE FOUNDATION to Yunping Jiang, for “Intergovernmental Personnel Agreement”

11. $250,000 UNITED STATES DEPARTMENT OF EDUCATION to Sara B. Woolf, for “Integrated Master’s Program in Early Childhood Special and Bilingual Education”

12. $249,730 NATIONAL SCIENCE FOUNDATION to Timothy Pugh, for “Social Complexity and the Urban Grid at the Nixtun-Chich, Peten, Guatemala”

13. $248,029 UNITED STATES DEPARTMENT OF EDUCATION to Emilia Lopez, for “Culturally Responsive Interventions Project: Training School Psychologists from Multicultural and Bilingual Backgrounds to Engage in Culturally Responsive Intervention Practices”

14. $240,667 NATIONAL SCIENCE FOUNDATION to Sanjai Kumar, for “RUI: Activity-based Mapping of Cellular Cathepsins B and L – An Introduction to Chemical Biology in Undergraduate Curriculum”

15. $197,209 NATIONAL SCIENCE FOUNDATION to Marc-Antoine Longpre, for “Trigger Mechanisms of Compositionally Zoned Explosive Eruptions: Insight from Consiguina Volcano, Nicaragua”
16. **$187,735** NATIONAL SCIENCE FOUNDATION to Lev Deych, for “Collaborative Research: NSF/ENG/ECCS-BSF: Complex Liquid Droplet Structures as New Optical and Optomechanical Platforms”

17. **$184,000** VERIZON FOUNDATION to Diane Gahagan, for “Industry Specialized Training”

18. **$170,000** UNITED STATES DEPARTMENT OF ENERGY to Michael Mirkin, for “Electrochemical Kinetics and Mass-Transport at Single Catalytic Nanoparticles”

19. **$162,587** NATIONAL SCIENCE FOUNDATION/BINATIONAL SCIENCE FOUNDATION to Azriel Genack, for “NSF/DMR/-BSF: Universality and Control of Wave Propagation Inside Random Media”

20. **$158,219** ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI/CENTERS FOR DISEASE CONTROL to Steven Markowitz, for “Assessing Inflammatory and Behavioral Pathways Linking PTSD to Increased Asthma Morbidity in WTC Workers”

21. **$115,500** NATIONAL INSTITUTES OF HEALTH to Nancy Foldi, for “Serial Position Effect as an Evidence-Based Cognitive Marker in Alzheimer Disease”

22. **$102,430** COLUMBIA UNIVERSITY/NATIONAL INSTITUTES OF HEALTH to Joel Sneed, for “Cognitive Training and Neuroplasticity in Mild Cognitive Impairment”

23. **$100,000** ASPHALT GREEN to Holger Eisl, for “Asphalt Green Air Quality Monitoring Study”

**QUEENSBOROUGH COMMUNITY COLLEGE**

1. **$1,825,955** NEW YORK STATE EDUCATION DEPARTMENT to Yicel Nota-Latif, for “QCC Liberty Partnership Program”

2. **$698,697** NATIONAL SCIENCE FOUNDATION to David Sarno, for “Institutional Partnership to Create Successful Student Transition to Smart Energy & Materials”

3. **$500,000** NATIONAL SCIENCE FOUNDATION to Christine Mooney, for “I-Corps Sites - Type I: CUNY STEM Tools for Innovation and Entrepreneurial Success (STEM TIES) I-Corps Site”

4. **$149,623** NEW YORK CITY DEPARTMENT OF EDUCATION, CITY UNIVERSITY OF NEW YORK, CUNY EXPLORERS to Sherri Ann Simmons and Jacqueline Montgomery, for “2017-18 CUNY Explorers Middle School Visits”

5. **$134,098** NATIONAL SCIENCE FOUNDATION to Dugwon Seo, for “Collaborative Research: The Hispanic AGEP Alliance of the Environmental Science and Engineering Professoriate in Community Colleges and Associate Degree Programs”

**COLLEGE OF STATEN ISLAND**

1. **$468,124** NATIONAL SCIENCE FOUNDATION for " RUI: Protocadherin Cytoplasmic Interactions, Trafficking and Anti-Adhesion"
2. $173,881 **PRIVATE** for “A Hybrid Hydrophobic Hydrophilic Coasting with Combines Anti Reflective & Anti Soiling Properties”

3. $139,874 **NATIONAL SCIENCE FOUNDATION** for “Collaborative Research: Worm Algorithm & Diagrammatic Monte Carlo for Strongly Correlated”

**YORK COLLEGE**

1. $166,190 **NATIONAL INSTITUTES OF HEALTH** to Yolanda Small, for “Address how to improve available fluorophores by size-selecting AgNCs and tuning their optical properties”

**CHANCELLOR’S REPORT**

Chancellor James Milliken opened by reporting on CUNY’s response to the crisis in Puerto Rico. Following the devastating impact of Hurricane Maria the CUNY community immediately mobilized by putting in place opportunities across CUNY for contributions of money and requested material for the people of Puerto Rico. The college presidents and deans of the professional schools have been asked to designate a lead on their campuses responsible for coordinating these efforts and locations with the system office, and they immediately did so. The colleges have communicated the location of their donation centers to the local community through the college websites, social media, and postings throughout the campus.

In addition to these humanitarian efforts, CUNY has made a point to assist in ways that only a university can. Milliken immediately wrote to the president of CUNY’s long-time collaborator institution, the University of Puerto Rico (UPR), to offer academic assistance for students and faculty, established a CUNY-wide presidential taskforce led by Presidents Jose Cruz and Felix Matos-Rodriguez, both of whom have had significant relevant professional experience in Puerto Rico.

The University has been in frequently communication with CUNY’s colleagues at UPR. The goal of the administration is to offer temporary assistance and align with the plans of UPR so that that university system can be back on its feet and serve its students and faculty effectively as soon as possible.

In response to Governor Cuomo’s request, the Board is scheduled to vote on a resolution to grant in-state tuition rates for students from Puerto Rico and the U.S. Virgin Islands who may wish to temporarily continue their studies. The University has launched a private fundraising campaign to further defray the costs of attendance, given the substantial difference in residential tuition between New York and Puerto Rico.

The University has a new website that will serve as a clearinghouse for information on what CUNY is offering, including information on giving, admissions and financial aid, and faculty resources, among others. The administration is developing plans for winter term courses for students from Puerto Rico and the U.S. Virgin Islands. CUNY will also use the time in the spring
session to align the University’s schedules with when UPR is operational so that students could take courses at CUNY either physically or online and then get back into the sequence at UPR.

Also, a number of the CUNY campuses have already arranged to make space available for faculty from UPR to do research and I have been impressed by the work at the grassroots by an organization across CUNY also by CENTRO, the Institute for Puerto Rican Research at Hunter College and CUNY’s colleagues’ generosity in opening their space during this period.

The University has also launched a number of initiatives at CUNY to improve and streamline the performance of the administration and strengthen the culture of integrity, oversight and internal control that is an essential objective in all of CUNY’s activities.

Recently, Gayle Horwitz, the Senior Advisor to the Chancellor and Secretary of the Board has been appointed as the new chairperson of the CUNY Research Foundation (RF), to lead the reorganization plan and develop a renewed relationship between CUNY and the RF. This continues the important work done by Interim Chief Operating Officer Marc Shaw and I thank him for his service.

In addition, the University has made significant progress in implementing the recommendations of the administrative performance initiatives, adopting best practices for high performing organizations, redesigning business processes and streamlining functions to help reallocate funds to CUNY’s highest academic priorities and observe the highest standards of financial integrity. These include:

- A more than 12 percent reduction in central administrative and shared services staffing over the last two fiscal years.
- Significant reductions in use of assigned vehicles by implementing the new Board policy.
- The appointment of a director of strategic initiatives to manage CUNY’s Administrative Excellence Initiative, which will save $75 million on a recurring basis over a 4-year period.
- The hiring of a new director of strategic sourcing and procurement to leverage the University’s volume of purchases to achieve cost efficiencies.
- Significant new goals in CUNY’s MWBE program based on reducing the number of exemptions and increase the base used for MWBE spending, and increasing the University’s outreach efforts.
- Reducing energy consumption and achieving savings through more efficient use of CUNY’s facilities.

The aim of these initiatives is not just to improve efficiencies and the quality of service but also to create savings that can be used for the University’s highest academic priorities and support the quality and the success of the students.
I am pleased to review the important progress in CUNY’s voter registration efforts. This is in response to a request from the Governor, wherein the administration very much share his view that this is an important priority for New York universities and that CUNY’s policies and practices should encourage student participation in the University’s democratic processes. General Counsel and Vice Chancellor Loretta Martinez conducted a thorough review of CUNY’s voter registration programs, and while she found them to be effective in reaching students and had a good infrastructure for providing information, education and support, she also identified opportunities for strengthening the University’s programs with an action plan that will educate the students and encourage their full participation.

All of CUNY’s colleges and graduate schools have a dedicated campus Voter Registration Coordinator, and they work with the University Voter Registration Coordinator. Among the activities they pursue are handing out and collecting registration forms at student orientation sessions, distributing and collecting completed forms at key campus locations, hosting voter registration tables at student events, sponsoring voter awareness programs, sending email blasts and working with students and student organizations in registration drives. The University also use digital means to make students aware of registration information and deadlines and CUNY-TV runs voter public service announcements.

One result of these efforts is that CUNY students have consistently outperformed city and state college age population in terms of voter registration and turnout. To enhance the University’s effectiveness, the action plan includes creation of a permanent committee of campus representatives with regular meetings to measure progress and consider new initiatives.

Lastly, I want to add my welcome to the new Trustees, in particular the new student Trustee of the Board, John Aderounmu.

Chancellor Milliken then asked Executive Director for Enrollment Strategy & Management Clare Norton to give a brief presentation on enrollment at CUNY, a very important element of CUNY’s mission.

Executive Director Clare Norton reported on CUNY enrollment for Fall 2017, and a discussion followed. Various topics were discussed, including information regarding the demographics of CUNY students, Excelsior Scholarship, application fee, transfers within the CUNY-wide, and the anticipated go-live date of the Common Application for CUNY’s new admission system.

Chancellor Milliken then made a few comments about the Budget Request, noting it is an important statement about the University’s mission, goals, and strategies that is driven by the commitments set forth in the CUNY Strategic Framework Initiative, Connected CUNY. He then asked SVC&CFO Sapienza and Vice Chancellor Bergtraum to give a report on The City University of New York Operating & Capital Budget Request for Fiscal Year 2018-2019.

Discussion about the Budget Request followed. Various topics were discussed, including the possible risk of cuts on the federal level, philanthropy development, new full-time faculty hires,
Accelerated Study in Associate Programs (ASAP) and Single Stop Initiative, and revenue enhancements.

***ADDENDUM OF THE CITY UNIVERSITY OF NEW YORK OPERATING & CAPITAL BUDGET REQUEST, FISCAL YEAR 2018-2019 ARE AVAILABLE AT THE CONCLUSION OF THE BOARD MINUTES***

CHANCELLOR’S UNIVERSITY REPORT: Chairperson Thompson called for a motion to accept the Chancellor’s University Report for October 23, 2017, which was seconded by Vice Chairperson Barry Schwartz. He asked if there were any amendments. Upon hearing none, the item was unanimously adopted by the Board.

1. Chancellor’s University Report:

   RESOLVED, That the Chancellor’s University Report for October 23, 2017 (including Addendum and Errata Items) be approved.

   UFS Chair and Trustee Conway made comments relating to salary increases, and expressed concern regarding promotions that occur under Article IX of the CUNY Bylaws.

APPROVAL OF MINUTES: Chairperson Thompson called for a motion to accept the minutes of the regular Board meetings and Executive Session of June 26, 2017, which was seconded by Vice Chairperson Schwartz. Trustees Kevin Kim and Michael Arvanites abstained. He asked if there were any amendments. Upon hearing none, the item was adopted by the Board:

2. Approval of Minutes:

   RESOLVED, That the minutes of the regular Board meetings and Executive Session of June 26, 2017 be approved.

Moved by Chairperson Thompson and seconded by Trustee Fernando Ferrer, the following resolution was presented and opened for discussion as amended:

3. The City University of New York - In-State Tuition for Students from Puerto Rico and the U.S. Virgin Islands:

   WHEREAS, Puerto Rico and the U.S. Virgin Islands were devastated by Hurricanes Irma and Maria; and

   ...
WHEREAS, Students from these areas have had their college educations disrupted by these events; and

WHEREAS, The Puerto Rican community is one of the most vibrant communities in New York, and more U.S. Virgin Islanders list their place of birth as New York than any other state in the nation; and

WHEREAS, Governor Cuomo has called upon The City University of New York to allow students from these U.S. territories to attend CUNY colleges at the in-state tuition rate; and

WHEREAS, CUNY’s mission is to provide access to opportunities that enable individuals to improve their lives and the lives of their families by reaching their full potential; now therefore be it

RESOLVED, That the Board of Trustees authorizes The City University of New York to provide students from Puerto Rico and the U.S. Virgin Islands displaced by hurricanes Maria and Irma to pay tuition at the in-state rate for academic year 2017-2018; and be it further

RESOLVED, That the Board of Trustees grants to the CUNY college presidents, or their designees, the authority to determine and provide financial assistance to affected students on a case-by-case basis.

EXPLANATION: Hurricanes Irma and Maria had a devastating impact on Puerto Rico and the U.S. Virgin Islands. While families are trying to rebuild homes and lives, the Board of Trustees wishes to provide every possible support to college students who have been touched by these disasters.

Trustee Lorraine Cortés-Vázquez made a few comments, thanking the Board for their involvement in providing academic assistance to students from Puerto Rico and the U.S. Virgin Islands.

Chairperson Thompson made one amendment to the resolution changing the word “impacted” to “displaced.”

Chairperson Thompson asked for a vote. Cal. No. 3 was unanimously adopted.

4. COMMITTEE ON FISCAL AFFAIRS:
Trustee Fernando Ferrer reported that the Committee on Fiscal Affairs met on October 2, 2017. After approval of the minutes of the June 5, 2017 Committee meeting, SVC&CFO Sapienza addressed the Fiscal Year 2019 Operating Budget Request, and after subsequent deliberations, the Committee approved the resolution. After a presentation by SVC&CFO Sapienza on the
University’s Quarterly Financial Report, and with no more items on the agenda, the meeting was adjourned.

