



THE OFFICE OF ACADEMIC AFFAIRS
THE CITY UNIVERSITY OF
NEW YORK

**GUIDE TO WRITING
SPECIFIC RESOLUTIONS FOR
THE BOARD OF TRUSTEES**

Table of Contents

Early Tenure Resolutions	3
Distinguished Professorship Resolutions	7
Program Proposal Resolutions	12
Centers, Institutions and Consortia Resolutions	17
Honorary Degree Resolutions	22

Part 1

EARLY TENURE RESOLUTIONS

1. Breakdown of an early tenure resolution

Early tenure resolutions are composed of the following.

- Title
- Several WHEREAS clauses
- NOW, THEREFORE, BE IT line
- RESOLVED clause
- EXPLANATION CLAUSE

Each of these components requires specific content, wording, and formatting. Below is an example of an early tenure resolution. The comments explain the formatting and content requirements.

Board of Trustees of The City University of New York

**RESOLUTION TO
Award Andrew Lee with Early Tenure
at Brooklyn College with an
Application of Bylaw 6.2.c(2)**

November 23, 2020

WHEREAS, Professor Andrew Lee has been a member of the Brooklyn College computer science faculty since 2016 and is considered highly prized by the entire academic community of Brooklyn College, with a professional record that exceeds the expectations of faculty being considered for tenure and promotion and extensive contributions to software writing; and

WHEREAS, Prof. Lee is considered by the computer science community to be an exceptionally rare talent, as well as an outstanding and creative teacher, with one external reviewer noting, "Lee is above and beyond other computer scientists at this stage in their career and has advanced the discipline beyond what is expected;" and

WHEREAS, Prof. Lee has a thriving career as software designer which enriches his teaching, and since his arrival at Brooklyn College, he has transformed the Computer Science Program by instituting new classes that brought the program into alignment with

Commented [JNB1]: Standard heading; Arial, 14-point, bold

Commented [JNB2]: All caps

Commented [JNB3]: Name of professor and college

Commented [JNB4]: This phrase must be included in the heading for early tenure requests

Commented [JNB5]: Date of the upcoming Board committee meeting at which the resolution will be presented; consult dates on the Board of Trustees calendar included with this handbook

Commented [JNB6]: All caps; bold; comma follows

Commented [JNB7]: Use honorific and full name of candidate

Commented [JNB8]: End with ; and

Commented [JNB9]: First WHEREAS clause should focus on candidate's employment history at CUNY, e.g., year of hire, associated department, general colleague assessment, etc.

computer science programs at other institutions, resulting in a program that takes a more forward-thinking, modern approach to computer science education and making it competitive with the finest software-design programs in New York and beyond; and

WHEREAS, Prof. Lee has been exceptional in acquiring grant funding for various computer science initiatives at Brooklyn College, with a total of \$2.3 million of funding gifts from Google, Microsoft, and Tesla; and

WHEREAS, Prof. Lee is consistently highly rated by his students and has a demonstrated history of mentorship, having served as advisor on over 20 graduate student thesis projects;

NOW, THEREFORE, BE IT

RESOLVED, That Prof. Andrew Lee be awarded tenure in the Computer Science Department of Brooklyn College, effective September 1, 2020 with an application of Bylaw 6.2.c(2), subject to financial ability.

EXPLANATION: Prof. Andrew Lee is a renowned expert in his field and has produced work of the highest caliber, while demonstrating himself as one of the most vital members of his department and helping that department to grow. He is producing scholarship, research, and mentorship of the most exceptional level in service to the University's mission and he will be highly sought after by other educational institutions; therefore, Brooklyn College should make every effort to retain him before he is lost to a competing institution.

