Minutes of the Meeting of the Board of Trustees  
Tuesday, March 5, 2013 at 10:00 a.m.  
555 West 57th Street, 11th Floor CUCF Conference Room  
New York, New York 10019

Trustees Present:  
Hon. Philip Berry, Acting Chairman  
Hon. Wellington Chen  
Hon. Noel Hankin  
Hon. Marcella Maxwell  
Hon. Benno Schmidt  
Denard Cumming, Budget Examiner*

In Attendance:  
Iris Weinshall, Executive Director, CUCF  
Frederick Schaffer, General Counsel, CUNY  
Howard Altschuler, Deputy Executive Director, CUCF  
Gwen Perlman, Director, Capital Budget, CUNY  
Meghan Moore-Wilk, Director, Space Planning, CUNY  
Vincent Green, Director of Vendor Integrity and Investigations, CUNY  
Jennifer Friedman, Director, Public/Private Partnerships, CUNY  
John Antonelli, Director, Financial Compliance and Internal Controls, CUNY  
Jeffrey Weinstein, Director, Procurement Services  
Victor Anaya, Controller  
Nancy Nichols, Special Assistant to the Fund

* Designee for Robert Megna, Executive Director of NYS Division of the Budget in Albany, attending via videoconference.

At 10:02 a.m., Acting Chairman Berry called the meeting to order, noting that a quorum was present.

Action Items

1. Approval of the Minutes of the February 7, 2013 Meeting of the Fund (No. 2143).

Acting Chairman Berry asked if there was any discussion or amendments to be made to the minutes. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made by Trustee Schmidt and seconded by Trustee Hankin, the minutes were approved.
2. Resolution of the City University Construction Fund Authorizing a Student Housing Demand Study Update for the Manhattan Colleges (No. 2144).

Acting Chairman Berry called upon Executive Director Weinshall for her explanation of the item. Ms. Weinshall remarked that finding land for a student housing for the Manhattan colleges has been a long-standing issue, as the schools have long been interested. Most projects to build dormitories require the purchase of land, and land is prohibitively expensive, even if it was located in Long Island City or downtown Brooklyn.

However, there is a large parcel of land being used at LaGuardia Community College for parking of more than 600,000 square feet of developable rights. Ms. Weinshall stated that in discussions with Chancellor Goldstein and EVC Dobrin and LaGuardia’s President Gail Mellow, a plan was discussed to use a portion of the property for dorm space for the Manhattan colleges, including the Graduate Center. President Mellow agreed to the development of the site, provided that two issues were addressed: 1) Replacement of parking space lost, and 2) some kind of athletic facilities could be provided, something larger than just a gymnasium, but not as large as an athletic center.

Jennifer Friedman and her department ran the numbers to discover the cost per bed of such a project. Ms. Weinshall said a meeting was held with the Manhattan colleges and Grad School to explore how many beds each institution would require. The colleges each had concerns – whether they could have their own branding identity on the building, their own entrances, etc. It is unclear what the demand is at this point, so before the project is pursued any further a demand study will be done. Brailsford & Dunlavy have done excellent work on other demand studies for CUNY – at CSI, at Queens, at the Grad Center and CCNY, as well as a demand study for the Manhattan colleges that was done in 2008, and updated in 2009. This potential project, involving giving the dorms the land on which to build, is a last-ditch effort to create the housing. If it doesn’t work, each college will have to go out on their own to provide housing.

Acting Chairman Berry asked if there were any questions. Trustee Schmidt asked whether Hunter had a dorm. Ms. Weinshall replied that they did, on the Brookdale site, which has been sold to New York City for $100 million to use as a sanitation garage. By 2015 the dorm and academic space will have to move. Replacing those dorm rooms at their current low-rent of $300/bed/month will be impossible. New dorm rooms will cost more in the $1200/bed range, but the building will be new and far nicer than the old nursing residence at Brookdale the students occupied. The dorm space was not damaged by Hurricane Sandy. Trustee Hankin asked whether the dorms would be self-sustaining. Ms. Weinshall replied that they must be, as CUNY cannot subsidize a dorm project. Such projects have to be done by a not-for-profit 501(c)(3) to handle the arrangements. Typically each campus has created that 501(c)(3) to do the dorms. CUNY has a Central 501(c)(3) that can be used to do the finance.