Moved by Trustee Ferrer and seconded by Trustee Una Clarke, the following resolution was presented and opened for discussion:

A. The City University of New York - Fiscal Year 2019 University Budget Request:

RESOLVED, Subject to the availability of resources, CUNY seeks additional investment funds of $245.5 million for the University. This total includes $184.4 million for the senior colleges and $61.1 million for the community colleges. At the senior colleges, $63.4 million is for baseline needs, $9.2 million is for recent collective bargaining agreements, $38.2 million is for future collective bargaining agreements, and $73.6 million is for strategic investments. At the community colleges, $16.9 million is for baseline needs, $16.3 million is for future collective bargaining agreements, and $27.9 million is for the investment plan. The University will self-fund $18.0 million through its Administrative Efficiencies Action Plan. The request continues the predictable tuition policy, with an annual increase of $200 at the senior colleges.


EXPLANATION: With the Fiscal Year 2019 Budget Request, the University enhances its capacity to carry out its mission of access and opportunity for New Yorkers and its commitment to meet the economic and educational needs of New York State and New York City. CUNY’s strategic priorities are based on the strategic framework, Connected CUNY, and align with the priorities of the State and City. They include initiatives that will speed student progress toward degree attainment, improve access and retention, provide experiential learning opportunities that prepare students for the workforce and assist students in achieving post graduate success whether that is transferring to advanced degree programs or beginning their career paths.

State and City financing of fixed mandatory needs, such as contractually required incremental salary increases, collective bargaining agreements, fringe benefit and building rental cost increases, will allow existing funding to remain in programmatic areas so that the University can continue to provide high quality services in support of its statutory mission and its commitment to all New Yorkers.

Trustee Cortés-Vázquez made a statement about past salary disparities, recommending a review of salaries across the board for appropriateness.
Statement of University Student Senate Chair and Trustee John Aderounmu:
I would like to thank SVC&CFO Sapienza and his team for putting together this budget and consulting students on several occasions. This budget does a great job at providing support to continue the success of CUNY’s key programs such as ASAP and ACE, both of which have played a great role in improving retention and graduation rates at the colleges. Secondly, the USS appreciates the proposal to freeze tuition at CUNY community colleges, and looks forward to seeing ACE expand to all of the senior colleges and become a national model such as ASAP.

CUNY students have concerns about this budget. Months have passed since the introduction of the free tuition scholarship by the Governor, but here the Board sits, talking about another round of $200 tuition increases at senior colleges. In 2015, the Governor vetoed the Maintenance of Effort (MOE) legislation that would provide CUNY adequate funding to freeze tuition and pay faculty a livable wage. The MOE has been adopted by the Assembly and the Senate by support from members of both sides of the aisle. The Board needs to take action and call on the Governor to sign this bill into law. The University system has been deprived of the necessary funding to support this dream machine which propels people living in poverty into the middle class. Year after year, the need for thorough investment in CUNY is obvious, but the University is continuously given the short end of the stick. CUNY has become victims of this attack on public higher education and should be requesting its fair share because of the great work CUNY is doing with ASAP, ACE, BMI, SEEK, College Discovery and CUNY Leads.

The Budget Request offers a tuition increase for the community colleges only if the city refuses to provide the full funding requested. It falls short of doing the same to the state proposing tuition increases. One could question why the state does not fund the $31.3 million to cover operating costs at senior colleges to prevent increasing tuition $200 in FY2019. Every year since 1976, tuition has increased almost 20 times. The Predictable Plan assumes that tuition increases happen once in a while. However, on average, tuition increases happen almost every other year. Tuition increases are a threat to access of public higher education and this is very unfortunate for those that lack means to attend.

The University needs to act now, during a time of tremendous uncertainty when the students fear waking up to twitter terror threats, which will end the pursuit of their dream. CUNY, as a public city university, must demand more from state leaders as it is the greatest urban university in the world serving the most diverse population in the world, wherein the Board needs to support this effort to sustain achievement.

I humbly asked that this Board release a statement calling on Governor Cuomo to sign the MOE into law and to amend the budget to request the $31.3 million from the state instead of raising tuition.
Students must deal with endlessly increasing rent and transportation, ridiculously expensive textbooks, while having stagnated wages at their jobs as inflation negatively impacts the effectiveness of taxes they pay for public services such as public education.

As Nelson Mandela once said, “Education is the greatest weapon one can use to change the world.” That is why students, like myself enroll at CUNY. That is why faculty teach and administrators work at CUNY. And this is why the Trustees exist because these constituencies entrust that the Board will do all they can to help them achieve success.

As Vice Chairperson Schwartz mentioned, the Board can do more and asked that the Trustees join me in doing all that they can to help the students, faculty and staff succeed.

Chairperson Thompson asked for a vote. Cal. No. 4.A. was adopted. USS Chair and Trustee Aderounmu abstained.

Moved by Trustee Ferrer and seconded by Trustee Clarke, the following resolution was presented and opened for discussion:

B. Hunter College - Increase Rates at Brookdale Residential Hall:

WHEREAS, The Brookdale Residential Hall at Hunter College has been and continues to be a highly desirable feature and recruitment tool of the College, and

WHEREAS, The Hunter dormitory fees remain as much as 50% less expensive than other CUNY and private college dormitories in the New York metropolitan area, and

WHEREAS, The last time the rates were increased by the CUNY Board of Trustees was in 2010; now therefore be it

RESOLVED, That the Board of Trustees of The City University of New York authorize Hunter College to implement an increase in dormitory fees beginning with Spring 2018 semester. Dormitory fees will increase between 30 and 33% for new residents in Spring 2018. The rate for returning residents will increase by 10% in Fall 2018.

The current dormitory fees range from $500 to $729 per month for the nine-month school year and will be increased to $666 to $947 per month for the nine-month school year, depending on the type of resident room.

EXPLANATION: The last Board approved increase in dormitory fee rates for Hunter College was seven years ago. Since then, rate increases have been tied to the Higher Education Price Index (HEPI), which has averaged just below 2% per year. The proposed rate increase will ensure that sufficient revenues are generated to support the
general operations, maintenance and repair costs related to the Brookdale Campus Dormitory of Hunter College. The fee increase is needed to maintain the condition of the dormitory complex and fund staffing levels including residence life, custodial, facilities maintenance and security services required for the operation of the dormitory, as well as to provide for a regular replacement cycle for dormitory furniture and equipment.

Trustee Henry Berger expressed concern about the thirty percent increase in dormitory fee rates, suggesting that Hunter College not wait another seven years to bring forth a rate increase.

Chairperson Thompson asked for a vote. Cal. No. 4.B. was unanimously adopted.

5. COMMITTEE ON ACADEMIC POLICY, PROGRAMS, AND RESEARCH: Trustee Fernando Ferrer reported that at the October 2, 2017 meeting of the Committee on Academic Policy, Programs, and Research, the Committee approved the following resolutions, and he recommended their approval by the Board.

Moved by Trustee Ferrer and seconded by Trustee Clarke, resolutions 5.A. through 5.G. were presented and opened for discussion:

A. Borough of Manhattan Community College – AS in Financial Management:

RESOLVED, That the program in Financial Management leading to the Associate of Science degree at Borough of Manhattan Community College be approved effective October 23, 2017, subject to financial ability.

EXPLANATION: The high percentage of graduates of the existing AAS in Business Management who transfer to a senior college warranted the creation of a similar AS degree that would better serve students’ goal of obtaining a bachelor’s degree. This program will provide students with the foundational courses needed for most business related bachelor’s degrees. An articulation agreement has already been signed with City College and others will be pursued.

B. Borough of Manhattan Community College – AS in Digital Marketing:

RESOLVED, That the program in Digital Marketing leading to the Associate of Science degree at Borough of Manhattan Community College be approved effective October 23, 2017, subject to financial ability.

EXPLANATION: BMCC will combine its expertise in multimedia and digital imaging with its strong business curriculum to develop a program with little additional cost. It will prepare students for employment in the technology, advertising, media and information
fields which are experiencing very strong employment growth in the lower Manhattan neighborhoods among others. Students may choose employment either directly upon graduation or after completing a bachelor’s degree. An articulation agreement has been signed with City College and others will be pursued.

C. Bronx Community College – AAS in Cybersecurity and Networking:

RESOLVED, That the program in Cybersecurity and Networking leading to the Associate of Applied Science degree at Bronx Community College be approved effective October 23, 2017, subject to financial ability.

EXPLANATION: According to the Bureau of Labor Statistics (BLS), the employment opportunities for professionals in the field of cybersecurity are expected to grow as much as 37% by 2022. Cybersecurity and networking degree programs will prepare students for entry-level positions in the industry and help them to earn standard certifications like A+, Network+, etc. An innovative aspect of this program is that students will have the option of beginning this program in non-credit certification courses which will be converted into credit bearing courses. Recently, Bronx Community College was awarded a pilot grant from the Capital One Foundation to develop this program, with the expectation of a full five years of funding support.

D. The Graduate School and University Center – MS in Quantitative Methods in the Social Sciences:

RESOLVED, That the program in Quantitative Methods in the Social Sciences leading to the Master of Science degree at The Graduate School and University Center be approved effective October 23, 2017, subject to financial ability.

EXPLANATION: This interdisciplinary master’s program would build on the many advanced methodology courses within existing programs at the Graduate Center to develop a coherent MS program that offers systematic study of quantitative methods, advanced forms of data analysis, and cutting edge techniques in the social sciences. Students will join current doctoral students in gaining knowledge that is highly valued in academia, the non-profit world, government, and business.

E. The Graduate School and University Center – MS in Cognitive Neuroscience:

RESOLVED, That the program in Cognitive Neuroscience leading to the Master of Science degree at The Graduate School and University Center be approved effective October 23, 2017, subject to financial ability.
EXPLANATION: Cognitive Neuroscience is an exciting interdisciplinary field that focuses on understanding the biological bases of cognitive functions such as perception, memory, attention, language and decision making. In addition to the coursework, students in this proposed program will have the opportunity to conduct research in the laboratories of the many CUNY faculty affiliated with the program throughout the University. Students will be able to gain direct employment in laboratories in addition to applying to doctoral programs upon graduation.

F. Hunter College – Resolution to Award an Honorary Degree:

RESOLVED, That Hunter College award Mark Sinclair (Vin Diesel) the degree of Doctor of Humane Letters, *honoris causa*, at the colleges annual commencement ceremony in January 2018.

EXPLANATION: Mark Sinclair (Vin Diesel) is an accomplished attendee of Hunter College and an acclaimed screenwriter, director, and actor. In addition to his bold performances in action films, he has portrayed more nuanced and robust roles, and has written and produced several films including and *Strays* (1997) which was selected for competition at the Sundance Festival.

G. The City University of New York – Amendments to Research Misconduct Policy:

RESOLVED, That the Board of Trustees adopt the revised Research Misconduct Policy, effective October 23, 2017.

EXPLANATION: Due to organizational changes as well as the need for further clarification of the current Research Misconduct Policy, amendments to the Policy were developed by the Office of Research and the Office of the General Counsel and in consultation with the University Faculty Senate. The changes are summarized as follows:

- The Research Foundation is the official recipient of research grants and contracts. The Policy has been revised to have reporting requirements fulfilled by the Research Foundation instead of the College Grants Officer.
- The Research Integrity Officer is an administrator or tenured member of the faculty with appropriate training in research compliance and integrity.
- In the absence of the Vice Provost for Research, his or her designee typically performs the tasks assigned to the Vice Provost. The Policy has been amended throughout to reflect this more consistently.
- The individual responsible for research compliance in the central administration is the Associate University Provost for Research Administration and Compliance. The Office of Academic Affairs has reorganized its Research Administration division. The
title of University Director for Research Compliance is no longer used. This change is made throughout the document.

- In Section 1, “similar educational activities” has been removed due to its ambiguity in implementation of the policy. The definition of College has been revised to include the Advanced Science Research Center and the CUNY School of Medicine.

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

THE CITY UNIVERSITY OF NEW YORK
POLICY REGARDING THE DISPOSITION OF ALLEGATIONS OF RESEARCH MISCONDUCT

1. GENERAL STATEMENT OF POLICY

A fundamental purpose of the University is to foster an environment that promotes the responsible conduct of research, discourages Research Misconduct, and deals promptly with any Allegations or Evidence of possible Research Misconduct. (Definitions of "Research Misconduct", "Allegation", "Evidence" and other terms in this Policy that appear with initial capital letters are set forth in Section 12 below.) It is the University’s basic expectation that all research conducted by members of the University community will adhere to the highest ethical and moral standards. This Policy describes the procedures to be followed by the University in connection with any Allegation that University faculty, staff, post-doctoral associates, and/or students, whether paid by the University or through other funding sources, may have engaged in Research Misconduct. This Policy is also intended to comply with the requirements of applicable regulatory agencies and the sponsors of research.

2. APPLICABILITY

This Policy applies only to Allegations of Fabrication, Falsification, and Plagiarism in research, as such terms are defined in Section 12 below, and not to any other kind of academic misconduct or dishonesty. This Policy applies to all research conducted by University faculty, staff, post-doctoral associates, and/or students, regardless of the academic discipline of the researcher or the sponsorship or source of support for the research. This Policy does not supersede or establish an alternative to any existing University or governmental regulations, procedures, or policies regarding fiscal improprieties, conflicts of interest, ethical treatment of human or animal subjects, or criminal matters, all of which remain in effect.

It is the University's expectation that all members of the University community will cooperate in reporting suspected Research Misconduct, responding to Allegations, providing relevant Research Records and other relevant information, and participating in Research Misconduct Proceedings.

This Policy replaces the University's Policy Regarding the Disposition of Allegations of Misconduct in Research and Similar Educational Activities, adopted on June 25, 2007.

3. REPORTING ALLEGATIONS OF RESEARCH MISCONDUCT

Allegations of Research Misconduct may be brought to the University's attention as follows:
31. Any individual may report suspected Research Misconduct by one or more persons orally or in writing. Such individual (the “Complainant”) should address such Allegation to the Research Integrity Officer (“RIO”) of the College where the subject of the Allegation (the “Respondent”) has an appointment. In cases where the Respondent is a faculty member with joint appointments, the Allegation should be reported to the RIO of the “home College”, as determined in accordance with the University’s Joint Appointment Guidelines. If the Allegation is reported to the RIO orally, the RIO will contemporaneously create a written record of the Allegation.

32. If an Allegation is received by another University administrator or identified in the course of another University process, such as an internal audit, the responsible administrator must immediately notify the RIO of the Allegation in writing. The RIO may initiate a Research Misconduct Proceeding regardless of the conduct or outcome of the other University processes.