Commented [JNB10]: One WHEREAS clause should specifically address the candidate's contributions to the field and the college

Commented [JNB11]: When possible, devote one WHEREAS clause to the candidate's ability to acquire grant funding, noting the amounts of the grants if stated in the application packet

Commented [JNB12]: One WHEREAS clause should focus on the candidate's teaching achievements

Commented [JNB13]: Last WHEREAS clause ends with a period

Commented [JNB14]: All caps, bold

Commented [JNB15]: All caps, bold; comma

Commented [JNB16]: Full name of candidate

Commented [JNB17]: Name of department and college

Commented [JNB18]: Early tenure dates are set for the first of specific months during the calendar year; resolution writers should contact kenneth.norz@cuny.edu for dates

Commented [JNB19]: This phrase **must be included** in the RESOLVED clause of early tenure resolutions

Commented [JNB20]: All caps, bold, underlined; colon

Commented [JNB21]: This clause must summarize the candidate's value to the University and their contribution to the CUNY mission. The clause can be three or four sentences.

Commented [JNB22]: It is essential that the Board is reminded that the candidate could be lost to another institution if not awarded early tenure

2. Writing WHEREAS clauses

The resolution will require five WHEREAS clauses. The purpose of the clauses is to justify the award of early tenure to the candidate. And so, each WHEREAS clause should present one reason for the candidate's qualifications.

The information you will need to generate the content for the clauses will be found in the application packet that your college has assembled for the candidate. The packet should include a letter of endorsement from the department chair, letters from external reviewers, and the candidate's CV.

In composing the WHEREAS clauses, try to write one informative sentence, connected by commas. Each WHEREAS clause must be in Arial 12-point, single spaced, and justified alignment. (Click the "Paragraph" box on the MS Word tools menu and choose the "don't add space between paragraphs of same style" box.)

A useful method to map out the WHEREAS clauses is to compose five paragraph-like sentences, each one separately addressing the areas listed below.

FIRST, candidate's year of hire, affiliated college and department, general assessment of his/her peers

Sample:

WHEREAS, Professor Andrew Lee has been a member of the Brooklyn College computer science faculty since 2016 and is considered highly prized by the entire academic community of Brooklyn College, with a professional record that exceeds the expectations of faculty being considered for tenure and promotion and extensive contributions to software writing; and

SECOND, candidate's general contribution to his/her discipline, usually explained by an "external reviewer." (Externals reviews will be included in the application packet you receive from the college before composing the resolution.) It's important that you not mention the external reviewer's name or professional affiliation.

The practice of asking external reviewers to comment confidentially on the quality of the scholarly work for candidates for tenure is a widely revered method of assessing faculty members' contributions to their field of inquiry. Honest critiques are provided because confidentiality is assured by the institution as an international norm. Because a scholar's work is so specialized, there are a limited number of other researchers who can fully assess the caliber of the work. It is therefore imperative that you not only not reveal the reviewer's name or professional affiliation, but you should not use any descriptors that would narrow down the possibility of their identity. Phrases such as "an elite institution in NYC" should be avoided but "a prominent European university" would be fine.

Sample:

WHEREAS, Prof. Lee is considered by the computer science community to be an exceptionally rare talent, as well as an outstanding and creative teacher, with one external reviewer noting, "Lee is above and beyond other computer scientists at this stage in their career and has advanced the discipline beyond what is expected;" and

THIRD, candidate's more specific contribution to his/her discipline. This information will be included in the application packet. This clause is a good place to mention any of the candidate's research, books and other publications, performances, exhibitions, or public appearances.

