

**GOVERNANCE OF THE GRADUATE SCHOOL  
OF THE GRADUATE SCHOOL AND UNIVERSITY CENTER  
THE CITY UNIVERSITY OF NEW YORK**

May 2008

**Sec. 1 ADMINISTRATIVE OFFICERS**

**1.1 President**

The President of The Graduate School and University Center, hereafter referred to as The Graduate School, is the chief academic and administrative officer.

The President has general responsibility to develop, implement, and administer the doctoral programs of the University, other graduate programs, and centers and institutes of The Graduate School in accordance with the decisions of the Board of Trustees of The City University of New York.

The President has responsibility and authority for The Graduate School comparable to those set forth for Presidents in Article 11.4 of the Bylaws of the CUNY Board of Trustees.

**1.2 Provost**

The Provost of The Graduate School is appointed by and responsible to the President and is the principal academic officer of The Graduate School, with responsibilities as the President may assign.

**1.3 Vice Presidents**

Vice Presidents of The Graduate School are appointed by the President of The Graduate School in accordance with the established policies of the CUNY Board of Trustees for such appointments.

Vice Presidents have such duties and responsibilities as may be assigned to them by the President or referred to them by appropriate faculty bodies.

**1.4 Deans**

Deans of The Graduate School are appointed by the President of The Graduate School in accordance with the established policies of the CUNY Board of Trustees for such appointments.

Deans have such duties and responsibilities as may be assigned to them by the President or referred to them by appropriate faculty bodies.

## **Sec. 2 ADMINISTRATIVE BODIES**

### **2.1 Graduate Council**

The governing body of The Graduate School is the Graduate Council, which operates in accordance with its Bylaws. A majority of the voting members of the Graduate Council shall constitute a quorum.

#### **2.1A Membership**

1. The faculty and students in each doctoral program shall elect one faculty and one student representative to Graduate Council for each 100 or fewer matriculated students (e.g., 301 students equates to 4 faculty and 4 students).
2. Each graduate degree program of The Graduate School in a discipline in which no doctoral work is offered shall elect representatives to Graduate Council, using the same formula for doctoral programs, except that the number of representatives from all such programs shall not exceed 10 percent of the total membership of the Council.
3. Members Ex Officio and Appointed Members of Graduate Council
  - a. Graduate School Voting Members
    - Executive Officers
    - Coordinators of the Certificate Programs
    - Three Co-Chairs of the Doctoral Students' Council
    - Secretary of Graduate Council
    - Chair of the Doctoral Faculty Policy Committee
  - b. Graduate School Nonvoting Members
    - President
    - Provost
    - Vice Presidents
    - Associate Provosts
    - Chief Librarian
    - Deans
    - USS GC Delegate
    - Directors of formally established research centers and institutes of The Graduate School
    - President of the Ph.D. Alumni Association
  - c. Other CUNY Nonvoting Members
    - One academic officer with major responsibility for graduate work, except in education, from each senior college of The City University of New York designated by the respective presidents

## 2.1B Functions

The functions of Graduate Council shall be:

1. To formulate educational policy for all graduate work in doctoral programs and in other graduate programs of The Graduate School; to set standards of admission and academic performance, and curriculum and degree requirements.
2. To approve programs and curricula leading to the doctoral degree and to approve other graduate programs of The Graduate School and the curricula of these programs.
3. To recommend to the CUNY Board of Trustees the granting of honorary and graduate degrees to qualified candidates. This function shall be exercised exclusively by the faculty members of the Council.
4. To consider any other academic matters of The Graduate School and make recommendations to the CUNY Board of Trustees.
5. To receive, consider, forward, approve or reject, as appropriate, reports and recommendations of the Graduate Council's Standing Committees.
6. To review and recommend revisions to the Governance document of The Graduate School and to the Bylaws of Graduate Council.