33. A regulatory agency or research sponsor may forward an Allegation of Research Misconduct at the University to the Vice Provost for Research or his or her designee, and the Vice Provost for Research or his or her designee will then determine whether to accept the responsibility of an Inquiry or an Investigation of the Allegation on behalf of the University. If the regulatory agency or research sponsor has conducted an Inquiry, the University’s Research Misconduct Proceeding may begin at the Investigation stage. The Vice Provost for Research or his or her designee will give notice of the Allegation to the President and the RIO at the appropriate College and, if the Allegation involves sponsored research, the President of the Research Foundation. The Associate University Provost for Research Administration and Compliance, in collaboration with the RIO, will notify the Respondent of the Allegation.

4. INDIVIDUAL OBLIGATIONS REGARDING INVESTIGATIONS CONDUCTED BY A REGULATORY AGENCY OR RESEARCH SPONSOR

If a University faculty or staff member, post-doctoral associate, or student becomes the subject of an Investigation of any kind conducted by a regulatory agency or research sponsor concerning an Allegation of Research Misconduct, such individual must report the existence of the Investigation immediately in writing to the Chief Academic Officer of his or her College. Upon receiving such notification, the Chief Academic Officer will give notice of the pending Investigation to the Vice Provost for Research or his or her designee and, if the pending Investigation involves sponsored research, the President of the Research Foundation. Failure to disclose a pending Investigation pursuant to this section may subject the University faculty or staff member, post-doctoral associate, or student to disciplinary or other appropriate action.

5. CONFIDENTIALITY

In order to protect the privacy and professional reputations of those involved, all Research Misconduct Proceedings will be conducted in a fashion designed to maintain confidentiality. Knowledge of the Research Misconduct Proceedings and the disclosure of the identity of the Respondents and the Complainants will be limited, to the extent possible, to those who need to know, consistent with a thorough, competent, objective, and fair Research Misconduct Proceeding, and as allowed by law. Except as may otherwise be prescribed by
applicable law, confidentiality of any Research Records or Evidence from which research subjects might be identified must be maintained. Disclosure of such Research Records or Evidence will be limited to those who have a need to know to carry out a Research Misconduct Proceeding. All individuals having knowledge of the identity of the Respondents and the Complainants and access to information in any reports or drafts thereof prepared in connection with a Research Misconduct Proceeding must keep such knowledge and information confidential.

6. INQUIRY

6.1. Upon receipt of an Allegation of Research Misconduct, the RIO will promptly determine whether or not an Inquiry is warranted. An Inquiry is warranted if the Allegation (a) falls within the definition of Research Misconduct in Section 12.17 below; (b) is made against a person to whom this Policy applies; and (c) is sufficiently credible and specific so that potential Evidence of Research Misconduct may be identified. The purpose of an Inquiry is preliminary information-gathering and preliminary fact-finding to determine whether the Allegation warrants a formal Investigation, as described in Section 7 below. An Inquiry is not a formal hearing requiring a full review of all Research Records and Evidence related to the Allegation.

6.2. Promptly following the RIO’s determination of whether or not an Inquiry is warranted, the RIO will consult the Vice Provost for Research or his or her designee regarding the determination and, if an Inquiry is warranted, regarding the appropriate scope of the Inquiry and the requirements and procedures for securing related Research Records and Evidence. Either before or at the time the RIO notifies the Respondent of the Allegation as provided in Section 6.3 below, the RIO will secure the related Research Records and Evidence in accordance with Section 8.1 below. If the RIO determines that an Inquiry is NOT warranted, he or she will give notice of such determination and a summary of the Allegation to the President in writing.

6.3. Once the RIO determines that an Inquiry is warranted, the RIO will notify the Respondent, the Complainant, and the President in writing of the Allegation that has been filed and that an Inquiry will be conducted. If the Inquiry subsequently identifies additional Respondents, the RIO will also notify them in writing.

6.4. Promptly following the RIO’s determination that an Inquiry is warranted, the securing of the related Research Records and Evidence, and the notifications required under Section 6.3 above, the RIO will conduct an Inquiry to determine whether an Investigation of the Allegation is warranted. An Investigation is warranted if there is (a) a reasonable basis for concluding that the Allegation falls within the definition of Research Misconduct under Section 12.17 below, and (b) preliminary information-gathering and preliminary fact-finding from the Inquiry indicates that the Allegation may have substance.

6.5. Promptly following the completion of the Inquiry, the RIO will prepare a preliminary Inquiry report that will include the following information: (a) the name and position of the Respondent; (b) a description of each Allegation of Research Misconduct; (c) whether the Allegation is associated with sponsored research, and the related contract or grant number, if any; (d) a summary of the steps taken during the
Inquiry; (e) a summary of the results of the Inquiry; (f) the basis for concluding that the Allegation falls within the definition of Research Misconduct; (g) a recommendation to the President as to whether or not an Investigation is warranted; and (h) attachments of any relevant materials used in the Inquiry.

66. The RIO will provide the Respondent an opportunity to review and comment on the preliminary Inquiry report. Upon receipt of the comments from the Respondent, the RIO will attach the Respondent's comments to the preliminary Inquiry report and submit this final Inquiry report to the President. Upon receipt of the final Inquiry report, the President, in consultation with the Vice Provost for Research or his or her designee and the RIO, will make the decision as to whether to refer the case for an Investigation.

67. All efforts should be made to complete the Inquiry as expeditiously as possible, and within 60 calendar days of its initiation, unless circumstances clearly warrant a longer period. If the Inquiry takes longer than 60 calendar days to complete, the Inquiry record must include documentation of the reasons for exceeding the 60-day period.

68. If the President decides that an Investigation is NOT warranted, he or she must consult with the Vice Provost for Research or his or her designee prior to closing the case. If the Vice Provost for Research is in agreement with the President, the matter will be closed and all records of the proceedings treated as confidential pursuant to Section 5 to respect the rights and protect the reputations of all parties involved. All reasonable and practical efforts, if requested and as appropriate, will be undertaken to protect or restore the reputation of the Respondent. The RIO will notify the Respondent and the Complainant of this decision in writing.

69. If the President decides that an Investigation is warranted, the RIO will so notify the Respondent and the Complainant in writing within a reasonable time after the President's decision, but before the Investigation begins. The notice to the Respondent must include a copy of the final Inquiry report and include a copy of, or refer to, this Policy and the relevant regulations or policies of the applicable regulatory agency and/or research sponsor, if any.

6.10. If the President decides that an Investigation is warranted, he or she will send the final Inquiry report to the Vice Provost for Research or his or her designee for Investigation of the case within 14 calendar days of this decision. If the research involved in the Allegation is supported by a grant or contract from a research sponsor, the Vice Provost for Research or his or her designee will notify the President of the Research Foundation and the sponsor in accordance with sponsor requirements.

7. INVESTIGATION

7.1. Upon receipt of the final Inquiry Report, the Vice Provost for Research or his or her designee will appoint at least three members of University or College staff or tenured faculty at any College to an Investigation Committee to conduct the Investigation. A majority of the members of the Investigation Committee will be tenured faculty actively involved in research in the same field as the Respondent or
a related field, and a majority of the members of the Investigation Committee will be tenured faculty members at Colleges other than the Respondent’s College. In addition, no staff member of the Respondent’s College may serve on the Investigation Committee.

72. The Investigation will begin within 30 calendar days after the President’s referral of the case to the Vice Provost for Research. The Investigation Committee will give the Respondent written notice of any new Allegations of Research Misconduct not addressed during the Inquiry or in the initial notice of the Investigation within a reasonable amount of time after a determination to pursue any such new Allegations.

73. The University will take reasonable steps to ensure an impartial and unbiased Investigation to the maximum extent practicable, including participation of persons with appropriate expertise who do not have unresolved personal, professional, or financial conflicts of interest with, or biases against, those involved with the Inquiry or the Investigation.

74. The Investigation Committee will use diligent efforts to ensure that the Investigation is thorough and sufficiently documented and that it includes an examination of all Research Records and Evidence relevant to reaching a decision on the merits of the Allegations. If the Respondent refuses to make any such Research Records and Evidence available for the Investigation, the Investigation Committee may draw adverse inferences from such refusal.

75. The Investigation Committee will comply with the requirements of any applicable regulatory agency and/or research sponsor regarding the interviewing of individuals in connection with the Investigation, will use reasonable efforts to interview each Respondent, the Complainant, and any other available person whom the Investigation Committee has identified as having information regarding any relevant aspects of the Investigation, and will keep written records of each interview.

76. Upon completion of the Investigation, the Investigation Committee will prepare a draft Investigation report and will provide the Respondent a copy of the draft Investigation report and, concurrently, provide the Respondent and/or his or her union representative or legal counsel, if any, a copy of, or supervised access to, the Evidence on which the draft Investigation report is based. The comments of the Respondent on the draft Investigation report, if any, must be submitted within 30 calendar days of the date on which the Respondent received the draft report.

77. The Investigation Committee will promptly review any comments on the draft Investigation report by the Respondent and decide whether or not to make a finding of Research Misconduct. The Investigation Committee will document its decision in the final Investigation report. The final Investigation report will be in writing and will:

a) Describe the nature of the Allegations of Research Misconduct;

b) Identify the research sponsor support, if any, and include any grant or contract numbers, grant or contract applications, grants or contracts, and publications listing the support;
c) Describe the specific Allegations of Research Misconduct for consideration in the Investigation;

d) Include the University policies and procedures under which the Investigation was conducted;

e) Identify and summarize the Research Records and Evidence reviewed, and identify any Evidence taken into custody but not reviewed;

f) For each separate Allegation of Research Misconduct identified during the Investigation, provide a finding as to whether Research Misconduct did or did not occur, and if so:

   i) Identify whether the Research Misconduct was Falsification, Fabrication, or Plagiarism, and if it was intentional, knowing, or in reckless disregard;

   ii) Summarize the facts and the analysis that support the conclusion and consider the merits of any reasonable explanation by the Respondent;

   iii) Identify the specific research sponsor support, if any;

   iv) Identify whether any publications need correction or retraction;

   v) Identify the person(s) responsible for the Research Misconduct; and

   vi) List any current support or known applications or proposals for support that the Respondent has pending with any research sponsors; and

  
g) Include and consider any comments made by the Respondent on the draft Investigation report.

7.8. The Investigation Committee will submit the final Investigation report to the Vice Provost for Research, who will then discuss the report with the President. The President will notify the RIO, the Respondent, and the Complainant of the Investigation Committee’s finding as to whether Research Misconduct did or did not occur and, in the case of a finding of Research Misconduct, will decide whether any subsequent disciplinary actions by the University are warranted. If the President finds that subsequent disciplinary actions are warranted as a result of the Investigation, the University may conduct a disciplinary proceeding in connection with the finding in accordance with applicable collective bargaining agreements, the University Bylaws, and/or other applicable policies of the University.

7.9. If the research involved in the Allegations is or was supported by a grant or a contract, the Vice Provost for Research or his or her designee, in collaboration with the Research Foundation, will report and respond to any applicable regulatory agency and/or research sponsor as outlined in Section 9 below and send a copy of any such communication to the President of the Research Foundation.

7.10. All aspects of the Investigation, including conducting the Investigation, preparing the draft Investigation report and providing it for comment, deciding whether or not to
make a finding of Research Misconduct, preparing the final Investigation report, and notifying any applicable regulatory agency and/or research sponsor in accordance with its requirements, will be completed within 120 calendar days of the beginning of the Investigation.

7.11. If, upon the conclusion of an Investigation, it is determined that the Respondent has NOT committed any Research Misconduct, the matter will be closed, the Vice Provost for Research or his or her designee will notify in writing any applicable regulatory agency and/or research sponsor and, if the Allegation involves sponsored research, the President of the Research Foundation, and all records of the proceedings will be treated as confidential pursuant to Section 5 above to respect the rights and protect the reputations of all parties involved. All reasonable and practical efforts, if requested and as appropriate, will be undertaken to protect or restore the reputation of persons alleged to have engaged in Research Misconduct but against whom no finding of Research Misconduct is made.

8. SECURING OF RESEARCH RECORDS AND EVIDENCE

8.1. Pursuant to section 6.2 above, the RIO will comply with the requirements and procedures for securing Research Records and Evidence based on consultation with the Office of Research. Either before or at the time the RIO notifies the Respondent of the Allegation and at any other time during the course of an Inquiry when additional Research Records or Evidence are discovered, the RIO, with any necessary assistance from the Legal Affairs Designee at the College and in consultation with the Associate University Provost for Research Administration and Compliance, will take all reasonable and practical steps to (a) obtain custody of all the Research Records and Evidence needed to conduct the Research Misconduct Proceeding, (b) inventory the Research Records and Evidence, and (c) sequester the Research Records and Evidence in a secure manner; except that where the Research Records or Evidence encompass scientific instruments shared by a number of users, custody may be limited to copies of the Research Records or Evidence on such instruments, so long as those copies are substantially equivalent to the evidentiary value of the instruments. To the extent that compliance with the requirements and procedures for securing Research Records and Evidence involves monitoring or inspecting the activity and accounts of individual users of the University’s computer resources, the RIO, the Legal Affairs Designee at the College, and the Associate University Provost for Research Administration and Compliance will comply with the requirements of Section 13(c) of the University’s Policy on Acceptable Use of Computer Resources.

8.2. The RIO will maintain the Research Records and Evidence as required under Section 11 below.

8.3. If, in accordance with Section 6.4 above, it is determined that an Investigation is warranted, the Associate University Provost for Research Administration and Compliance, with assistance from the RIO and the Legal Affairs Designee at the College, will perform at the Investigation stage the responsibilities of the RIO regarding the securing and maintenance of Research Records and Evidence as set forth in Sections 8.1 and 8.2 above.
84. Where appropriate, the Respondent will be given copies of, or reasonable supervised access to, the Research Records or Evidence to allow the Respondent to continue to do his or her work during an Inquiry, Investigation, and/or any related disciplinary proceedings.

9. REPORTING AND RESPONDING TO REGULATORY AGENCIES AND RESEARCH SPONSORS

9.1. The Vice Provost for Research or his or her designee, in collaboration with the Research Foundation, will report and respond to all applicable regulatory agencies and research sponsors with regard to Allegations of Research Misconduct in accordance with applicable regulations and sponsor policies. Depending on the regulatory agency or the research sponsor, reporting requirements may begin immediately upon receipt of an Allegation and continue during and after the Research Misconduct Proceedings. If the Allegation involves sponsored research, the Vice Provost for Research or his or her designee will send to the President of the Research Foundation a copy of all such reports and responses to the research sponsor, as well as a copy of any follow-up communications with the research sponsor.