Sample:

WHEREAS, Prof. Lee has a thriving career as software designer which enriches his teaching, and since his arrival at Brooklyn College, he has transformed the Computer Science Program by instituting new classes that brought the program into alignment with computer science programs at other institutions, resulting in a program that takes a more forward-thinking, modern approach to computer science education and making it competitive with the finest software-design programs in New York and beyond; and

FOURTH, candidate's ability to attract funding. If the candidate has not had a role in any grant funding, you can use this paragraph to further expand on the candidate's community work or contributions to the field

Sample:

WHEREAS, Prof. Lee has been exceptional in acquiring grant funding for various computer science initiatives at Brooklyn College, with a total of \$2.3 million of funding gifts from Google, Microsoft, and Tesla; and

FIFTH, candidate's teaching record at CUNY. Mention any student evaluations, mentorship, and any involvement in committees or CUNY-based organizations

Sample:

WHEREAS, Prof. Lee is consistently highly rated by his students in his evaluations and has a demonstrated history of mentorship, having served as advisor on over 20 graduate student thesis projects, while serving as chair of the CUNY Student and Faculty Computer Science Society, an organization which he helped to found.

3. NOW, THEREFORE, BE IT line

The NOW, THEREFORE, BE IT line signals that the WHEREAS clauses have come to a close and the resolution will now move to its request to be resolved.

Make sure this line is included after the WHEREAS clause and that it is in all caps and bold.

Sample:

WHEREAS, Prof. Lee is consistently highly rated by his students in his evaluations and has a demonstrated history of mentorship, having served as advisor on over 20 graduate student thesis projects, while serving as chair of the CUNY Student and Faculty Computer Science Society, an organization which he helped to found.

NOW, THEREFORE, BE IT

4. Writing RESOLVED clauses

The purpose of the RESOLVED clause is to directly state the purpose of the resolution very simply.

The RESOLVED clause should be just one direct sentence that uses the standard language of stating the candidate's name, college and department, the date the tenure is to become effective, and the request to use application of Bylaw 6.2.c(2), as well as the understanding that the early tenure is subject to financial ability. It is not recommended to deviate from this template.

Sample:

RESOLVED, That Prof. Andrew Lee be awarded tenure in the Computer Science Department of Brooklyn College, effective September 1, 2020 with an application of Bylaw 6.2.c(2), subject to financial ability.

5. Writing EXPLANATION clauses

The purpose of the EXPLANATION clause is to make a final, impactful statement to the Board of Trustees about the candidate's merits as well as the urgency of awarding the candidate with early tenure.

In the EXPLANATION clause, it is suggested that you include the following.

- Candidate's reputation in his/her field
- Essential role the candidate has played in his/her department and to the CUNY mission
- Candidate's attractiveness to other institutions of higher education
- Loss of the candidate to another institution could have a negative impact on CUNY

The EXPLANATION clause can be three to four sentences.

Sample:

EXPLANATION: Prof. Andrew Lee is a renowned expert in his field and has produced work of the highest caliber, while demonstrating himself as one of the most vital members of his department and helping that department to grow. He is producing scholarship, research, and mentorship of the most exceptional level in service to the University's mission and he will be highly sought after by other educational institutions; therefore, Brooklyn College should make every effort to retain him before he is lost to a competing institution.

Part 2

DISTINGUISHED PROFESSOR RESOLUTIONS

1. Breakdown of a distinguished professor tenure resolution

Distinguished professor resolutions are very similar to early tenure resolutions (See: Part 1) and are composed of the following.

- Title
- Several WHEREAS clauses
- NOW, THEREFORE, BE IT line
- RESOLVED clause
- EXPLANATION CLAUSE

Each of these components require specific content, wording, and formatting. Below is an example of distinguished professor resolution. The comments explain the formatting and content requirements.

Board of Trustees of The City University of New York

Commented [JNB23]: Capitalized

RESOLUTION TO

Commented [JNB24]: All caps

**Appoint Deborah Smith as Distinguished Professor at
Brooklyn College of The City University of New York**

Commented [JNB25]: Name of professor and college

February 1, 2021

Commented [JNB26]: Date of the upcoming Board committee meeting at which the resolution will be presented; consult dates on the Board of Trustees calendar included with this handbook

WHEREAS, Professor Deborah Smith is a renowned scholar of moral philosophy, theory of knowledge and feminist philosophy; and