## 2.1C Chair

1. The President of The Graduate School shall be Chair of Graduate Council and shall preside over its meetings. In the absence of the President, the Chair of the Executive Committee of the Council shall preside.
2. The Chair of the Executive Committee of Graduate Council shall preside over the meetings of the Executive Committee. The Chair shall be elected by the voting members of the Council from among the faculty representatives of the Council.

## 2.1D Committees

The Graduate Council shall establish Standing Committees as enumerated and such other committees as it deems necessary to the discharge of its responsibilities. Each committee shall consist of faculty members and student members as specified in the Graduate Council Bylaws.

1. Executive Committee
2. Committee on Structure
3. Committee on Curriculum and Degree Requirements

4. Committee on Research
5. Committee on Committees
6. Committee on Student Services
7. Student Academic Appeals Committee
8. Library Committee
9. Information Technology Committee

## **2.2 Committees of The Graduate School**

### **2.2A Academic Review Committee**

This committee shall consist of the Provost as Chair (nonvoting) and six members elected by the Executive Officers from among their ranks. Each elected member shall serve for two years. The terms shall be staggered so that half of the total members are elected each year. The committee shall review all proposals for appointments to The Graduate School faculty, as well as reappointments, nonreappointments, promotions, tenure, and fellowship leaves of absence, and shall make its recommendations to the President.

### **2.2B Student Advisory Committee**

The Steering Committee of the Doctoral Students' Council shall be the President's Student Advisory Committee. It shall advise the President in the discharge of such responsibilities as setting educational policy, making major administrative appointments, and other matters as the President may request.

### **2.2C Doctoral Faculty Policy Committee**

The Doctoral Faculty Policy Committee shall be directly elected by the faculty. It functions as the voice of the doctoral faculty of The City University of New York. It may bring items for action to Graduate Council on its own initiative.

### **2.2D Doctoral Students' Council**

The Doctoral Students' Council is the official representative body of the doctoral students.

### **2.2E Ad Hoc Committees**

Ad hoc committees may be created as needed, either by appointment by the President or by Graduate Council election.

### **Sec. 3 DEGREE PROGRAMS**

#### **3.1 New Degree Programs**

3.1A The development of new degree programs or the revision of existing programs is the prerogative of the faculty. The development of new degree programs shall follow the City University's Office of Academic Affairs specific guidelines for Letters of Intent and Proposals for new degree programs.

3.1B The following procedures are required for new degree programs:

1. A Letter of Intent should include information about the proposed program's purposes and goals, need, student demand, curriculum, faculty, and cost assessment. The Letter of Intent will be reviewed by The Graduate School's Committee on Curriculum and Degree Requirements and, if approved, by Graduate Council. If approved by Graduate Council, the Letter of Intent will be forwarded to the City University's Office of Academic Affairs for review.

2. If the Letter of Intent is approved by the City University's Office of Academic Affairs, a full Proposal will be developed with more detail and greater documentation, including the required external evaluation.

3. The full Proposal will be reviewed by The Graduate School's Curriculum and Degree Requirements Committee and, if approved, by Graduate Council. If approved by Graduate Council, the Proposal will be forwarded to the City University's Office of Academic Affairs for review prior to consideration by the City University's Board of Trustees' Committee on Academic Policy, Programs, and Research and, finally, by the Board of Trustees.

4. Program Proposals approved by the City University's Board of Trustees will be forwarded to the New York State Department of Education for review and final authorization.

3.1C During the period between the inception of a new degree program at The Graduate School and the approval of its governance structure by the Graduate Council, the interim structure shall be as follows: The President, with input from the program's planning committee, shall appoint an Executive Officer (EO) of such Doctoral Program and the EO of the Master of Liberal Studies or Director of any Graduate Center MA Program. In addition, the President shall appoint five members of the Executive Committee from the program's faculty including at least one from any college that has or will have at least six faculty on the initial program faculty, and including at least one from among those who have full-time appointments at The Graduate School. All other rules and regulations of The Graduate School and of the City University Board of Trustees Bylaws shall also apply during the interim period.