Trustee Schmidt said that many public universities typically try to attract out-of-state or foreign students who typically pay a higher tuition. In many cases the university can make money off this tuition differential. Initially, we envisioned that the colleges would each provide some kind of equity so that by the third year some kind of profit is being made. That is something still being explored. At the College of Staten Island, former president Tomas Morales wanted to
begin an arrangement whereby international incoming freshmen were required to live in the
dorms. Trustee Hankin stated that Howard University required that.

Trustee Hankin asked about liability and whether the 501(c)(3) was responsible for that. Ms.
Weinshall called on Mr. Schaffer to explain that the lease is set up between them and CUNY.

There being no more questions, Acting Chairperson Berry asked for a motion to approve the
resolution. On motion duly made by Trustee Schmidt and seconded by Trustee Chen, the
resolution was approved.

3. Resolution of the City University Construction Fund Approving the Annual
Certificate for Fiscal Year 2014 (No. 2145).

Acting Chairperson Berry called upon Ms. Weinshall. She asked the Fund’s Controller, Victor
Anaya, to explain the item. Mr. Anaya had indicated the Management Discussion and Analysis
section of the financial statements was to highlight the year over year financial differences where
the differences are highlighted in graphs and number comparisons. Differences in Cash were
related to timing differences between reimbursements from DASNY/Capital Budget and the
payments of administrative bills. The CUCF is reimbursed for operating expenses, so the
amount of cash in the bank at any one time depends on the timing of that reimbursement.

Receivables and payables were highlighted with timing differences year to year. These areas did
not have significant differences. The larger variances were represented in the areas of capital
projects where two projects, the CUNY Law School and School of Social Work, were completed
and the costs, about $290 million, were transferred to the University, as the University has a
fixed asset system to capitalize all costs related to schools. Also, the two schools are responsible
for the maintenance of these capital costs. Mr. Anaya also stated that although the debt service
payments are down this year, since the CUCF’s payments are based upon an installment plan
where the payments amounts happen to be lower this past fiscal year than the prior year, as the
outstanding debt is less. In addition, tuition is up 10% compared to the previous fiscal year.

Mr. Altschuler responded that the numbers may look like assets are lost, but it is merely a
transfer to the University, not unlike the properties that DASNY has. Trustee Hankin asked if
there were any financial concerns, and Mr. Anaya indicated there weren’t.

Acting Chairman Berry thanked Mr. Anaya and Mr. Altschuler for their assessments. He asked
if there were any questions for either of them.

There being no further questions, Chairman Berry asked for a motion to approve the resolution.
On motion duly made by Trustee Chen and seconded by Trustee Hankin, the resolution was
approved.
REPORTS

Acting Chairman’s Report

Acting Chairman Berry stated that the next meeting of the CUCF Board is scheduled for Tuesday, May 7, at 10:00 a.m. This date will be confirmed with everyone by email. Trustee Schmidt mentioned that he will be unavailable during that week, to be sure that the Board has a quorum.

Executive Director’s Report

Executive Director Weinshall reported that there are two projects currently underway. First is the ASRC complex, a 400,000 square foot research science facility. Currently, Ms. Weinshall stated, there are 550 workers on the site. The building is taking shape and is about a year away from completion, as it is a complex set of buildings. Secondly, ground is about to be broken at the New York City Tech science building, being built at the corner of Jay and Tillary. The deed to the broadcasting facility was received from the City of New York on the site. Environmental remediation on the Klitgord site has begun, and the recording studio is about to begin. This is an exciting project that has been in the works for a long time. Ms. Weinshall stated that she and Mr. Lemieux made a presentation to the faculty and they are very pleased.

Ms. Weinshall stated that tremendous advances have been made recently on library projects at CUNY. She called upon Meghan Moore-Wilk to make a presentation on the high points of some of these projects.