Commented [JNB27]: All caps, bold; comma

WHEREAS, Professor Smith has published eight books, the most recent of which won the Book of the Year Award from the American Association of Philosophers and edited volumes and 43 peer-reviewed articles and book chapters, and her work is frequently cited by scholars and students in articles and dissertations; and

Commented [JNB28]: Use honorific and full name of candidate

Commented [JNB29]: The first WHEREAS clause should introduce the candidates's field, specialities, and areas of research

WHEREAS, Professor Smith has received over \$7 million in external funding from the National Science Foundation, the National Institutes of Health and the Department of Energy over the past 10 years; and

Commented [JNB30]: Devote one WHEREAS clause to a brief summary of the candidate's publication history, including any major awards for the candidate's publications.

WHEREAS, Professor Smith has been awarded a MacArthur Fellowship and a Guggenheim Fellowship; and

Commented [JNB31]: Mention any funding the candidate has been instrumental in securing

WHEREAS, In addition, Professor Smith has given over 90 invited or keynote lectures in the U.S. and internationally since 2012, as well six international conferences held in the Belgium, Italy, Mexico, Croatia and Germany were themed on Professor Smith's work between 2012 and 2014; and

WHEREAS, Professor Smith was appointed an Honorary Doctor of Letters at the University of Pennsylvania and an Honorary Professor at Cambridge University in 2018, elected a Fellow of the British Academy in 2013; and

Commented [JNB32]: If applicable, devote a clause to the candidate's honorary degrees

WHEREAS, As one of her reviewers notes, Professor Smith's "contributions to the field have been nothing short of groundbreaking. Her most recent book has changed mainstream thought related to the field. She is, without a doubt, a leader in the field"; and

Commented [JNB33]: Devote one clause to a reviewer's observation about the candidate

WHEREAS, Dr. Smith joined Brooklyn College as Presidential Professor in 2018, and prior to this appointment, she was Professor of Philosophy at Cambridge University, where she had earned an M.A. in Philosophy with distinction.

Commented [JNB34]: Devote one clause to a brief summary of the candidate's current title at CUNY and any past appointments

NOW, THEREFORE, BE IT

Commented [JNB35]: Period

RESOLVED, That the Board of Trustees of The City University of New York appoint Deborah Smith as Distinguished Professor of Philosophy at Brooklyn College effective March 1, 2021, with compensation of \$28,594 per annum in addition to her regular academic salary, subject to financial ability.

Commented [JNB36]: All caps, bold

Commented [JNB37]: All caps, bold; comma

EXPLANATION: Professor Smith has a long and internationally renowned career in her field and is conducting scholarship and teaching of the highest caliber. Brooklyn College and The City University of New York will be well-served by Professor Smith's appointment as Distinguished Professor.

Commented [JNB38]: Full name of candidate; name of department and college

Commented [JNB39]: Effective date, which is the first day of the month following the full Board of Trustees meeting that approves the appointment.

Commented [JNB40]: Salary compensation – dictated by the PSC-CUNY contract

Commented [JNB41]: All caps, bold, underlined; colon

Commented [JNB42]: This clause must summarize the candidate's value to the University and their contribution to the CUNY mission. The clause can be three or four sentences

2. Writing WHEREAS clauses

The resolution will require five to several brief WHEREAS clauses. The purpose of the clauses is to justify the award of distinguished professorship to the candidate. And so, each WHEREAS clause should present one reason for the candidate's qualifications. It is imperative that you make the case for why this candidate truly deserves the title of distinguished professor. Therefore, aim to include as much information as you can about the candidate's influence on his/her field and/or any breakthrough scholarship, research, or artistic work they have done.

The information you will need to generate the content for the clauses will be found in the application packet that your college has assembled for the candidate. The packet should include a letter of endorsement from the president and provost of the candidate's college, letters from external reviewers, and the candidate's CV and a representative sample of the candidate's scholarship.