- 3.1D After a new program has been in existence for one academic year, it shall draw up a detailed governance structure consistent with this Governance document and the Graduate Council Bylaws of The Graduate School. For that purpose a faculty-student ad hoc Governance Committee shall be established. The Committee shall consist of six to ten members, half of whom shall be faculty and include the Executive Officer, and half of whom shall be students elected for that purpose by the student body by mail ballot. Nominations for faculty members shall be made by the Executive Committee; nominations of student members shall require signatures of five students or 20 percent of the students in the program, whichever is fewer.
- 3.1E The governance proposal prepared by the ad hoc Committee shall be submitted to the faculty and students two weeks in advance of the vote and shall, after a faculty-student meeting, be submitted to a mail vote by faculty and students. A majority of those voting in each group must vote affirmatively for the proposal to pass.
- 3.1F A description of the program governance shall be submitted to the Committee on Structure, which shall forward the proposal with its recommendations to Graduate Council. The recommendation of the Committee shall be adopted unless rejected by a three-quarters vote of the Graduate Council members present.

The description of the program governance shall include:

1. The composition of the Executive Committee and the Standing Committees described in this Governance document
2. The composition and functions of other committees the program may wish to establish
3. The nomination and election procedures for participants in the governing bodies of the program, the criteria for student membership pursuant to Section 6.4B, and the responsibilities and prerogatives of the student members

### **3.2 General Provisions for Program Governance**

- 3.2A Proposals for doctoral and master's program governance or amendments thereto shall be explicit in all of their provisions and shall not "incorporate by reference" the provisions of the Bylaws of the Graduate Council, Bylaws of the City University, or other regulation or legislation.
- 3.2B Formal provisions shall be made for the expression of student opinions on decisions affecting appointments, promotion, and tenure of individual faculty members.
- 3.2C In programs with subprograms, the subprogram governance shall conform to relevant portions of this Governance document regarding program structure. It is the Executive Officer's responsibility to determine that this adherence to The Graduate

School governance exists, and the responsibility of the program Executive Committee to approve any changes necessary to bring subprogram structures into conformity with the Governance document of The Graduate School.

3.2D Certificate Programs at the GC shall have a Coordinator and a five member standing advisory committee elected by the faculty of the program(s) in which the certificate program is housed.

3.2E The procedures of Graduate School committees, programs, and subprograms shall be governed by ROBERT'S RULES OF ORDER, NEWLY REVISED, in all cases in which they are applicable and not inconsistent with this Governance document and the Graduate Council Bylaws of The Graduate School.

### **3.3 Modification of Program Governance Structure**

3.3A With the approval of the Committee on Structure and Graduate Council, specific aspects of the program structure and organization provided for in this section may be modified to meet exceptional conditions prevailing in a doctoral program.

3.3B Programs may at any time propose a change in their structure within the requirements of the Governance document of The Graduate School provided that changes are submitted by a majority of the program's Executive Committee, and after timely notification to the program's faculty and students of the proposed changes, to the Committee on Structure for review and recommendation to Graduate Council.

3.3C If at least 30 percent of the doctoral faculty or 30 percent of the matriculated students in a program sign a proposal to change the program's structure, the proposal shall be considered by the Committee on Structure of the Graduate Council. If the Committee on Structure approves the proposal, it shall forward the proposal with its recommendation to Graduate Council for its approval.

### **3.4 Executive Officer**

3.4A Each doctoral program of The Graduate School and the Master of Arts (M.A.) Program in Liberal Studies shall have an Executive Officer responsible for administering the affairs of the program in accordance with this Governance document, and with the policies established by the program faculty, Graduate Council, and the CUNY Board of Trustees.

3.4B The Executive Officer shall be appointed by the President for a term not exceeding three years. The President shall actively solicit nominations and counsel from the individual members of the Executive Committee, doctoral faculty, and students matriculated in the program concerning this appointment. The Executive Officer may be reappointed.

