Minutes of the Meeting of the Board of Trustees  
Friday, October 14, 2016, at 9:30 a.m.  
205 East 42nd Street, Room 725  
New York, New York 10017

Trustees Present:  
Hon. Philip Berry, Acting Chairman  
Hon. Guillermo Linares  
Hon. Michael Walsh  

Jeffrey Beal, Team Leader, Division of Budget Higher Education Unit*  
Edward Moore, Acting Section Head, Division of the Budget Higher Education Unit*

In Attendance:  
Judith Bergtraum, Executive Director, CUCF  
Fredrika Miller, Associate General Counsel, CUNY  
Robert Lemieux, Executive Director, Department of Design, Construction & Management, CUNY  
John Antonelli, Deputy Executive Director, CUCF  
Brian Cohen, Vice Chancellor and University CIO, CUNY  
Gwen Perlman, Director, Capital Budget, CUNY  
Gustavo Ordonez, Chief of Staff, FPCM  
Meghan Moore-Wilk, Director of Space Planning, FPCM  
Michael Stabulas, Managing Director, Managing Director, Downstate Operations, DASNY  
Daniel Rothbaum, Controller, CUCF  
Nancy Nichols, Special Assistant to the Fund  

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

Hugo Fernandez, Faculty Senate Representative, CUNY  

(Counsel Frederick Schaffer arrived at 10:12 a.m.)

At 9:34 a.m., Acting Chairman Berry called the meeting to order, noting there was a quorum.

**Action Items**

1. **Approval of the Minutes of the June 23, 2016 Meeting of the Fund (No. 2227).**

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 and seconded, the minutes were approved.

2. **Resolution of the City University Construction Fund for Design, Purchase and Installation Services for Upgrading of the Fire Alarm Systems and Related Work in**
Various Buildings at Queens College, College of Staten Island, City College and Baruch College (No. 2228).

Acting Chairman Berry called upon Executive Director Judith Bergtraum, who stated that this is an OGS State government contract, available for use by all government entities. It provides 85 different services, one of which is upgrading the fire alarms.

CUNY has over 300 buildings, and this work has been done in about 125 of them so far. Another contract for the next 25 will be brought before this Board soon.

Robert Lemieux explained that it is much more efficient, physically and financially, to cover these projects in lumps. There are about 120 more buildings to complete, at a cost of about $1 million per building. CUNY works with the fire department to identify buildings that need upgrades. It’s a reinvestment in our facilities.

Trustee Linares asked how facilities were selected or prioritized for upgrade. Mr. Lemieux replied that his Director of Engineering works closely with the fire department to identify older buildings that should be upgraded first.

Acting Chairman Berry asked whether there have been any fires in CUNY buildings. Mr. Lemieux replied about two years ago there was a fire at City College that was evacuated quickly with no injuries. It burned out the lower floor at Compton Gotthals, where the facilities operations were located.

Acting Chairman Berry asked if there were further questions about the resolution. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the resolution was approved.

3. Resolution of the City University Construction Fund Authorizing a Contract to Provide Construction Services for the Renovation of the Student Computer Lab at the Baruch College Library and Technology Building (No. 2229).

Acting Chairman Berry asked when this building was built and the library renovated. Mr. Lemieux said the newest building was built at the Vertical Campus about ten years ago. The computer lab is in the Library and Technology building across the street. Executive Director Bergtraum stated that this is a small facility – only 3,200 square feet – which will provide space for about 50 additional students. When libraries were built, education was done differently. Now students need spaces to work together, and spaces filled with carrels doesn’t allow for collaborative work. Library upgrades are being performed all over CUNY – at LaGuardia CC’s library, and at Lehman. Ms. Bergtraum said that at a subsequent meeting she would discuss how modernized library spaces help keep up with the change in education.