Ms. Moore-Wilk explained that the days of big library building projects are over. Libraries are evolving, reflecting the shifts from books to computers. There are changes in technology and pedagogy, as books and journals are digitized and space occupied by stacks is freed up for use as collaborative study space. Instead, existing libraries are being reimagined, renovated in a modest way due to footprint restrictions.

Library guidelines were created in the 1970s, and not even the ALA has issued more recent standard recommendations for schools to use. Libraries typically contain stacks, seating for individual and group work, and administrative space.

Over the past 20 years, CUNY has completed three major library projects – Baruch, Brooklyn, and Bronx Community College. At John Jay, the Haaren Hall library has a restricted footprint, so it will make changes accordingly. Queens College’s library was built in the 1980’s, but the building isn’t working for them. They have a strategic plan to use City Reso-A funds and planning to apply the money in chunks, in the first phase creating a more uniform copy center, correcting lighting and HVAC. At Hunter College, they have received some private funding and are renovating 7 floors of the East building, creating an information commons in the common area. These projects are also being completed in phases, because it would be impossible to move the library to another site while work is done.
At Medgar Evers the new plan will add an internal access stairwell, to connect to the floor above, add light by opening up the window area to the outside, allowing the community to see into the building.

Two recent master plans, were recently completed: the College of Staten Island and Hostos. CSI is one of the few campuses who are planning to add volumes, because they feel what they have is inadequate. At Hostos, the space once occupied by a DOE high school and middle school has been reclaimed. Eventually the library will expand into that space. Most of that expansion will be for study and work space.

Bronx Community College’s new library, a beautiful space, funding was available not only because it was for a library, but also because a large number of classrooms were planned for the lower floor. There are ring rooms around the perimeter for groups of students to work together. The upper level holds a law library and moot court, as well as the stacks.

Executive Director Weinshall stated that the timing was lucky for CUNY in that when the library project went to bid, there was stiff competition for the contracts involved. The architect Robert M. Stern put together an extraordinary team, and did an unbelievable job, using beautiful elements to complement the Stanford White buildings on campus. Not only did the architects design the exterior of the structures, but they also designed the furniture and interior elements of the building. Trustee Schmidt stated that Robert M. Stern is designing the new residential colleges at Yale, the first time in 80 years new buildings were being created.

At LaGuardia, another land-locked campus, like John Jay, the library has a space deficit. They have put some funding together, mostly from the City, to create some additional space, increasing their seats from 420 to 732, creating study rooms for collaborative work, and hoping to open up the exterior to more daylight and allow the community to see into the space. Their opportunity will be to expand vertically, with a courtyard reading room, a ring of group study rooms, a faculty space, a reading room, media lab and space for students to use technology. In the small group study rooms the technology will allow students to plug in their laptops and share work on a central screen.

At City College, Robert Santos took a visionary role in spearheading a program to convert the cramped, dark and outmoded Cohen Library into 24,000 square feet of repurposed stack space that better suits modern needs. This was accomplished using the college’s technology fee, and didn’t involve tearing down walls or building out new space. It was accomplished within a fast timeline, using their own trades. Amenities include better positioned study areas, a perimeter of work spaces that don’t block natural light, and classrooms and labs that can be assigned. All the projects were coordinated through Robert Lemieux and his staff of assistant directors and project managers.

Ms. Weinshall pointed out that no walls were constructed, that all the changes were made using component furniture. And like the Bronx Library, the space is popular and occupied throughout the day. Other campuses have visited CCNY to see what has been accomplished and get ideas for their own spaces.
Acting Chairman Berry thanked Ms. Moore-Wilk for her presentation.

Ms. Weinshall said there would not be a DASNY report at the meeting, as Mr. Stabulas was not present. She thanked DASNY and its team, saying that without their assistance CUNY could not have accomplished its rehabilitation work following Hurricane Sandy.

Trustee Chen asked about how the equity is to be raised from the different colleges to help build their dorms. Ms. Weinshall replied that all the schools have private foundations who can make contributions. Some of these foundations are more robust than others.

Acting Chairman Berry asked if there were further questions or items to discuss. There being none, he asked for a motion to adjourn. On motion duly made and seconded, the meeting of the Board of Trustees was adjourned at 10:41 a.m.