- 3.4C The Executive Officer shall preside at meetings of the program's faculty, Executive Committee, and Faculty Membership Committee. The Executive Officer shall have authority to initiate policies and actions concerning the affairs of the program, subject to the powers delegated by this Governance document to the program's faculty. The Executive Officer shall serve ex officio as a voting member of all program committees.
- 3.4D Courses to be offered each semester shall be determined by the Executive Officer after consultation with representative groups of faculty and students. The Executive Officer shall assign faculty to teach these courses.
- 3.4E The Executive Officer shall work with chairs of CUNY college departments in the Executive Officer's discipline to develop procedures for making new faculty appointments useful both to the college departments and to The Graduate School. The Executive Officer shall try to ensure that when department chairs recruit part-time faculty, they give preference to qualified students enrolled in the doctoral programs, in accordance with the policies of The City University of New York.

### **3.5 Executive Committee**

- 3.5A The Executive Committee of each program shall be constituted as required by each program's governance after approval by the Graduate Council Committee on Structure and by Graduate Council in accordance with the following provisions. There shall be established in each program an Executive Committee to be composed of at least five members. It shall include at least one faculty member from each senior college substantially participating in the program ("substantially participating" is defined as having six members on the faculty of the program) (Section 9.4, CUNY Board of Trustees Bylaws). In programs in which the doctoral faculty includes two or more faculty members (other than the Executive Officer) who hold Graduate School appointments, at least one member of the Executive Committee shall be elected from this category. Members of the Executive Committee shall be elected for a term not to exceed three years, but may be reelected.
- 3.5B The Executive Committee shall have the authority for the operation of the program between the stated meetings of the program's faculty subject to the policies established by the faculty. It shall meet at least once a semester with the students matriculated in the program. The Executive Officer shall serve as Chair of the Executive Committee (Section 9.4, CUNY Board of Trustees Bylaws).
- 3.5C The Executive Committee may make recommendations to the appropriate committees of Graduate Council and to the administration of The Graduate School.
- 3.5D The Executive Committee in coordination with the Faculty Membership Committee shall conduct a continuing review of the faculty resources of the University relevant to that program. The Executive Committee shall work with the Executive Officer to forward the policy in Section 3.4E of this Governance document.

3.5E The Executive Committee shall recommend policies and procedures on dissertations.

### **3.6 Program Standing Committees**

Each degree program shall have the following Standing Committees, and such other committees as its faculty, its governance structure, or its Executive Committee may determine. The committees' responsibilities are as follows:

3.6A Faculty Membership: To nominate members of the program's faculty as provided for in Section 6.1 below with a view toward including in the doctoral program faculty newly appointed at the colleges; to maintain a roster of potential doctoral faculty appointments; to record annually the status of those faculty members currently designated; to review all other actions taken in regard to membership on the doctoral faculty.

3.6B Curriculum and Examinations: To review curriculum and to submit curriculum recommendations for action; to recommend procedures and standards for the conduct of examinations.

3.6C Admission and Awards: To recommend admission and awards procedures and standards for the program; to administer these procedures in accordance with these standards.

3.6D Elections: To conduct all program elections.

## **Sec. 4 MASTER'S PROGRAMS AND CERTIFICATE PROGRAMS**

### **4.1 Definition**

A certificate program at The Graduate School is a formalized interdisciplinary concentration that grants certificates simultaneously with the awarding of doctoral degrees. The development of a certificate program is overseen by the Interdisciplinary Studies Committee and requires the approval of that committee, the Committee on Curriculum and Degree Requirements, and Graduate Council prior to being presented for approval first by the Board of Trustees of The City University of New York and then by the State of New York.

Master's programs at the GC which are headed by a Director may be free-standing or housed within a Doctoral Program.

### **4.2 Administration and Structure**

4.2A A certificate program shall have a Coordinator administering the affairs of the program in accordance with the policies established by the program faculty, Graduate Council, and the CUNY Board of Trustees.