9.2. The Vice Provost for Research or his or her designee will immediately notify the applicable regulatory agency and/or research sponsor providing support for research that is the subject of an Allegation of Research Misconduct, as well as the President of the Research Foundation, if, at any time during any related Research Misconduct Proceeding, the University has reason to believe that any of the following conditions exist:

a) Health or safety of the public is at risk, including an immediate need to protect human or animal subjects;

b) Research sponsor resources or interests are threatened;

c) Research activities should be suspended;

d) There is reasonable indication of possible violations of civil or criminal law;

e) Governmental or other action is required to protect the interests of those involved in the Research Misconduct Proceeding;

f) The University believes the Research Misconduct Proceeding may be made public prematurely, so that the regulatory agency and/or research sponsor may take appropriate steps to safeguard Evidence and protect the rights of those involved; and

g) The research community or the public should be informed.

10. GENERAL CONSIDERATIONS

10.1. When being interviewed by the RIO or appearing before the Investigation
Committee, the Respondent may be accompanied by a union representative or legal counsel. However, neither the Inquiry nor the Investigation is a trial-type proceeding, and the union representative or legal counsel may not actively participate in the proceeding, such as by directing questions or answers or offering argument on behalf of the Respondent.

10.2. The Respondent may be suspended or removed from work under a research grant or contract by the President, in consultation with the Vice Provost for Research, any time following the commencement of an Inquiry regarding an Allegation of Research Misconduct about such research if, in the judgment of the President, such suspension or removal is warranted by the circumstances. Depending on developments in the Inquiry or Investigation, the President may, in consultation with the Vice Provost for Research, restore the Respondent to the work under the research grant or contract. The Vice Provost for Research or his or her designee will notify any applicable regulatory agency and/or research sponsor of any suspension, removal, or restoration decision under this section, and will send the President of the Research Foundation a copy of any such notice and any follow-up communications with the regulatory agency or research sponsor.

10.3. If the Respondent admits the accuracy of an Allegation of Research Misconduct in the course of an Inquiry or Investigation, the matter will be directly forwarded to the President for appropriate action, which may include disciplinary action under applicable collective bargaining agreements, the University Bylaws, or other applicable policies of the University.

10.4. Allegations that are brought in good faith may not be the basis of any Retaliation against the Complainant, even if the Allegations are not substantiated upon Inquiry or Investigation. All reasonable and practical efforts will be undertaken, as appropriate, to protect or restore the position and reputation of any Complainant and any witness or other individual involved in a Research Misconduct Proceeding, and to counter potential or actual Retaliation against such individuals.

10.5. The RIOs, members of the Investigation Committee, the President and all others responsible for carrying out any part of a Research Misconduct Proceeding, the Vice Provost for Research, and the Associate University Provost for Research Administration and Compliance:

a) will take precautions to ensure that they do not have real or apparent personal, professional, or financial conflicts of interest with, or biases against, any Respondent, any Complainant, or any witness in a Research Misconduct Proceeding;

b) will at all times conduct their activities related to the implementation of this Policy in a fashion that is consistent with their obligations under applicable federal, state, and local laws, rules, and regulations; and

c) may request the assistance of legal counsel from the University’s Office of the General Counsel during the course of their activities related to the implementation of this Policy.
11. RECORD KEEPING

The University has a continuing obligation under this Policy to ensure that it maintains adequate records of a Research Misconduct Proceeding. The RIO will maintain in a secure manner sufficiently detailed documentation of each Inquiry, including related Research Records and Evidence, and the Associate University Provost for Research Administration and Compliance will maintain in a secure manner sufficiently detailed documentation of each Investigation, including related Research Records and Evidence, for seven years after (a) the completion of the Research Misconduct Proceeding or (b) the completion of any regulatory agency or research sponsor proceeding involving the Allegations of Research Misconduct; whichever is later, in order to permit a later assessment by the regulatory agency or research sponsor or otherwise. To the extent that the RIO forwards such original detailed documentation of an Inquiry to the Office of Research in connection with an Investigation, the Associate University Provost for Research Administration and Compliance will be responsible for maintaining such documentation for the period provided in this section.

12. DEFINITIONS

12.1. *Allegation* means a disclosure of possible Research Misconduct through any means of communication. The disclosure may be by written or oral statement or other communication.

12.2. *College* means an educational unit of the University, including all senior colleges and community colleges, the Graduate School and University Center (including, without limitation, the School of Professional Studies, the Graduate School of Journalism, the Advanced Science Research Center and the CUNY School of Public Health), the City University School of Law, the City University School of Medicine, and the University’s Central Office.

12.3. *Complainant* means a person who makes an Allegation of Research Misconduct.

12.4. *Evidence* means any document, tangible item, or testimony offered or obtained during a Research Misconduct Proceeding that tends to prove or disprove the existence of an alleged fact.

12.5. *Fabrication* means making up data or results and recording or reporting them.

12.6. *Falsification* means manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.

12.7. *Inquiry* means preliminary information-gathering and preliminary fact-finding to determine whether an Allegation has substance and if an Investigation is warranted. An Investigation must be undertaken if the Inquiry determines the Allegation has substance.

12.8. *Investigation* means the formal development, examination, and evaluation of a factual record to determine whether Research Misconduct has taken place, to
assess its extent and consequences, and to evaluate appropriate action.

12.9. *Investigation Committee* means the committee consisting of at least three members of University staff or tenured faculty at any College actively involved in research in the same field as the Respondent or a related field who are appointed by the Vice Provost for Research or his or her designee to investigate charges of Research Misconduct against faculty, staff, post-doctoral associates, and/or students.

12.10. *Legal Affairs Designee* means the individual at each College designated by the President to deal with legal issues at the College in conjunction with the University’s Office of the General Counsel.

12.11. *Plagiarism* means the appropriation of another person’s ideas, processes, results, or words without giving appropriate credit.


12.13. *Preponderance of the Evidence* means proof by information that, compared with that opposing it, leads to the conclusion that the fact at issue is more probably true than not.

12.14. *President*, except for the President of the Research Foundation, means the President or Dean of each College, as applicable. For purposes of this Policy, the Provost or his or her designee will be deemed to be the President of the University’s Central Office.

12.15. *Research Foundation* means the Research Foundation of The City University of New York.

12.16. *Research Integrity Officer* (“RIO”) means the official at each College designated by the President of the College after consulting with the appropriate faculty governance body at the College to be responsible for receiving Allegations of Research Misconduct, determining whether such Allegations warrant Inquiries, conducting the Inquiries and preparing the Inquiry reports, recommending to the President whether or not Investigations are warranted, and assisting in the Investigations by the Investigation Committee. The RIO must be an administrator or tenured faculty member at the College and will be provided appropriate training to carry out his or her responsibilities under this Policy.

12.17. *Research Misconduct* means Fabrication, Falsification, or Plagiarism in proposing or performing research, reviewing research, or in reporting research results. Research Misconduct does not include honest error or differences of opinion. A finding of Research Misconduct made under this Policy requires that: (a) there be a significant departure from accepted practices of the relevant research community; (b) the misconduct be committed intentionally, knowingly, or recklessly; and (c) the Allegation be proven by a Preponderance of the Evidence.

12.18. *Research Misconduct Proceeding* means any action related to alleged Research Misconduct taken under this Policy, including but not limited to, determinations of whether or not an Inquiry is warranted, Inquiries, Investigations, and regulatory
agency or research sponsor oversight reviews, hearings, and administrative appeals.

12.19. *Research Record* means the record of data or results that embody the facts resulting from a research inquiry, including, but not limited to, research proposals, laboratory records, both physical and electronic, progress reports, abstracts, theses, oral presentations, internal reports, journal articles, and any documents and materials provided in the course of a Research Misconduct Proceeding.

12.20. *Respondent* means the person against whom an Allegation of Research Misconduct is directed or who is the subject of a Research Misconduct Proceeding.

12.21. *Retaliation* means an adverse action taken against a Complainant, witness, or other participant in a Research Misconduct Proceeding in response to (a) a good faith Allegation of Research Misconduct, or (b) good faith cooperation with a Research Misconduct Proceeding.

12.22. *University* means The City University of New York.

12.23. *Vice Provost for Research* means the University's Vice Provost for Research. If there is a vacancy at any time in the position of Vice Provost for Research, the University's Executive Vice Chancellor for Academic Affairs or his or her designee will assume the responsibilities assigned to the Vice Provost for Research under this Policy. Similarly, if there is a vacancy at any time in the position of Associate University Provost for Research Administration and Compliance, the Vice Provost for Research or his or her designee will assume the responsibilities assigned to the Associate University Provost for Research Administration and Compliance under this Policy.

UFS Chair and Trustee Conway expressed concern about when new programs are introduced and the way in which other campuses find out about programs.

*Chairperson Thompson asked for a vote. Cal. Nos. 5.A. through 5.G. were unanimously adopted.*

6. **COMMITTEE ON FACULTY, STAFF AND ADMINISTRATION:**
Trustee Lorraine Cortés-Vázquez reported that at the October 2, 2017 meeting of the Committee on Faculty, Staff and Administration (CFSA), the Committee approved the following resolutions, and she recommended their approval by the Board.

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

**A. The City University of New York - Revised Pre-Tenure Review Policy:**
WHEREAS, In 2011 the University adopted a pre-tenure review policy, following the lead of a number of CUNY colleges that had similar policies; and

WHEREAS, Following the adoption of the 2011 policy, the Professional Staff Congress/CUNY filed an improper practice charge with the New York State Public Employment Relations Board, alleging that the pre-tenure review policy should have been a subject of collective bargaining; and

WHEREAS, The University denied that it had engaged in an improper practice charge, but entered into discussions with the Professional Staff Congress/CUNY regarding the terms of the policy; and

WHEREAS, The University and the PSC were able to reach a settlement agreement resolving the improper practice charge, pursuant to which the University agreed to make some modest changes to the original policy; now therefore be it

RESOLVED, That the Board of Trustees adopt the following revised policy for pre-tenure review of tenure-track faculty, effective immediately, which shall supersede the policy adopted on February 28, 2011:

There shall be a Dean’s review for each untenured tenure-track faculty member in his/her third year of service. Such review will be conducted as follows:

1. Toward the end of the spring semester, after the department chair’s annual evaluation memorandum but before the spring commencement, the dean of the appropriate school, division, or other academic unit in which the faculty member serves (or if there is no such dean, the appropriate academic administrator designated by the President) shall review the professional record of the faculty member.

2. The professional record shall consist of all materials used by the chair in creating the third-year annual evaluation memorandum, plus the third-year evaluation and the contents of the faculty member’s personnel file. No additional documentation shall be required. The record will not include any external reviews.

3. If the Dean believes the total academic performance of the faculty member is not sufficiently set forth in the third-year annual evaluation memorandum, the Dean shall prepare a draft memorandum to the department chair that specifies the strengths and weaknesses of the faculty member’s total academic performance in light of the criteria for tenure consistent with established University policies. The Dean shall share the draft with the department chair and discuss it, after which a copy of the draft memorandum shall be sent to the faculty member.
4. Thereafter, there shall be a meeting with the faculty member to discuss the draft memorandum. The college shall decide whether the meeting is with the Dean or the department chair. If the faculty member requests it, the Dean (if the meeting is with the chair) or the chair (if the meeting is with the Dean) shall also be included at the meeting.

5. Within ten (10) days after the meeting set forth in paragraph 4, the Dean shall issue a final memorandum to the department chair with a copy to the faculty member. The department chair shall have the faculty member initial the Dean’s memorandum solely to show receipt of the Dean’s memorandum and place it in the faculty member’s personal personnel file. The faculty member shall retain all rights under Articles 19 and 20 of the PSC/CUNY collective bargaining agreement.

6. A College President may choose to conduct the Dean’s review for all affected faculty in the fall or spring of the faculty member’s fourth year of service instead of the third year of service with notice to the faculty in which case all references to the third year in this procedure will refer to the year in which the evaluation is conducted.

EXPLANATION: In 2011, the University adopted a pre-tenure review policy, following the lead of a number of CUNY colleges that had similar policies. Faculty members are considered for tenure at the beginning of their seventh continuous year of service, and it is critical that they receive feedback well in advance of the tenure decision as to the strengths and weaknesses of their performance in light of the University’s tenure standards. The pre-tenure review, conducted at the end of the faculty member’s third year, is a mechanism for providing faculty members with such feedback, in addition to the performance reviews contained in the faculty member’s annual evaluations. Under the pre-tenure review process, a Dean reviews the faculty member’s record and writes a memorandum to the faculty member about his/her total academic performance; the memorandum is then discussed with the faculty member and placed in the faculty member’s personnel file.

Following the adoption of the 2011 policy, the Professional Staff Congress/CUNY and the University entered into discussions about the policy and reached an agreement that involved some modest changes to the original policy. These changes are consistent with the purpose of the original policy and prior college policies. The revised policy also improves upon the original policy by providing flexibility for a college to conduct the pre-tenure review in a faculty member’s fourth year of service rather than the third year, and by having the Dean’s memorandum start as a draft and become finalized only after the meeting with the faculty member.

NOTE: Matter underlined is new; matter strikethrough is deleted.

THE CITY UNIVERSITY OF NEW YORK
Pre-Tenure Review Policy

There shall be a dean’s review for each untenured tenure-track faculty member in his/her third year of service. Such review will be conducted as follows:

1. Toward the end of the spring semester, after the department chair’s annual evaluation memorandum but before the spring commencement, the dean of the appropriate school, division, or other academic unit in which the faculty member serves (or if there is no such dean, the appropriate academic administrator designated by the President) shall review the professional record of the faculty member.

2. The professional record shall consist of all materials used by the chair in creating the third-year annual evaluation memorandum, plus the third-year evaluation and the contents of the faculty member’s personnel file. No additional documentation shall be required. The record will not include any external reviews.

In order to ensure that each tenure-track faculty member has adequate guidance on the progress he/she is making towards meeting the standards for tenure, the school, divisional or other appropriate dean or academic administrator designated by the President (hereinafter the “Dean”) shall review each such faculty member at the end of his or her third year of service.

3. If the dean believes the total academic performance of the faculty member is not sufficiently set forth in the third-year annual evaluation memorandum, the dean shall prepare a draft memorandum to the department chair that specifies the strengths and weaknesses of the faculty member’s total academic performance in light of the criteria for tenure consistent with established University policies. The dean shall share the draft with the department chair and discuss it, after which a copy of the draft memorandum shall be sent to the faculty member.