In composing the WHEREAS clauses, try to write one informative sentence, connected by commas. Each WHEREAS clause must be in Arial 12-point, single spaced, and justified alignment. (Click the "Paragraph" box on the MS Word tools menu and choose the "don't add space between paragraphs of the same style" box.)

A useful method to map out the WHEREAS clauses is to compose several paragraph-like sentences, each one separately addressing the areas listed below refer to sample resolution above for examples of these clauses).

- Candidate's field, specialties, and areas of research
- Candidate's publication history
- Candidate's external funding (if applicable)
- Major fellowships awarded to the candidate (if applicable)
- Candidate's invited or keynote lectures (if applicable)
- Honorary degrees (if applicable)
- Reviewer's observations
- Candidate's current position at CUNY and previous positions at CUNY or other institutions

3. NOW, THEREFORE, BE IT line

The NOW, THEREFORE, BE IT line signals that the WHEREAS clauses have come to a close and the resolution will now move to its request to be resolved.

Make sure this line is included after the WHEREAS clause and that it is in all caps and bold.

Sample:

WHEREAS, Dr. Smith joined Brooklyn College as Presidential Professor in 2018, and prior to this appointment, she was Professor of Philosophy at Cambridge University, where she had earned an M.A. in Philosophy with distinction.

NOW, THEREFORE, BE IT

4. Writing RESOLVED clauses

The purpose of the RESOLVED clause is to directly state the purpose of the resolution very simply.

The RESOLVED clause should be just one direct sentence that uses the standard language of stating the candidate's name, college and department, the date the distinguished professorship is to become effective, as well as the understanding that it is subject to financial ability. It is not recommended to deviate from this template.

Sample:

RESOLVED, That the Board of Trustees of The City University of New York appoint Deborah Smith as Distinguished Professor of Philosophy at Brooklyn College effective March 1, 2021, with compensation of \$28,594 per annum in addition to her regular academic salary, subject to financial ability.

5. Writing EXPLANATION clauses

The purpose of the EXPLANATION clause is to make a final, impactful statement to the Board of Trustees about the candidate's meriting of the award of a distinguished professorship.

In the EXPLANATION clause, it is suggested that you include the following.

- Candidate's reputation in his/her field
- Essential role the candidate has played in his/her department and to the CUNY mission

The EXPLANATION clause can be three to four sentences.

Sample:

EXPLANATION: Prof. Debra Smith is a renowned expert in her field and has produced work of the highest caliber, while demonstrating herself as one of the most vital members of her department and helping that department to grow. She is producing scholarship, research, and mentorship of the most exceptional level in service to the University's mission and she will be highly sought after by other educational institutions; therefore, Brooklyn College should make every effort to retain her before she is lost to a competing institution.

Part 3

PROGRAM PROPOSAL RESOLUTIONS

1. Breakdown of a program proposal resolution

Program proposal resolutions are composed of the following.

- Title
- Six to eight WHEREAS clauses
- NOW, THEREFORE, BE IT line
- RESOLVED clause
- EXPLANTION CLAUSE

Each of these components requires specific content, wording, and formatting. Below is an example of a program proposal resolution. The comments explain the formatting and content requirements.

Board of Trustees of The City University of New York

Commented [JNB43]: Capitalized

RESOLUTION TO

Commented [JNB44]: All caps

**Establish A Master's Program in Organizational Leadership,
Development, and Change at
Lehman College of
The City University Of New York**

Commented [JNB45]: Title includes type of degree, program name, and college name

November 23, 2020

Commented [JNB46]: Date of Board of Trustees committee meeting at which resolution will be presented

WHEREAS, In recent years, the changing needs of adult learners and the organizations that employ them have increased the pressures on institutions of higher education to rethink existing academic programs and create new ones that respond with new offerings at the undergraduate, graduate and doctoral levels; and