- 4.2B Master's programs (except the Master of Arts in Liberal Studies) which are not part of an existing doctoral program shall have a Director administering the program in accordance with the policies established by the program faculty, Graduate Council, and the CUNY Board of Trustees.
- 4.2C Directors of master's programs and Coordinators of certificate programs shall be appointed by the President for a term not exceeding three years. The President shall solicit nominations and counsel in making such appointments as described in Section 3.4B of this Governance document.
- 4.2D The responsibilities of the Director or the Coordinator are the same as those outlined for Executive Officers in Sections 3.4C and 3.4D of this Governance document.
- 4.2E A certificate program shall have an Advisory Committee appointed by the President after consultation with the Coordinator. Appointees must be members of the doctoral faculty.
- 4.2F The Certificate Program Advisory Committee shall nominate to the President members of the initial certificate program faculty. Nominees should be members of the doctoral faculty, except as noted in Section 6.2C, below.
- 4.2G After a new master's or certificate program has been in existence for one academic year the Program Advisory Committee shall propose a governance structure for the program and submit it to the Committee on Structure, which shall forward the proposal with its recommendation to Graduate Council for approval.

The governance structure shall include procedures for establishing standing and ad hoc committees, for making faculty appointments, and for proposing modification of certificate requirements in accordance with procedures described in Section 3.2 of this Governance document.

## **Sec. 5 FACULTY APPOINTMENTS, REAPPOINTMENTS, PROMOTIONS, TENURE**

- 5.1 Recommendations for faculty appointment, reappointment, promotion, and tenure on Graduate School lines assigned to The Graduate School must first be considered by the Executive Committee of the relevant program, next by the Academic Review Committee, and then by the President.
- 5.2 Student members of the Executive Committee have the right to participate in all discussions on matters of policy and on individual candidates for appointment, reappointment, promotion, and tenure, but may not vote on individual candidates.
- 5.3 Recommendations for appointment, reappointment promotion, and tenure of faculty appointed on Graduate School lines allocated to a senior college are initiated and

reviewed at the college and submitted by the college president directly to the CUNY Board.

## **Sec. 6 FACULTY AND STUDENTS**

### **6.1 Faculty Membership in Doctoral Programs**

- 6.1A During the first two years of a degree program, the faculty shall be appointed by the President. Thereafter, the program's faculty shall be determined in accordance with the following paragraphs.
- 6.1B Appointment to the doctoral faculty is initiated by means of written nomination from the appropriate program committee(s) to the Provost and is effective when the appointment is approved by the Provost. Appointment to the doctoral faculty may not be initiated by the Provost or President except in the case of newly established doctoral or certificate programs or in extraordinary circumstances with the approval of the Academic Review Committee.
- 6.1C The continued membership of each faculty member of each doctoral program shall be reviewed regularly by the Faculty Membership Committee and/or Executive Committee of each program in accordance with the program's faculty membership policy.
- 6.1D The program's governance structure shall stipulate whether nomination for appointment is made by (a) the Faculty Membership Committee, (b) the Executive Committee, or (c) the Executive Committee after recommendation by the Faculty Membership Committee, and the criteria employed by the program for nomination to, and continuance on, the doctoral faculty.

Criteria shall include:

1. A determination that the faculty member will make a significant contribution relevant to the needs of the program, and
  2. Evidence of significant research relevant to the doctoral program, or
  3. Evidence of qualification to teach a doctoral course or provide other doctoral-level training, or
  4. Evidence of qualification to supervise doctoral dissertations or other graduate-level research.
- 6.1E A member may be removed from the doctoral faculty on the recommendation of the appropriate program committee(s), but only after the member has been given one year's prior notice of the intention to remove.