The Dean shall review the personal personnel file of each untenured tenure-track faculty member in the spring of his/her third year of service, following the annual evaluation conducted pursuant to the PSC/CUNY collective bargaining agreement. Thereafter, the Dean shall meet with the chairperson of the faculty member’s department to discuss the faculty member’s progress. After that meeting, the Dean shall prepare a memorandum to the department chairperson regarding the faculty member’s progress toward tenure and setting forth recommendations for any additional guidance to be provided to the faculty member.

4. Thereafter, there shall be a meeting with the faculty member to discuss the draft memorandum. The college shall decide whether the meeting is with the dean or the department chair. If the faculty member requests it, the dean (if the meeting is with the chair) or the chair (if the meeting is with the dean) shall also be included at the meeting.

The Dean's memorandum shall be provided to the faculty member and discussed with him/her by the department chairperson and/or the Dean. Following the meeting, the Dean may, where appropriate, attach an addendum to the memorandum based on the Dean’s participation in the meeting or the department chairperson’s report of the meeting to the Dean. In accordance with the procedures set forth in the collective bargaining agreement between the University and the Professional Staff Congress, the faculty member shall be asked to initial the Dean’s memorandum and addendum, if any, before it is placed in his/her file, and the faculty member shall have the right to include in his/her personnel file any comments he or she has concerning the Dean’s memorandum.
5. **Within ten (10) days after the meeting set forth in paragraph 4, the dean shall issue a final memorandum to the department chair with a copy to the faculty member.** The department chair shall have the faculty member initial the dean’s memorandum solely to show receipt of the dean’s memorandum and place it in the faculty member’s personal personnel file. The faculty member shall retain all rights under Articles 19 and 20 of the PSC/CUNY collective bargaining agreement.

6. The appropriate body at each college may adopt implementation procedures that are consistent with this policy. Such procedures may provide, for example, whether the discussion of the Dean’s memorandum with the faculty member will be conducted by the department chairperson, the Dean or both and whether the faculty member may have a choice in the matter. In addition, notwithstanding the provision as to the timing of the review set forth above, a college governance body may choose to provide for this review more than once prior to the year of tenure decision, in which case the review shall occur at appropriate intervals and not necessarily at the end of the third year. A college president may choose to conduct the dean’s review for all affected faculty in the fall or spring of the faculty member’s fourth year of service instead of the third year of service with notice to the faculty in which case all references to the third year in this procedure will refer to the year in which the evaluation is conducted.

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

**B. The CUNY School of Law - Amendments to the Governance Plan:**

WHEREAS, The CUNY School of Law formerly was affiliated with Queens College; and

WHEREAS, The CUNY School of Law is no longer affiliated with Queens College; now therefore be it

RESOLVED, That the proposed amendments to the Governance Plan of The CUNY School of Law be adopted, effective October 24, 2017.

EXPLANATION: The proposed amendments to the Governance Plan of the CUNY School of Law consist of technical revisions to remove references to Queens College. At one time the Law School was affiliated with Queens College, but it is no longer part of the College. The current Governance Plan incorrectly refers to the Law School as “the CUNY School of Law at Queens College.” The revised plan would instead refer to “the CUNY School of Law.”

These technical amendments are requested by the Dean of the Law School.

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

GOVERNANCE PLAN
THE CITY UNIVERSITY OF NEW YORK SCHOOL OF LAW

I. INTRODUCTION
A. PURPOSES

1. The central purpose of The City University School of Law (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 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 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 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 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.

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

C. Guttman Community College - Adoption of New Governance Plan:

WHEREAS, Guttman Community College, formerly known as “The New Community College,” has been operating under an Interim Governance Plan since June 25, 2012; and

WHEREAS, Guttman Community College has grown and developed and requires a new governance plan to reflect this growth and development; now therefore be it

RESOLVED, That the Board of Trustees repeal the Interim Governance Plan approved by the Board on June 25, 2012; and be it further

RESOLVED, That the Board of Trustees adopt a new governance plan for Guttman Community College as set forth in Attachment I, effective February 1, 2018.

EXPLANATION: Guttman Community College, formerly known as The New Community College, enrolled its first students in August 2012 and has been operating under an Interim Governance Plan approved by the Board of Trustees on June 25, 2012 (Attachment II). As noted in the Explanation to the June 2012 Resolution, “as with other educational units established by the Board, it [wa]s appropriate for the New Community College to have an initial governance plan to guide its operations during its early years, with the understanding that as it grows and develops, the College will likely amend the governance plan to meet new circumstances.”

A task force of faculty, staff and administrators have worked for over a year to develop a new governance plan that was approved at the College Council on May 30, 2017 and amended on September 12, 2017. The new governance plan is recommended by the College President. The new plan calls for an elected body of representatives in a Council (rather than having all full-time faculty serve on the Council) and a separate Academic Senate, also elected, of faculty and student engagement staff. In accordance with the organizational structure of Guttman Community College, three faculty personnel
committees would be established to represent the interdisciplinary practice areas of Social Science, STEM, and the Humanities (E. Personnel Committees, Articles I and II).

The College has carefully developed and approved an implementation plan and timeline that would enable it to roll out the new governance plan following Board approval; the Governance Plan would be effective as of February 1, 2018. Until that date, the College will continue to utilize the existing Interim Governance Plan, College Council, and standing committees.

GOVERNANCE PLAN
STELLA AND CHARLES GUTTMAN COMMUNITY COLLEGE

A. PREAMBLE

The Stella and Charles Guttman Community College, founded in 2011, is committed to implementing innovative practices in community college education to best prepare its students with guided pathways to senior college and the world beyond. The curriculum is built on a first year experience (FYE), interdisciplinary programs of study, and methods of student engagement designed to ensure student success.

Shared governance is a Guttman community commitment that encourages interdisciplinary and interdepartmental collaboration while honoring the strengths, interests, and responsibilities of our faculty, staff, administration, and students.

B. STAKEHOLDERS

The Faculty of Guttman Community College (College) shall consist of all full- and part-time persons holding professorial, instructor, lecturer, or adjunct titles. In consultation with the Provost, each faculty member shall join an interdisciplinary area of inquiry ("practice area")—STEM, Social Science or Humanities—based on their disciplinary and pedagogical interests and experience.

The positions reserved for the Office of Student Engagement (OSE) shall be limited to full-time Higher Education Officer (HEO) series members.

In all other situations, traditional CUNY title designations shall apply.

C. COLLEGE COUNCIL

Article I
Powers and Functions of the Council

The Council shall be the governing body of the College and, subject to the authority of the Bylaws of the CUNY Board of Trustees, shall be responsible for the establishment of College academic policy and goals pertaining to its operations and CUNY-mandated activities.

Article II
Composition

Section 1. Membership
The Council shall have the following members:

a. Faculty:
   1. 24 full-time faculty representatives, eight from each practice area, elected from and by full-time faculty in that practice area
   2. The Academic Senate Chair
   3. One part-time faculty member elected from and by part-time faculty
b. Office of Student Engagement (OSE). Five representatives of OSE elected from and by OSE members.
c. Staff. Five full-time representatives of the non-OSE staff elected from and by non-OSE full-time staff members.
d. Students. The President of the Student Government Association and four students elected from and by the student body.
e. The chair from each Council standing committee. Committee chairs not elected to Council sit as non-voting members.
f. Administration:
   1. The President, who shall appoint two additional administrative members to the Council. The President shall serve in a non-voting role, except to break a tie.
   2. Any Vice Presidents, each of whom shall appoint two additional administrative members to the Council.

In the event of structural or titular change, the equivalent functional titleholder shall serve in that capacity.

Section 2. Alternates

Alternates are individuals elected to fill a temporary absence or vacancy. Alternates are expected to attend all meetings of the Council, although they shall only be counted towards quorum and vote when seated. Two alternates for each practice area shall be elected from and by the full-time faculty in that area; two alternates for OSE shall be elected from and by members of OSE; two alternates for staff shall be elected from and by the staff; two alternates for the students shall be elected from and by the students; an alternate administrator may be appointed if necessary.

Section 3. Term of Office

The term of office of the newly elected Council members and alternates shall begin the first day of the Academic Year. Each Student Council member and student alternate shall have a one-year term; all other Council members and alternates shall have staggered three-year terms.

Section 4. Recall of a Council Member

All voting Council members are subject to recall. A Council member shall be subject to recall for neglect of duties, as outlined in the Council bylaws.

Article III
Organization of the Council

Section 1. Officers and Responsibilities

The President shall serve as the Council Chair and preside at all meetings.
At the Council’s first meeting, a Vice-Chair and Secretary shall be elected from and by Council members for a three-year term.

The Vice-Chair shall serve as acting Chair in the Chair’s absence.

The Secretary shall take minutes and attendance during Council and Executive Committee meetings, maintain records of the proceedings, and attend to all correspondence.

Section 2. Parliamentarian

The Executive Council shall appoint a Parliamentarian, who need not be a member of the Council. If the Parliamentarian is not a member, the Parliamentarian shall have all rights and privileges of Council membership, except the right to vote. Parliamentarian shall serve for a three year term.

Section 3. College Council Committees

There shall be seven standing committees of the Council: the Executive Committee, the Legislative Committee, the Curriculum Committee, the Academic Assessment and Learning Committee, the Strategic Planning and Budget Committee, the Academic Technology Committee, and the Student Services Committee.

With the exception of the Executive Committee and the Strategic Planning and Budget Committee, all committees shall elect their own Chair by majority vote.

Article IV
Meetings

Section 1. Time of Meetings

The Council shall meet at least twice each semester.

Section 2. Conduct of Meetings

All Council meetings shall be conducted in conformance with Robert’s Rules of Order, latest edition, except as otherwise required by law or CUNY Bylaws.

Council meetings are open to all members of the College community.

A majority of the voting members of the Council must be present to constitute a quorum and for passage of a measure within the Council’s authority.

Section 3. Special Meetings

The petition of at least ten Council members shall be sufficient to mandate a special meeting, which shall be scheduled by the Council Chair within seven business days after receiving the petition.

Section 4. Recordkeeping
Minutes of all Council meetings shall be made available to members of the College community. The Secretary shall record the final vote of each member of the Council when votes are taken, a record of which shall be made available upon request.

**Article V**

**Repeal of Council Decisions**

Upon petition of twenty percent of the total full-time faculty, full-time staff or student body, a petition of reversal of a Council decision may be presented to the President. A petition must be filed within four weeks after publication in Council minutes. A decision shall be reversed by a two-thirds vote of the full-time faculty, full-time staff and student body in which at least twenty percent of each constituency must participate. The vote will be coordinated by the Legislative Committee.

**Article VI**

**Powers and Duties of Standing Committees**

**Section 1. Executive Committee:**

a. **Membership.** The Executive Committee shall consist of:
   1. The President, who shall serve as Committee Chair
   2. The Council Vice-Chair
   3. The Council Secretary
   4. The Academic Senate Chair
   5. Three additional persons elected from and by Council members.

b. **Charge.** The Council Executive Committee shall:
   1. Prepare and distribute annual schedule of Council meetings.
   2. Prepare and distribute the agenda to the entire College community at least one week before each meeting. On receipt of a written request endorsed by at least five Council members, the Executive Committee shall place on the agenda the item of concern.
   3. Invite key persons to participate in Council meetings.
   4. Review and coordinate the activities of all standing and ad hoc Council committees, which oversight shall include:
      i. The timely referral of issues to the appropriate committee
      ii. The timely receipt of committee reports and recommendations
      iii. The collection of committee meeting schedules and minutes
   5. Call Council into special session, with proper notice
   6. Conduct such business as may be necessary in an emergency when the Council is not in session or lacks a quorum, which action shall be subject to review and vote at the next scheduled Council meeting.
   7. Exercise any further powers and duties that may be conferred on it by the Council.

**Section 2. Legislative Committee:**

a. **Membership** The Legislative Committee shall be composed of Council members and shall consist of:
   1. The Council Vice-Chair
   2. The Council Secretary
   3. Four faculty representatives elected from and by the Council
   4. One full-time non-teaching representative elected from and by the Council
5. One student representative elected from and by the Council

b. Charge. The Legislative Committee shall:
   1. Facilitate nomination and election procedures for the Council.
   2. Nominate, appoint, or facilitate the election of members to ad hoc or special committees, as created by the Council.
   3. Inform Council of vacancies in Council and its Standing Committees and fill those vacancies through appointment or special election.
   4. Receive and hear grievances relating to elections and make appropriate recommendations to the Executive Committee.
   5. Assess the governance plan on a biennial basis and make recommendations to the Council.
   6. Review and propose amendments to the bylaws of the Council and standing committees in consultation with the committees.
   7. Review and evaluate how changes to the CUNY Bylaws or PSC-CUNY Collective Bargaining Agreement may impact the bylaws of the College Council or its standing committees and recommend changes as needed.
   8. Act as custodian of all minutes, agenda and election results from College Council and all standing committees.

Section 3. Curriculum Committee:

a. Membership. The Curriculum Committee shall consist of:
   1. The Vice President of Academic Affairs and Provost (Provost) or designee
   2. Six faculty representatives, two from each practice area elected from and by full-time faculty in that practice area
   3. One faculty representative from Libraries, elected from and by members of the Libraries
   4. Three OSE representatives elected from and by OSE members
   5. One student representative elected by the student body
   6. The College Registrar or designee, without vote
   7. The Chief Student Affairs Officer or designee, without vote
   8. The OAA administrator responsible for curricular matters, without vote

b. Charge.

The Curriculum Committee shall review, evaluate and recommend programs of study, FYE concentrations, and course proposals received from any source and shall perform such other functions as the Council may assign.

c. Review.

The Curriculum Committee shall periodically report to the Council. Committee recommendations are subject to Council review, modification, approval or rejection.

Section 4. Academic Assessment and Learning Committee:

a. Membership. The Academic Assessment and Learning Committee shall consist of:
   1. Six faculty representatives elected from and by all College full-time faculty
   2. Two members of OSE elected from and by OSE members
   3. The OAA administrator responsible for Assessment
b. **Charge** The Academic Assessment and Learning Committee shall:
   1. Recommend procedures for institutional student learning outcomes assessment, including student achievement of competencies and program quality.
   2. Evaluate assessment results and report out institutional performance. The Committee shall not evaluate individual faculty or staff.
   3. Based on assessment, identify and recommend professional development venues for faculty and staff, including distributing teaching and professional development resources and identifying grant and funding opportunities.
   4. Work with the Center for College Effectiveness to provide support for student learning outcomes.

c. **Review.**

   The Academic Assessment and Learning Committee shall periodically report to the Council. Committee recommendations are subject to Council review, modification, approval or rejection.