Trustee Walsh asked how these projects were prioritized, and whether the projects could be bundled.
Executive Director Bergtraum explained that every library space is different, in size and in how they are used. Mr. Lemieux stated that many colleges are in the process of reducing stacks, changing spaces, and the work is very college-specific. CCNY, for instance, renovated their library downstairs about four years ago, going in-house. The Baruch project was funded with City funds. Baruch is in the process of doing a Master Plan for the library building, and this is a part of the overall plan.

Acting Chairman Berry asked Vice Chancellor Brian Cohen whether he had insight on how he has viewed technology in computer labs.

VC Cohen said he thought his colleagues are going in the right direction. The stacks aren’t completely reduced, but the libraries are buying fewer books, and relying on electronic and digital publications being made available. Work stations capable of supporting collaborative work are needed. It models the spaces in Mr. Cohen’s work area, and in Executive Director Bergtraum’s offices at 57th Street, which are very open and collaborative.

Mr. Lemieux said the most recent library that CUNY has built is the one at Bronx Community College. It has a collaborative interface, with stacks on the second floor, surrounded by special group study rooms. Acting Chairman Berry requested a report at a future meeting with some images of the Bronx Community College, to show where libraries were heading and how priorities are achieved.

Trustee Linares stated that this is the single most critical aspect of workforce preparation, whether for the public or private sector. Other countries and their systems might provide a good look at what they are doing to use technology to prepare their workforces.

Acting Chairman Berry asked if there was any further discussion regarding the item. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the resolution was approved.

4. **Resolution of the City University Construction Fund Authorizing a Contract to Provide Construction Services for the Installation of New Windows at Borough of Manhattan Community College (No. 2230).**

Acting Chairman Berry called upon Executive Director Bergtraum, who asked Robert Lemieux for his comment. Mr. Lemieux said that the west side of the building was built in 1975 with brick, with very small windows, because it faced the elevated West Side Highway. This project will bring natural light into the building, a priority project for the college.

Mr. Berry asked whether the windows will be energy efficient. Mr. Lemieux stated they will have the highest coating, to withstand weather that comes from the West.

Acting Chairman Berry asked if there was any discussion regarding the item. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the resolution was approved.
5. Resolution of the City University Construction Fund Authorizing a Contract to Provide Design and Construction Services for the Replacement of Plate and Frame Heat Exchanger Units and Condenser Water Pump System at New York City College of Technology, Namm Hall Building, 300 Jay Street, Brooklyn, NY 10019 (No. 2231).

Acting Chairman Berry said he remembered a resolution about a project for the Namm building. Robert Lemieux replied that the boiler and chiller plant was done about 5 years ago. This project is to replace plate and frame heat exchangers that have outlived their usefulness. In hot weather, air conditioning is provided by a chiller, which is very expensive to run, to reduce the temperature of water that circulates from a cooling tower. In spring and fall, it isn’t necessary to run the chiller, as the water in the tower is already cooled and the heat exchanger can operate without running the chiller. The heat exchangers that are currently in the building have outlived their usefulness and need replacing. This was not part of the boiler replacement done five years ago.

Acting Chairman Berry asked if there was any discussion regarding the item. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the resolution was approved.

6. Resolution of the City University Construction Fund Approving Increased Funding for Consultant Services to Conduct and Upgrade of the Ellucian Degreeworks System From Version 4.09 to the Current Version 4.1x (No. 2232).

Acting Chairman Berry called upon Executive Director Bergtraum for her remarks. Ms. Bergtraum asked Brian Cohen, Vice Chancellor and CUNY CIO, to explain the resolution.

Mr. Cohen said that Ellucian is a vendor whose product, Degreeworks, was adopted by CUNY in 2004. It was upgraded in 2011, and it is due for another upgrade. The Ellucian system is used by the university to support students in their academic audits of their actual degrees, as they prepare for their graduation. The system also allows them to compare their transcript with the course catalog they entered into the university under. That comparison provides a road map of the courses they still need to take to complete the degree.

This upgrade provides new and enhanced support that the vendor has built into the system, as well as a new function called “What If” and a transfer finder function. Both those functions allow the student to see if they want to transfer from the school to another under different degree requirements how it would impact their existing degree, whether their courses would apply, and how long that would take them to graduate. The What If scenario also shows what happens if they want to change their major what will happen to the courses they have already taken, so they can understand the impact of that decision on the length of time it will take to graduate and whether additional classes will be needed.