- 6.1F The faculty member may appeal the decision to remove to the program's Executive Committee, the Provost, and the President.
- 6.1G The appointment of full-time CUNY faculty as members of the doctoral faculty (except as in 6.1I below) confers full rights and duties.
- 6.1H Only members of the doctoral faculty may teach a doctoral-level course more than twice or chair dissertation committees.
- 6.1I In order to meet emergency needs, an Executive Officer may recommend directly to the Provost appointment of individuals to the doctoral faculty for a period of one semester or one year. Such temporary appointments may not be repeated for a cumulative total of more than two semesters. Notification of such appointments shall be conveyed to the Faculty Membership Committee and/or the Executive Committee. Temporary appointees do not have voting rights in the program, nor may they be appointed to program committees.
- 6.1J Part-time CUNY faculty and faculty or professionals at other institutions may be recommended for adjunct appointment to the doctoral faculty. Their rights and duties with respect to strictly academic activities (e.g., chairing a dissertation committee) are the same as those of other doctoral faculty.

## **6.2 Faculty Membership in Certificate Programs and Other Educational Programs**

- 6.2A An Advisory Committee for a certificate program and the Executive Committee of a master's program not housed within a doctoral program shall nominate to the President members of the initial program faculty. Nominees shall be members of the doctoral faculty.
- 6.2B The foregoing program structure rules for faculty membership apply as well to certificate and other educational programs of The Graduate School.
- 6.2C An individual qualified to serve a needed teaching, supervisory, or other function in a certificate or other educational program, but ineligible for membership in an existing doctoral program because there is no relevant doctoral program or because the definition of a relevant doctoral program precludes the individual's specialization, may be appointed in the following manner: after informing related doctoral programs of an intended appointment, the program forwards such nominations to the Provost accordingly, as required by the program's governance.

## **6.3 Faculty Responsibilities**

- 6.3A The Executive Committee of each program shall call at least one meeting a year of the faculty and present a report to the faculty. At any meeting of the program faculty a quorum shall consist of 25 persons or 50 percent of the faculty, whichever is smaller.

- 6.3B The faculty, through its members on the Standing Committees of the program, shall have responsibility to establish policies for the program. At any meeting of the faculty, a quorum being present, the faculty of each program may vote to make direct recommendations without Executive Committee approval to the appropriate committee of Graduate Council or to the administration on any matter that affects them.
- 6.3C The Executive Committee of the Graduate Council may receive motions for action directly from program faculty or from a program's Executive Committee.

#### **6.4 Student Responsibilities**

- 6.4A The Executive Committee shall call a meeting with the students of each program at least once each semester.
- 6.4B The students shall have responsibility through student representatives to the Executive Committee and the Standing Committees of each program to make known their views on the policies of the program. All students on these committees shall be chosen by means of an election by mail by the students in the program. Any matriculated student shall be eligible to serve. Students of any program may make direct recommendations to the appropriate committee of Graduate Council or to the administration for immediate consideration on any matter that affects them if at least 10% of the students in that program support those recommendations.

### **Sec. 7 AMENDMENTS AND REVIEW**

- 7.1 This Governance document may be amended by a two-thirds affirmative vote of the members present, there being a quorum, at any stated or special meeting of Graduate Council, provided that the text of the proposed amendment shall have been sent in writing to every member of Graduate Council at least two weeks before the meeting at which the proposed amendment is to be considered.
- 7.2 At the final spring meeting of the Graduate Council of every even-numbered year, the Committee on Structure shall present a report on the Governance document together with such recommendations for amendments, revisions, or alterations as it shall deem appropriate. The procedures described in the previous paragraph shall be followed except that such amendments shall require a majority affirmative vote of the members present, there being a quorum.

*Approved by the Board of Higher Education on September 28, 1970; June 19, 1972; September 23, 1974; September 27, 1976; August 7, 1978; and by the Board of Trustees on August 4, 1980; June 28, 1982, January 28, 1985; June 23, 1986; June 27, 1988; February 27, 1995, June 25, 2001; June 23, 2003; June 27, 2005; June 26, 2006; September 22, 2008*