**Section 5. Strategic Planning and Budget Committee:**

a. **Membership.** The Strategic Planning and Budget Committee shall consist of:
   1. The Vice President of Administration and Finance, who shall chair the committee
   2. The Provost
   3. The administrator responsible for Strategic Planning
   4. Two faculty representatives elected from and by the College full-time faculty
   5. One Higher Education Officer elected from and by the HEO staff
   6. One classified staff member elected from and by members of the classified staff
   7. One student representative elected from and by the student body
   8. Each Vice President shall appoint up to two additional members

b. **Charge.** The Strategic Planning and Budget Committee shall:
   1. Review the strategic and financial plans for the College to ensure alignment among planning budget and assessment.
   2. Recommend strategic plan priorities to the Council.
   3. Review and analyze the College's budget, aided by budget presentations from the Office of the Vice President of Administration and Finance to ensure continued support of strategic priorities.

c. **Review.**

   The Strategic Planning and Budget Committee shall periodically report to the Council. Committee recommendations are subject to Council review, modification, approval or rejection.

**Section 6. Academic Technology Committee:**

a. **Membership.** The Academic Technology Committee shall consist of:
   1. The OAA administrator responsible for Academic Technology
   2. The Chief Information Officer
   3. Three faculty representatives, elected from and by the College full-time faculty
   4. The Chief Librarian or designee
   5. Two representatives of OSE elected from and by OSE members
   6. One student elected from and by the student body
b. **Charge.** The Academic Technology Committee shall:
   1. Use evidence-based data and best practices research to recommend strategies to integrate use of technology into the curriculum.
   2. Develop guidelines and best practices on the use of supported classroom technology.
   3. Advise and assist faculty and staff on using technology to expand and improve student learning.

c. **Review.**

   The Academic Technology Committee shall periodically report to the Council. Committee recommendations are subject to Council review, modification, approval or rejection.

**Section 7. Student Services Committee:**

a. **Membership.** The Student Services Committee shall consist of:
   1. The Chief Student Affairs Officer
   2. One representative from Student Government Association (SGA) leadership, elected by and from SGA leadership
   3. One representative from the SGA Board elected from and by SGA representatives
   4. Two representatives from OSE elected from and by OSE members
   5. Two representatives of the non-OSE full-time staff elected from and by non-OSE full-time staff
   6. Two faculty representatives elected from and by all College full-time faculty

b. **Charge.** The Student Services Committee shall:
   1. Review and recommend policies and procedures pertaining to student life and welfare, campus-wide cultural and educational events, professional opportunities and student engagement matters.
   2. Further develop and advise student support services to promote student success academically, personally and professionally.

c. **Review.**

   The Committee shall periodically report to the Council. Committee recommendations are subject to Council review, modification, approval or rejection.

**Section 8. Committee Regulations**

a. Each committee shall prepare and implement committee bylaws in accordance with the CUNY Bylaws and this governance plan.

b. With the exception of the Executive Committee and the Strategic Planning and Budget Committee, all chairs of standing committees shall be elected by majority vote of each committee.

c. Each committee shall meet as often as necessary, but at least once each semester, keep minutes of its meetings and send copies of minutes to the Council Secretary.

d. Standing committees may establish and abolish subcommittees as necessary.

e. Committee members shall serve staggered three-year terms; each student member shall serve a one-year term.
Article VII
Amendments

Amendments to this governance document may be proposed and approved by a two-thirds affirmative vote of the members present, if that number also constitutes a majority of the members of the Council, which amendments shall then be subject to the approval of the President and the CUNY Board of Trustees.

D. THE ACADEMIC SENATE

Article I
Function

The College Academic Senate (Senate) shall serve as the voice of faculty and members of the Office of Student Engagement. Subject to the guidelines of the CUNY Board of Trustees and their own bylaws, the Senate shall provide a forum for discussion, review, and recommendation of procedures, policies and practices related to academic matters. Senate recommendations shall be referred to the Council or standing committee, as appropriate, for review and action.

Article II
Composition

Section 1. Membership

a. 24 full-time faculty, eight from each practice area, elected from and by the full-time faculty in that practice area
b. Three part-time faculty elected from and by the part-time faculty
c. Eight representatives from the OSE elected from and by full-time OSE members
d. One faculty representative Libraries, elected from and by the faculty members from Libraries
e. The President, without vote
f. The Provost, without vote
g. The Deans of the Office of Academic Affairs, without vote

Section 2. Term of Office

The term of office of the newly elected Senators shall begin the first day of the academic year. Senators shall have staggered three-year terms.

Article III
Organization of the Academic Senate

Section 1. Officers

The Chair shall be a faculty member, elected by and from the Senate at its first meeting. The Chair shall be responsible for convening and presiding at Senate and Executive Committee meetings, and is a member of the College Council Executive Committee.
The Vice Chair shall be elected by and from the Senate. In the absence of the Chair, the Vice Chair shall preside. In the absence of both the Chair and Vice Chair, the Chair shall appoint a member of the body to preside.

The Secretary shall be elected by and from the Senate. The Secretary is responsible for notifying Senate members of all meetings, Senate action and for taking minutes in the Senate meetings.

All officers shall have a three year term.

Section 2. The Senate Executive Committee

a. Membership. The Senate Executive Committee shall consist of:
   1. The Senate Officers
   2. Two Senate representatives, elected from and by Senate members. At least one of whom shall be from the Office of Student Engagement.

b. Charge. The functions of the Executive Committee are to:
   1. Establish and publish a schedule for regular meetings of the Senate by or at the beginning of each academic year.
   2. Prepare the agenda for Senate meetings.
   3. Create and coordinate the activities of ad hoc committees after consultation with the Senate.
   4. Coordinate faculty meetings.
   5. Serve as the liaison to the Senate, the President and the College Council.
   6. Keep minutes and report regularly to the Senate.

Article IV
Meetings

Section 1. Time of Meetings

The Senate shall meet at least once a semester. The time, location, and agenda of all Senate meetings shall be distributed to Senate members not less than a week prior to the time of the meetings.

Section 2. Conduct of Meetings

Senate meetings shall be conducted in conformance with Robert's Rules of Order, latest edition, except as otherwise required by law or as may be provided in the bylaws.

Senate meetings are open to all members of the College community.

Section 3. Special Meetings

Special meetings of the Senate may be called by the Chair, or on the petition of at least ten Senators, which meeting shall be scheduled by the Senate Chair within seven business days after receiving the petition.

E. PERSONNEL COMMITTEES

Faculty shall be evaluated based on their teaching (FYE and Guttman Programs of Study) service and scholarship.
The following committees shall be responsible for reappointment, promotion and tenure (RPT) recommendations:

a. The College Personnel Committee
b. Faculty Personnel Committees

Article I
The College Personnel Committee

Section 1. Membership

a. The College Personnel Committee (CPC) shall consist of:
   1. One tenured faculty elected from and by full-time faculty in each academic practice area, all of whom shall serve staggered three-year terms
   2. The three Faculty Personnel Committee (FPC) Chairs, all of whom shall serve staggered three-year terms
   3. The Provost
   4. The President, without vote
b. The CPC shall elect a Chair for a one year term

Section 2. Function

The CPC shall recommend to the President:

a. Faculty reappointment, promotion and tenure
b. The grant of certificates of continuous employment to lecturers
c. The grant of multi-year appointments to adjuncts
d. The grant of fellowship and other instructional staff leaves
e. Academic personnel procedures and policies

Article II
The Faculty Personnel Committee

Section 1. Membership

a. The Faculty Personnel Committee (FPC) shall consist of:
   1. Three faculty personnel committees to represent the interdisciplinary practice areas of Social Science, STEM and the Humanities.
      i. Each FPC shall consist of five full-time faculty members elected from and by full-time faculty within the appropriate practice area, who shall serve staggered three-year terms. A minimum of two members on each FPC must be tenured. This requirement shall change to three, then four, tenured faculty members, at such times as the particular practice area has three, and, ultimately, four, tenured faculty members among its membership.
      ii. Each FPC shall elect a Chair from its tenured members for a one year term.
Section 2. Function

a. Each FPC shall:
   1. Coordinate and assign semester teaching observations for full- and part-time faculty.
   2. Either the chair or a committee designee shall assign a representative to coordinate and conduct annual evaluations.”
   3. Recommend reappointment, promotion and tenure to the College Personnel Committee for full- and part-time faculty.

b. FPC faculty recommendations shall take into consideration performance within the faculty member’s discipline and interdisciplinary work performed in the First Year Experience.

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

D. The City University of New York - Amendment to Article VI of the Bylaws:

WHEREAS, The establishment of a new instructional staff title at The City University of New York requires amendment of Article VI of the Bylaws of the Board of Trustees; now therefore be it

RESOLVED, That Section 6.1 of the Bylaws of the Board of Trustees of The City University of New York be amended to establish the title “Assistant Vice Chancellor,” as follows:

NOTE: New material is highlighted.

SECTION 6.1. INSTRUCTIONAL STAFF.

The board hereby establishes the following instructional staff titles:

Chancellor
Chancellor emeritus
Executive vice chancellor
Chief operating officer
Senior vice chancellor
Vice chancellor
Associate vice chancellor
Assistant vice chancellor
University provost
Secretary of the board
University administrator
University associate administrator
University assistant administrator
President
Dean of the City University School of Law
Dean of the Graduate School of Journalism
Dean of the Sophie Davis School of Biomedical Education
Senior vice president
Vice president
Assistant vice president
Senior university dean
University dean
University associate dean
University assistant dean
Dean
Associate dean
Assistant dean
Administrator
Associate administrator
Assistant administrator
Distinguished professor
University professor
Professor
Associate professor
Assistant professor
Research professor
Research associate professor
Research assistant professor
Einstein professor
Visiting distinguished professor
Clinical Professor
Distinguished lecturer
Distinguished lecturer – medical series
Distinguished lecturer – law school series
Medical professor (basic sciences)
Associate medical professor (basic sciences)
Assistant medical professor (basic sciences)
Medical lecturer
Adjunct medical professor (basic sciences)
Adjunct associate medical professor (basic sciences)
Adjunct assistant medical professor (basic sciences)
Adjunct medical lecturer
Medical professor (clinical)
Associate medical professor (clinical)
Assistant medical professor (clinical)
Adjunct medical professor (clinical)
Adjunct associate medical professor (clinical)
Adjunct assistant medical professor (clinical)
Law school distinguished professor
Law school university professor
Law school non-teaching adjunct
Law school professor
Law school associate professor
Law school assistant professor
Law school instructor
Law school library professor
Law school library associate professor
Law school library assistant professor
Law school adjunct professor
Law school adjunct associate professor
Law school adjunct assistant professor
Law school adjunct instructor
Law school lecturer
Visiting professor
Visiting associate professor
Visiting assistant professor
Adjunct professor
Adjunct associate professor
Adjunct assistant professor
Adjunct lecturer
Adjunct lecturer (doctoral student)
Lecturer (full-time)
Lecturer (part-time)
Visiting lecturer
Instructor
Instructor (nursing science)
Research associate
Research assistant
Graduate assistant (a-d)
Senior registrar
Associate registrar
Chief college laboratory technician
Adjunct chief college laboratory technician
Senior college laboratory technician
Adjunct senior college laboratory technician
College laboratory technician
Adjunct college laboratory technician
College physician
Higher education officer
Higher education associate
Higher education assistant
Assistant to higher education officer
Continuing education teacher
Non-teaching adjunct (I-V)
Non-teaching adjunct (doctoral student)
Affiliated professional
Professor of Military Science
Affiliated medical professor
Associate affiliated medical professor
Assistant affiliated medical professor
Affiliated medical lecturer
Affiliated medical teacher
Clinical professor—medical series
CLIP instructor
CUNY Start instructor

and in the Hunter College Elementary School and Hunter College High School

Principal
Chairperson of department
Assistant principal
Teacher
Assistant Teacher
Temporary teacher
Campus schools college laboratory technician
Campus schools senior college laboratory technician
Guidance counselor
Placement director
Education and vocational counselor
Librarian
Substitute teacher
Occasional per diem substitute teacher

and in the childhood centers

Teacher
Assistant teacher
And in the educational opportunity centers (EOC)
Educational opportunity center adjunct lecturer
Educational opportunity center adjunct college laboratory technician
Educational opportunity center college laboratory technician
Educational opportunity center higher education officer
Educational opportunity center higher education associate
Educational opportunity center higher education assistant
Educational opportunity center assistant to higher education officer
Educational opportunity center lecturer

*and in the School of Journalism and in the Executive MBA Programs of the Zicklin School of Business at Baruch College:

Professional programs adjunct professor
Professional programs adjunct associate professor
Professional programs adjunct assistant professor
Professional programs adjunct lecturer
Professional programs professor (H)
Professional programs associate professor (H)
Professional programs assistant professor (H)
Professional programs lecturer (H)
and be it further

RESOLVED, That the effective date for the creation of this title shall be July 1, 2017; and be it further

RESOLVED, That the Board of Trustees hereby waives the requirement in Section 5.1 of the Bylaws that notice of the amendment to the Bylaws proposed in this resolution be presented at a meeting preceding the meeting at which a vote is taken.

EXPLANATION: The title "Assistant Vice Chancellor" was included in the list of titles in the Executive Salary and Compensation Plan resolution approved by the CUNY Board of Trustees at its meeting held on June 26, 2017. The adoption of a new instructional title requires an amendment of Article VI of the Bylaws.

The Board is being asked to waive the requirement that this amendment to the Bylaws be noticed at a meeting preceding the meeting at which it is voted upon in order to make the new title available as soon as possible.

Moved by Trustee Cortés-Vázquez and seconded by Trustee Ferrer, the following resolutions, 6.E. through 6.G., were presented and opened for discussion:

E. **Queens College - Naming of the Raymond Erickson Music Reference Collection:**

WHEREAS, Dr. Raymond Erickson has long been a strong supporter of Queens College and the Aaron Copland School of Music, and has donated more than $134,000 to the College, including a $100,000 charitable gift annuity created in 2016 specifically to benefit the music library reference collection; now therefore be it

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of “The Raymond Erickson Music Reference Collection” at the Aaron Copland School of Music at Queens College.

EXPLANATION: Dr. Raymond Erickson, music historian and keyboardist, joined the Queens College faculty in 1971. He has served as Chair of the Music Department (1978-81), founding Director of the Aaron Copland School of Music (1981), and Dean of Arts and Humanities (1993-2000). He laid the groundwork for the Center for Preparatory Studies in Music and organized the first scholarship endowments for Queens College music majors.
In recognition of Dr. Erickson’s generosity and service, the College requests Board approval to name the “The Raymond Erickson Music Reference Collection,” to be located in the Music Library of the Aaron Copland School of Music at Queens College.