The other critical piece is that the system has been custom-built to support the students at CUNY, in their course decisions, and how they equate to financial aid for TAP purposes. It requires that the courses a student pursues be part of their major and not certain elective courses.
The FACT system actually evaluates courses compared to TAP eligibility and advises the student before final registration if they are planning to take courses they may have to pay out of pocket for.

This upgrade is standard. Time to completion is expected to be within the year. The initial step – sizing the system to serve CUNY’s 270,000 students – requires training and support of staff to help. Trustee Linares asked whether this was for 2-year as well as 4-year students. Mr. Cohen said yes. Trustee Linares asked about transfer and the high volume of students who move from 2 year colleges to 4-year colleges, how the system integrates the current procedures between the two systems.

Mr. Cohen said the new transfer finder function helps students by looking at transfer equivalencies in CUNYfirst, and puts them into context with the new system. It supports the system of doing reverse transfers, where 4-year students can achieve an associate’s degree from the two year schools.

Executive Director Bergtraum said that it is a program used nationwide and all the college Presidents are eager to get this right away.

Acting Chairman Berry asked if there was any further discussion regarding the item. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the resolution was approved.

7. **Resolution of the City University Construction Fund Authorizing an Amendment to the Consultant Contract for the Design and Construction Related Services for the Renovation of the Field Building at 17 Lexington Avenue, Baruch College (No. 2233).**

Acting Chairman Berry called upon Executive Director Bergtraum for her explanation. Ms. Bergtraum stated that this project is the number one critical maintenance project in the university. The Field Building was constructed in 1920, as the first City College, and very little upkeep has been done. A contract is about to be approved for $75 million to complete step 2 of a $250 million project.

Ms. Bergtraum called upon Mr. Lemieux for his remarks. Mr. Lemieux said 17 Lex, as the building on the corner of 23rd Street and Lexington Avenue is known, is the second CUNY building on the site. The first building was the home of the Free Academy, built in 1847. The current 14 story building is in 1930s condition and needs upgrades to electrical service and to the elevators that will be built in an extension to the back of the building. When the high school in the space moved out, the project gained a floor, a little bit of swing space.

The first part of the project covers all the underground work – utilities, putting in an ADA compliant entrance on Lexington Avenue that does away with the steps, dropping the elevation of the first floor about 3 feet. Currently the only ADA entrance is from 23rd Street via a very long ramp, and doesn’t get one to the elevators easily. The project was conceived in two phases, with the first being the infrastructure and then design of the reconstruction of the floors inside. The second phase includes an addition to the back, and infill on 23rd Street.
Enough money was received to do Phase I; when it was first bid – asbestos, environmental issues – the bids were twice the money available, so some redesigns have occurred, which of course increases the architectural fees. The first phase was recently bid, the contractor is being vetted, and it will start in a couple of months. The project is approximately 3 years’ worth of construction; design is progressing for the next phases, and funding is underway. This amendment is for the increase in architectural fees that has resulted from the needed re-designs.

Executive Director Bergtraum reminded the Board that this project must be accomplished while the building is open and in use. There isn’t enough space to swing operations to other areas.

Trustee Walsh asked when estimated completion was expected. Executive Director Bergtraum replied it could take 10 years to do the whole building. Mr. Lemieux explained the first phase, the infrastructure, will take 3 years – dirty work, lowering the slab, bringing in utilities. Meantime the elevators have to be rerouted for students to use. The next phase will be putting up steel for the infill in the back. Designs are proceeding but the money is not in place yet for that.

(At 10:12 General Counsel Frederick Schaffer joined the meeting.)

Executive Director Bergtraum says this is typical. For instance, work has gone on at Bronx Community College for the last 8 years, and is almost completed. The challenge is working on buildings at use – at BMCC the bathrooms, for instance.