F. Queens College - Naming of the Mary E. O’Connor Conference Room:

WHEREAS, Mary E. O’Connor, who passed away in October 2016, was a dedicated donor to Queens College during her lifetime, regularly giving annual gifts totaling more than $24,000; and

WHEREAS, As a member of the Jefferson Society, a recognition organization for those who have included Queens College in their estate plans, Ms. O’Connor had notified Queens College of her inclusion of a bequest to the College in her trust; and

WHEREAS, Under the terms of Ms. O’Connor’s trust, she left 60% of her estate to the Queens College Foundation to create the “Mary E. O’Connor Endowment Fund” to provide scholarships to juniors and seniors majoring in Economics and/or Business Administration at Queens College; and

WHEREAS, The Queens College Foundation has received $3,600,000 from Ms. O’Connor’s estate, with a small additional payment expected in the future when the estate is fully settled; now therefore be it

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the “Mary E. O’Connor Conference Room” at Queens College.

EXPLANATION: Mary E. O’Connor graduated from Queens College cum laude in June 1950 with a bachelor’s degree in Economics. Soon thereafter she joined The Equitable Life Assurance Society of the United States (now known as AXA Equitable), a major life, disability and health insurer in New York City, and spent her entire 41-year career with the company.

A life-long resident of Queens and a loyal supporter of her alma mater, Ms. O’Connor was a regular attendee at Homecoming and alumni events. She often expressed appreciation for the excellent education she had receive—at no cost to her—and felt it was an obligation to help others enjoy the same benefits.

In recognition of Mary E. O’Connor’s generosity to Queens College, the College requests approval to name the “Mary E. O’Connor Conference Room” in Room 347 of Powdermaker Hall, which is located near the Economics Department.

G. The CUNY Graduate School of Journalism - Naming of the Leonard Tow Chair for Journalism Innovation:
WHEREAS, In July 2017 the Tow Foundation pledged $1,500,000 to support outstanding faculty in the field of journalism innovation at the CUNY Graduate School of Journalism, now therefore be it

RESOLVED, That the Board of Trustees of The City University of New York approve the naming of the “Leonard Tow Chair for Journalism Innovation” at the CUNY Graduate School of Journalism.

EXPLANATION: Leonard Tow is a pioneer in the field of cable broadcasting and wireless communications. A graduate of CUNY’s Brooklyn College, Mr. Tow has been a generous supporter of public higher education. In 2008, he extended his support to the CUNY Graduate School of Journalism with a $3 million gift to launch the “Tow-Knight Center for Entrepreneurial Journalism.” Over the past nine years, through his family foundation, Mr. Tow has pledged a total of more than $7 million to the School. He has evinced a progressive vision for journalism at a time of industry disruption, becoming a valued partner to the CUNY J-School, which is built on a commitment to responsiveness and innovation.

In recognition of the Tow Foundation’s continued generosity, the CUNY Graduate School of Journalism requests the Board’s approval to name the “Leonard Tow Chair for Journalism Innovation.”

UFS Chair and Trustee Conway inquired about donor guidelines.

Chairperson Thompson asked for a vote. Cal. Nos. 6.E. through 6.G. were adopted.

Report of Faculty, Staff and Administration Committee Chair Cortés-Vázquez
I would now like to share a brief summary of the final quarterly report on diversity and inclusion at CUNY, presented by the Office of Vice Chancellor Gloriana Waters to the Committee. This report focused on staff. Here are some pertinent metrics:

- CUNY’s full-time staff (excluding faculty) currently stands at 12,552 employees.
- 8,385 are from federally protected minority groups, 655 are Italian-American, and 3,512 identify as white.
- Females comprise 6,670 employees and represent 53.1% of the staff. There is near parity for females at both the senior and community colleges overall.
- The change in the total number of CUNY staff over the past year is as follows:
  - Overall: increased by 8 or 0.1%
  - Minorities increased by 49 or 0.6%
  - Italian Americans decreased by 20 or 3.0%
- Whites decreased by 21 or 0.6%
- Females increased by 81 or 1.2%

- 1.4% of CUNY’s employees self-identify as Veterans. This does not represent a substantive change University-wide from 2016 to 2017. This past year 17 Veterans were hired and 6 of those individuals are in administrative and/or managerial posts.

- 1.3% of the staff identify as Individuals with Disabilities. 9 individuals in this category were hired this past year; 8 are in administrative and managerial positions.

- In both of these instances, it is clear that the campuses need to engage in additional recruitment strategies in support of veterans and individuals with disabilities.

- The executive ranks, or ECP, is comprised of 553 employees. Of these 195 (35%) are from under-represented groups. 63 (11.4%) are Italian-American, a number which is comparable to the Hispanic/Latino representation. African-Americans number 97, or 17.5% of the ECP, but Asian-Americans only number 29 or 5.2% in the executive group. Again, it is clear that concerted efforts need to be made to bolster the presence of this group among the University’s highest ranks.

Finally, the Committee heard from the Office of Vice Chancellor Waters with regard to retirement projections.

University-wide, 27.5% of the workforce is 55 and older with 15 or more years of service, and thus eligible to retire. If we extrapolate 5 years from now, it is readily apparent that the University will experience significant loss in many critical areas. In light of these expected developments, CUNY should bolster its efforts to plan for projected needs both in the near term and over the next decade. Robust recruitment strategies, leadership development, and succession planning will be critical to this endeavor.

Trustee Cortés-Vázquez then thanked former Faculty, Staff and Administration Committee Chair Trustee Ferrer for his recommendation for the Committee to have quarterly diversity reports, to increase diversity and inclusion at CUNY. She concluded by acknowledging Vice Chancellor Waters’ retirement by thanking her for all the years of great service at CUNY.

7. COMMITTEE ON FACILITIES PLANNING AND MANAGEMENT:
Trustee Brian Obergfell reported that the Committee on Facilities Planning and Management met on October 2, 2017. After approval of the minutes of the June 5, 2017 meeting, the Committee addressed the policy items on the agenda. The Committee then went into Executive Session to discuss real estate matters under current negotiation by the University, during which Vice Chancellor Judy Bergtraum reported on new projects and updates.
Moved by Trustee Obergfell and seconded by Trustee Clarke, the following resolution was unanimously adopted:

A. The City University of New York - Five Year Capital Budget Request, FY 2018-19 through FY 2022-23:

RESOLVED, That The City University of New York Board of Trustees approve a five-year Capital Budget Request for Fiscal Years FY 2018-19 through FY 2022-23 of approximately $6.7 billion for projects authorized by The City University Construction Fund to address critical maintenance, infrastructure, and programmatic initiatives in support of the University’s mission. These projects shall be funded through bonds sold by the Dormitory Authority of the State of New York with debt service payments appropriated by the State of New York and the City of New York, and through bonds sold by the City of New York; projects shall also be supported by state minor repair funding from General Fund. The five-year request breaks down to $5 billion for the Senior Colleges and $1.7 billion for the Community Colleges. The state provides 100% of the funding for Senior Colleges and 50% for the Community Colleges. The city provides the matching 50% for the Community Colleges and special projects at Senior Colleges.

CUNY’s first-year prioritized state bonded funding request is $1.1 billion, broken down as per attached chart.

CUNY’s request for City Fiscal Year 2019 local elected official funding is $93 million.

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

The Capital Budget Request and the schedule of projects are on file in the Office of the Secretary of the Board.

EXPLANATION: Every year the University is required to submit a five-year capital plan to the State Division of the Budget and the City Office of Management and Budget. As in previous plans, the FY 2018-19 through FY 2022-23 request focuses on completion of existing projects and critical health, safety, code compliance and rehabilitation projects, while recognizing the need for expansion and modernization of facilities as called for in campus master plans. In formulating specific projects under this plan, an effort will be made where possible to leverage available University real estate resources through public-private development.

The projects included in the plan originate at the campuses and are prioritized following Board of Trustees criteria:

1. Critical Maintenance projects to ensure health, safety, security, facilities preservation, and compliance with codes, including ADA and asbestos-related regulations;

2. Individual campus projects that were started with partial earlier funding and need completion of funding;

3. Projects to upgrade existing science facilities and provide new science instruction and research facilities;

4. CUNY-wide technology projects, including infrastructure upgrades, systems engineering, and new equipment;

5. CUNY-wide projects to meet energy conservation and performance objectives including Executive Order 88 and Local Law 87;

6. New construction of space needed for academic programs, with projects ranked in order of overall campus space deficiency. Highest priority is assigned to classroom and instructional laboratory facilities and to the replacement of temporary or leased space with permanent space;

7. CUNY-wide and individual campus projects for purposes other than those listed above.

Moved by Trustee Obergfell and seconded by Trustee Clarke, the following resolutions, 7.B. and 7.C., were unanimously adopted:

**B. The City University of New York - Execution of Lease for Retail Space at 55 West 125th Street, New York, N.Y.:**

RESOLVED, That the Board of Trustees of The City University of New York authorizes the General Counsel and Vice Chancellor of Legal Affairs to execute a fifteen year lease,
for 2,937 rentable square feet of space on the ground floor at 55 West 125th Street, New York, New York, to host a Career Path Center for the University and the Healthy Harlem Community Space for the CUNY Graduate School of Public Health and Health Policy. The lease shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: The proposed new lease will provide 2,937/RSF rentable square feet of retail space to be shared by the University and the CUNY Graduate School of Public Health and Health Policy. The University will utilize the space to host a Career Path Center that will address the University’s employer engagement needs and convene students from across the University and employers from across the City in key industry sectors, including Life Sciences, Finance, Healthcare, Tech, Creative/Media, Civic, Nonprofits, and Hospitality. The CUNY Graduate School of Public Health and Health Policy will utilize the space to host the Healthy Harlem Community Space, which will enable the school to partner with community-based, governmental and educational institutions on research, service and educational activities with the goal to improve the health of the residents of Harlem and the surrounding communities.

The term of the lease will start upon substantial completion of the landlord’s work. The rent for the new space will start at approximately $323,070 ($110.00/RSF) per annum with fixed rent increases every fifth anniversary from the start date of the lease; the fixed increases are an additional $15.00/RSF and $16.88/RSF, respectively.

The Landlord shall be responsible for all repairs, including the HVAC system. The University will be responsible for interior maintenance and its proportionate share of any increases in current real estate taxes.

C. Guttman Community College - Execution of Lease Extension for 50 West 40th Street, New York, N.Y.:

RESOLVED, That the Board of Trustees of The City University of New York authorizes the General Counsel and Vice Chancellor of Legal Affairs to execute a lease extension for 3 years until 2023, along with any associated agreements, for approximately 91,000 rentable square feet of space, at 50 West 40th Street, New York, New York, on behalf of Guttman Community College. The lease extension shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: Guttman Community College has occupied the entire building, consisting of 91,000 rentable square feet of office and classroom space, at this location since November 2010, pursuant to a Lease that will expire on December 31, 2020. Under the Lease, the current annual base rent is $5,003,802 ($55.00/SF).
To accommodate the college’s need for space to house its academic programs, the University will amend the Lease to extend the lease term for an additional 3 years, with a new expiration date of December 31, 2023. The extended lease term will allow Guttman Community College to continue operating at its original campus location without interruption.

The extended term for the space will start immediately after the current lease expiration date of December 31, 2020. The annual base rent will be $77.50/SF ($7,052,500) for the entire extension term, with no increase.

Pursuant to the Lease, the landlord will continue to be responsible for exterior, structural and roof repairs. The University will be responsible for interior maintenance and any increase in the current real estate taxes.

8. **COMMITTEE ON STUDENT AFFAIRS AND SPECIAL PROGRAMS:**
Trustee Una Clarke reported that at the October 2, 2017 meeting of the Committee on Student Affairs and Special Programs, the Committee approved the following resolutions, and she recommended their approval by the Board.

Moved by Trustee Clarke and seconded by Vice Chairperson Schwartz, the following resolution was presented and opened for discussion:

**A. The City University of New York - Student Activity Fee Policy:**

WHEREAS, The collection of student activity fees to fund eligible student organizations, services, programs and activities serves a vital purpose in enhancing the college and university environment for all students; and

WHEREAS, The recognition of eligible student organizations and the allocation and expenditure of student activity fees are governed by Bylaws of the Board of Trustees, the governing documents, policies and procedures of the college associations and student governments, and CUNY’s Fiscal Handbook for the Control and Accountability of Student Activity Fees; and

WHEREAS, These Bylaws, governing documents, policies and procedures and the Handbook have not been recently reviewed or updated to assure that they comport with prevailing laws and best practices; and

WHEREAS, The current system of student activity fee allocation also may not reflect the contemporary priorities and needs of current students because historical earmarks constrain annual allocation of fees; now therefore be it
RESOLVED, That the Board of Trustees directs Student Affairs and the General Counsel's Office to perform a comprehensive review of CUNY’s student activity fee policy infrastructure; and be it further

RESOLVED, That recommendations for changes to this system in compliance with prevailing law and best practice shall be made expeditiously to the Board so that such changes can be implemented no later than the 2018-2019 academic year; and be it further

RESOLVED, That the Board desires that the student and campus stakeholders be consulted and engaged in the process of review and re-design of the student activity fee policy infrastructure and allocation process via a Task Force composed of representatives to be co-chaired by the University Student Senate Chairperson.

EXPLANATION: This action is required for the purpose of addressing legal compliance and policy concerns. The governing bylaws, constitutions, policies and procedures and the fiscal handbook have not been updated in a number of years and therefore necessitate a comprehensive review and revision.

USS Chair and Trustee Aderounmu inquired about the timeline for implementation of the student activity fee policy.

Statement of University Student Senate Chair and Trustee John Aderounmu:
On October 2nd, the Committee on Student Affairs and Special Programs considered an amendment to the original student activity fee resolution. This amendment seeks to establish a taskforce consisting of CUNY stakeholders that would be responsible for the review and development of policy recommendations sent to the Board.

On Sunday, October 8th, the USS held its monthly plenary meeting that included a discussion about the student activity fee policy, to inform the delegation that this comprehensive review is a step in the right direction, allowing the University to assess the performance of the student activity fee and make policy changes which will modernize the fee processes to improve programs and enhance the student experience. The USS is excited that the Board has recognized that students and campus stakeholders be consulted and engaged in the process. As a result, the plenary adopted resolution 1718-P03, which calls on the Board to establish a Student Activity Taskforce. As a board, Trustees must ensure that their intent is clear to mitigate any confusion at the local level. This amendment clearly articulate the Boards’ vision of consultation and engagement. Moreover, this amendment aligns the review and recommendation process with CUNY’s shared governance principles.