Trustee Linares asked, given the complexity of doing infrastructure in that way, if the cost wouldn’t surpass that of building anew. Was the option of building a new structure considered beforehand?

Mr. Lemieux explained that in an urban environment it is very difficult to obtain a site that is large enough and suitable for a college or university building. Ideally a new building is built, people are shifted from the old to the new space, and a decision is made what to do with the old building. SUNY’s campuses have land; CUNY doesn’t.

Ms. Bergtraum said one option would be for Baruch to admit fewer students. At Brooklyn College, a decision was made that the old building wasn’t worth renovation for sciences and should be taken down to build a new science building. At Baruch the high school was moved out to create some swing space. The high school was brought into Baruch at a time when we had excess space. Its exodus provides 25,000 square feet of swing space, in a building that is about 375,000 square feet.

Trustee Walsh asked if this were something considered in a formal way at the outset of a proposal. Director of Planning Meghan Moore-Wilk said that the Baruch master plan looked at those options. The cost of creating swing space and renovating the entire building would be $300 million – there wasn’t a chance that Baruch would get a tranche of money that large in one allocation, and could take ten years or more to accumulate. Getting $75 million was more feasible, meaning that the existing building could be addressed rather than spending the money on leasing a facility elsewhere.
Trustee Walsh said that with the change of technology wouldn’t it make changes too costly. Mr. Lemieux explained that the technology and interior reconstruction was always the last phase of the project, to be sure that the tech is as up to date as possible. Michael Stabulas stated that the tech package is bought separately at the end.

Mr. Lemieux explained that once the infrastructure on the first four floors are up, and the structure is up at the back and in front of the building, renovations of the floors will be done, moving people around, doing two or three floors at a time.

Meghan Moore-Wilk added that we know enough about the campus – the library is staying in the other building, for instance; we know the mix of their classrooms and what kind are good for that building, to create what technology will go in at the end. Room allocation can also be addressed as we get closer to the end. There are science labs in that building, placed on the top floor to minimize the amount of needed duct work.

Acting Chairman Berry thanked everyone for a good discussion and asked if there was a motion that this item be approved. On motion duly made and seconded, the resolution was approved.

REPOR TS

Acting Chairman’s Report

Acting Chairman Berry stated that the next meeting was scheduled for November 11. Future meetings can be opportunities to go into more depth with reports.

Executive Director Bergtraum stated that, in the interest of time, she could send out the information in her report electronically, or could give a more detailed report at the next Board of Trustees meeting.
Acting Chairman Berry requested that Michael Stabulas present his report. Mr. Stabulas said he would talk about work going on at City College, where there are 29 active projects. Twelve are in construction and the rest in design, with about $200 million involved in those projects.

Last year about $50 million was disbursed on projects at City College. This year it will be closer to $40 million. One major project is the final phase of the Shepherd Hall Façade restoration, one of the original campus buildings, from 1907, and is a local and national historic landmark. This process has taken 30 years, done in 13 phases.

Mr. Lemieux explained that Shepard Hall was designed by George Post, replacing the City College building at 23rd Street and Lexington.

Mr. Stabulas spoke about the Marshak building -- at 600,000 square feet, built in the 1970s, it contains a lot of lab space. HVAC systems for the whole building are being upgraded, emergency power systems, and an elevator plaza that bridges with the NAC building across the street.

Lastly is Steinman Hall, the engineering building that was built in the 1960s. A large HVAC upgrade project is underway there.

Acting Chairman Berry asked about the status of the NYCT new building. Mr. Lemieux stated it is hoped it will be totally enclosed by the beginning of November. The curtain wall is being finished. Then they will start doing finishes once the building is enclosed. Temporary heat will be provided for the winter. It should be completed by January of 2018. Mr. Berry requested an update report on that and on the Brooklyn new building at the next meeting.

Acting Chairman Berry then asked if there were further questions or items to discuss. There being none, he requested a motion to adjourn. On motion duly made and seconded, the meeting of the Board of Trustees was adjourned at 10:28 a.m.