CUNY students understand these principles to mean that all interested stakeholders shall be represented, all interested stakeholders will have proportionate representation.
relevant to the subject matter, and that consultation is a three-phase process where stakeholders will be engaged pre, during and post, in addition to diversity of thought is welcomed and respected.

Over the past several years the process by which student activity fees have been allocated are not consistent with the purpose for which they are collected. I would like to highlight a few examples to illustrate some current expenses of student activity fees which are limiting the amount of extracurricular activities organized each year. One college collects nearly $40 each semester in student activity fees to fund a shuttle bus from the local train to the college. In 2011, another college increased the student activity fee by $30 each semester to purchase a building. Over the last 13 semesters, students have paid this fee but the college has not purchased the building yet.

At another campus, students are paying nearly $5 each semester to cover the cost to have a full-time nurse on campus but there is a hospital across the street from the campus. In addition to these earmarkings, student organization budgets are taxed indirectly for organizing each activity on campus, such as, the Student Activity Fee fund staffing of public safety and rental of on-campus facilities and services.

Student leaders want to ensure that the outcome of the review process leads to changes for the betterment of the students, University, and the college communities. Several student governments have adopted a resolution calling on the Board to establish a Taskforce. At the hearing on October 16th, several students testified urging this request.

The USS asks that this taskforce be co-chaired by the chairperson of the USS because this is consistent with the CUNY Bylaws Article 15.3, which reads the following.

“...There shall be a university student senate responsible, subject to the board of trustees, for the formulation of university-wide student policy relating to the academic status, role, rights, and freedoms of the student.”

The USS hopes that this review improves student activity operations by increasing the number of engaged students, by increasing the number of events organized by student organizations to serve students, and by ensuring compliance with laws. The USS also hopes this review is NOT politically motivated and aims to limit student government authority and autonomy by over regulating their financial capabilities; does NOT lead to student activity fees being spent to fill budget gaps and cover expenses that should be cover in the operating and capital budget such as, salaries for administrators, nurses, shuttle buses, advisors, faculty, career services and building repairs or purchases; or does NOT lead to elected student leaders losing their ability to govern and manage the student activity fee. Student activity fees are paid by students for students and should be managed by the elected students with assistance and oversight from the administration.
and the Board. The USS acknowledges the Trustees’ fiduciary responsibility and hopes that the Board can develop ways to maintain student’s rights during this process.

I ask that the full Board support the students in this request to be adequately consulted and involved in the process by establishing a taskforce consisting of at least the following members: the USS chairperson (as co-chair) and five other students (selected by the USS chairperson), two faculty members, one representative from the Central Office of Student Affairs, one representative from the Office of General Counsel, one representative from the CUNY Council of Student Life Directors, and one representatives from a campus college association (chosen by the chancellor).

UFS Chair and Trustee Conway asked for clarification of the composition of the taskforce. She added that she supports the students wanting to be represented as it moves toward shared governance.

Chairperson Thompson asked for a vote. Cal. No. 8.A. was unanimously adopted.

Chairperson Thompson moved to go into Executive Session at 7:05 p.m. The motion was seconded by Vice Chairperson Schwartz.

CONVENING OF EXECUTIVE SESSION
Chairperson Thompson called for an Executive Session pursuant to Section 105, Article 7, of the Public Officers Law, to discuss matters pertaining to investigations, litigation and personnel. The Board met in Executive Session from 7:14 p.m. to 8:38 p.m.

Moved by Chairperson Thompson and seconded by Vice Chairperson Schwartz, the public session was reconvened at 8:39 p.m.

Moved by Chairperson Thompson and seconded by Vice Chairperson Schwartz, the reconvened public session was adjourned at 8:39 p.m.
THE CITY UNIVERSITY OF NEW YORK
OPERATING & CAPITAL BUDGET REQUEST
FISCAL YEAR 2018-2019

Report to Board of Trustees
October 23, 2017
Operating Budget Request
Fiscal Year 2019 Budget Request

• The outline for the FY2019 Budget Request and Four-Year Financial Plan is built on “Connected CUNY”, the University’s commitment to provide accessible, affordable, high quality education by leveraging the power of our connected campuses, as well as working with our many partners, including government, the public schools, other leading universities and the private sector.

• “CUNY has for generations been a beacon of hope and a remarkable engine of mobility for New York, and our framework will reenergize our vital mission by significantly increasing our accessibility, raising graduation rates and enhancing the prospects for career success so that all New Yorkers will enjoy the same opportunities.”
Strategic Planning: CUNY’s Multi-Year Action Plan

- The University is in the second year of a multi-year Action Plan designed to generate resources that, together with the important support from New York State and City, will fund the priorities in our strategic plan and the costs of collective bargaining agreements with our employee unions.

- FY2019 represents year two of an Administrative Efficiencies Transformation Initiative that redirects resources to core areas, and will use these savings to leverage State and City support in order to help fund strategic priorities.

- The multi year Action Plan is predicated on the assumption of future funding from University stakeholders. The University will continue to request the State and City fund mandatory cost increases necessary for CUNY’s continued operation. Administrative efficiencies and enhanced revenue streams are important but can only take us so far. Tuition increases and new public support are critical.
### Four-Year Financial Plan
($ in millions)

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<td><strong>232.8</strong></td>
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</table>
Strategic Framework Investments

Access and Completion

• To keep pace with the rapid changes of a knowledge-based economy, CUNY will ensure that more New Yorkers are able to attend college and earn degrees. By 2022, CUNY will lead the nation in urban community college degree attainment and double our three-year graduation rate for associate degrees. CUNY will also achieve an unprecedented improvement in its six-year graduation rate for bachelor’s programs, raising the rate by ten percentage points.

Highlights include:
• Launch a Momentum Campaign at all CUNY undergraduate colleges.
• Gateway Course Redesign and Academic Support
• Expand the Accelerate, Complete and Engage (ACE) program.
• Implement an Adult Learning Initiative
• Create new Career-Aligned Online Education Programs
• Provide students with discounted Metrocards
• Grow Single Stop Program
Strategic Framework Investments

College Readiness

• The most straightforward means of improving college readiness is to strengthen CUNY’s teacher education programs in high-need subject areas.

• CUNY and DOE will collaborate to offer the CUNY Math Start curriculum in public high schools so students are better prepared when they start their college career.

• CUNY proposes to increase the availability of college course offerings to high school students via College NOW and the Early College Initiative.
Strategic Framework Investments

Career Success

• The Career Pathways Initiative will serve as CUNY’s central hub between potential employers and CUNY’s 24 colleges with the creation of expertise in each of 10 industry sectors and new web-based tools to provide students with sector-specific career preparation support, internships and jobs.

• Health and human services will serve as an example of our new sector-specific strategy. Sector expertise will make students aware of the full range of CUNY programs in the field beyond the most competitive areas and help CUNY programs stay on top of changing employer needs.
Strategic Framework Investments

Faculty Recruitment/Academic and Research Programs

• CUNY will invest in and support its faculty’s knowledge creation, research, creative activities and innovation as engaged scholars, teachers, and members of the community. We will expand our full-time faculty and implement new strategies to build greater diversity in the faculty.

• A State contribution of $40,000 per student per year is requested for the CUNY School of Medicine, consistent with the level of State support provided for SUNY Medical Schools.

• To build on the work of the University’s Joseph S. Murphy Institute, a new CUNY School for Labor and Urban Studies will be established to provide a focus on workers and opportunities for career advancement and economic mobility.
Mandatory Needs
($ in millions)

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<th>Senior Colleges</th>
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<td>New Buildings</td>
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<th>Community Colleges</th>
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<td>Contractual Salary Increments</td>
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<td>Fringe Benefits</td>
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<tr>
<td><strong>Sub-Total</strong></td>
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**TOTAL MANDATORY NEEDS** 80.3
Financing Plan

• State Base Aid Increase to Community Colleges

• Additional NYC Support for Senior Colleges, including phase-in of TAP Tuition Credit restoration

• Funding of Mandatory Needs from State and City

• CUNY Administrative Efficiencies Program

• Continuation of the Predictable Tuition Policy
Community College Base Aid Increase

• The University is requesting a three-year commitment to increase community college funding by $250 per student FTE each year.

• The current base aid level is $2,747 per FTE, down $314 in inflation adjusted dollars from the FY2009 level of $2,675.

• This request is part of a multiyear effort to increase State funding and increase it to a level that will enable it to adequately support community college operations and provide funding for strategic investments that will improve student outcomes.

• The State base aid increases of the past several years have been very helpful in both stabilizing community college operations and allowing for investments to bolster student success. It is important to not only continue these increases, but to put in place measures to prevent future decline.

• CUNY requests maintenance of effort legislation be enacted to ensure base aid cannot be reduced from prior year levels.
Additional NYC Support for Senior Colleges

• CUNY is seeking equitable increases in City funding for our senior colleges.

• While the City has been supportive of CUNY’s community colleges, its level of funding of our senior colleges has remained unchanged for more than twenty years, at $32.3 million.

• Simply applying the Higher Education Price Index over that time period would have meant an additional $29 million in annual, recurring support for the senior colleges.

• CUNY is required to provide TAP waiver credits covering the difference between tuition and student TAP awards, which will divert $58M away from senior college operating budgets; the University requests City funding to close the gap between the maximum TAP award and tuition.
Administrative Efficiencies Program

• The University will expand on the administrative efficiency program that it began in FY2016.

• CUNY has developed an efficiencies plan focused on Strategic Sourcing, Organizational Redesign, Facilities Management, and Revenue Enhancement activities. We have begun execution of this plan in terms of both implementing efficiency initiatives and establishing the necessary structures for further enactment.

• An estimated $75 million in savings, productivity and revenue enhancements is projected over four years through this plan. In Fiscal Year 2018, the savings target is $14 million.
Predictable Tuition Policy

• The Predictable Tuition Policy, first enacted by the State in 2011 and renewed in 2017, enables the University to implement modest and predictable annual tuition increases. In the first iteration of the predictable tuition, CUNY colleges used the revenues from these increases strategically to directly benefit students. Over this timeframe, approximately 1,000 new faculty lines were created.

• A new, more modest four-year policy was enacted beginning in FY2018, which provides for annual increases of up to $200 at the senior colleges.

• The University seeks to implement a similar policy at the community colleges. A tuition freeze was committed to in FY2017 and FY2018. Ideally, an extension of this rate freeze would continue in FY2019; however, a tuition increase of $100 will be required to cover strategic plan needs if the City does not provide funding for additional full-time faculty and advisors at the community colleges.
CUNY Funding Sources

FY 2018 University Adopted Budget

CUNY Funding Sources

- Scholarships and Waivers: 5%
- Graduate Students: 6%
- Undergraduate Students: 16%
- City Support: 12%
- Federal: 8%
- State Aid/TAP: 53%

CUNY Funding Sources per FTE¹

- Scholarships and Waivers: $889
- Graduate Students: $999
- Undergraduate Students: $2,677
- City Support: $2,098
- Federal: $1,282
- State Aid/TAP: $9,071

Total per FTE $17,016

¹using Fall 2016 FTE
CUNY Funding Sources

FY 2019 Proposed Operating Budget

CUNY Funding Sources

- State Aid/TAP: 53%
- Undergraduate Students: 15%
- Graduate Students: 6%
- City Support: 14%
- Scholarships and Waivers: 5%
- Federal: 7%

CUNY Funding Sources per FTE

- State Aid/TAP: $9,690
- Undergraduate Students: $2,779
- Graduate Students: $1,059
- City Support: $2,619
- Scholarships and Waivers: $889
- Federal: $1,282

Total per FTE: $18,309

*using Fall 2016 FTE
Capital Budget Request
CUNY Capital Budget overview

- Majority of funding is from New York State
  - Senior Colleges: 100% funded by State
  - Community Colleges: 50% funded by State

- City Funds
  - 50% funding for Community colleges
  - Mayoral, local elected officials (Council, borough presidents)

- Private funding
  - Gifts
  - Public-Private Partnerships
Status of CUNY’s Capital Funds

- Over $3 billion in re-appropriations
  - State: $2.6 billion in re-appropriations
  - City: $600 million
- $420 million State total spending cap for FY 2017-18
- Capital projects require long-range planning / funding
- We have funds to progress many current projects
  - But without additional funds no new buildings can begin construction
  - State’s ability to add to debt service is still tight
# State Capital Funds Overview (in $ millions)

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<td>$392</td>
<td>$346</td>
<td>$363</td>
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</table>

*CUNY capital program is currently spending down the $2.6 billion in State re-appropriations*
How We Establish the Capital Request

• Informed by master plans and studies

• Established through collaboration between FPCM and the colleges
  • Meetings held with every college
  • Review and update of project details

• Colleges approve both State and City requests for submission
Five-Year Capital Request Priorities

- State-of-Good-Repair effort
- Complete ongoing, partially funded projects
- New facilities
- Technology/equipment upgrades
- Energy conservation/performance
  - State EO 88 & City LL 87
FY 2018-19 Five Year Capital Request

- 5-Year Need totals approximately $6.7 billion
  - Seniors $5 billion / Community Colleges $1.7 billion
  - State share $5.9 billion / City share $800 million

- First-year priorities to State $1.1 billion

- Additional City elected official request of $93 million for next year
# Five-Year Request – Individual College Excerpt (in $ thousands)

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<tr>
<th>College / Project</th>
<th>Est. Proj Cost</th>
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<th>FY 18-19 Need</th>
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<th>FY 21-22 Ph</th>
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### Summary of Five-Year Request by Year (in $ millions)

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<th>FY 18-19</th>
<th>FY 19-20</th>
<th>FY 20-21</th>
<th>FY 21-22</th>
<th>FY 22-23</th>
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Capital Budget Request support of Connected CUNY Framework

- Career Success
- Knowledge Creation & Innovative Research
- Access and Completion / College Readiness
- New Economies for CUNY
## Summary of First-Year Request Priorities – State (in $ millions)

<table>
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<tr>
<th>Program</th>
<th>State First-Year Request Priorities (bonded $)</th>
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<td>Senior Colleges – Critical Maintenance*</td>
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<td>Community Colleges – Critical Maintenance*</td>
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<td>(State share)</td>
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<td>Senior Colleges – Strategic Initiatives</td>
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<td><strong>Total First Year Priorities</strong></td>
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*Upgrades and improvements to existing facilities*