Commented [JNB47]: Arial, 14-pont, bold

Commented [JNB48]: All caps, bold; comma

Commented [JNB49]: First word following WHEREAS must be capitalized

WHEREAS, In augmenting Lehman College's portfolio of graduate offerings with a doctoral-level program, Lehman College's School of Education seeks to build a center of excellence at the college around organizational leadership studies, as well as fulfilling the unmet professional development needs of both adult learners and the organizations that employ them; and

Commented [JNB50]: First clause should mention market need for such a program

Commented [JNB51]: Each WHEREAS clause is followed by ; and

WHEREAS, In 2016 the College established an MS in Organizational Leadership, a program whose thoughtful curriculum design and rapid growth has put Lehman in the vanguard of Leadership Studies and created a strong foundation for the development and

Commented [JNB52]: Establishes the college's history in the related field

potential success of the Ed.; and

Commented [JNB53]: Mentions any related programs

WHEREAS, Lehman College’s proposed 52-credit Doctor of Education in Organizational Leadership, Development and Change (EdOLDL) program is designed for graduates to lead mission-driven organizations that serve the community in a complex and constantly shifting environment through its emphasis on research, collaboration, social justice and applied practice, aligning with the mission of the college; and

Commented [JNB54]: States what the new degree program aims to primarily provide students

WHEREAS, The EdOLDL program will provide students with the knowledge and skills that will enable them to be effective leaders in a variety of organizations, while providing organizations in the region with graduates who have developed their abilities to perform leadership functions effectively and afford opportunities to develop skills and competencies needed in the workplace; and

Commented [JNB55]: States what the students will gain through the new program and how it will aid their career path

WHEREAS, With advancements in educational technology, Lehman’s unique delivery of this program in a low-residency format, unlike many existing CUNY graduate programs, will enable it to attract learners from not only a traditional Bronx-based population but also reach participants from neighboring counties as well as adjacent areas in New Jersey, Connecticut and Pennsylvania, resulting in a program that has the potential to have both a local and a regional impact; and

Commented [JNB56]: Explains why this college is well-suited for this new program and what resources the college can leverage

WHEREAS, The projected organic growth of the program as more students from organizations within the Lehman service area enroll and graduate from it ensures that the impact of a Lehman College education in the region is sustained; and

WHEREAS, The EdOLDL represents a strategic commitment on behalf of Lehman to invest in the delivery of more online and low-residency programs, and some of the costs associated with this program are investments in Lehman’s infrastructure to update online and low-residency capabilities, allowing the program to be fully self-sustaining within two years.

Commented [JNB57]: One or two paragraphs should address the program’s expected growth or outlook It seems that some mention of budgets should be made since the BOT is requiring assurance of little budget impact.

NOW, THEREFORE, BE IT

Commented [JNB58]: Last WHEREAS clause ends with a period

RESOLVED, That the proposed program in Organizational Leadership, Development, and Change leading to the Doctor of Education, be presented to the New York State Education Department for their consideration and registration in accordance with any and all regulations of the New York State Department of Education including the Master Plan Amendment, effective December 15, 2020 subject to financial ability.

Commented [JNB59]: All caps; bold

Commented [JNB60]: All caps; bold; followed by a comma

EXPLANATION: The proposed program will fulfill the college’s goal of building a center of excellence around organizational leadership studies, while investing in Lehman’s infrastructure to update online and low-residency capabilities, and will have both local and regional impact.

Commented [JNB61]: Standard language that must be used in program proposal resolutions

Commented [JNB62]: States the intention of the resolution

Commented [JNB63]: All caps; bold; underlined; colon

Commented [JNB64]: Explains why the proposed program would be in service to the college’s mission as well as the market demand

2. Writing WHEREAS clauses

The resolution will require six to eight WHEREAS clauses. The purpose of the clauses is to justify the establishment of the new program at CUNY. And so, each WHEREAS clause should present one reason for the need for and benefit of such a program.

The information you will need to generate the content for the clauses will be found in the program proposal packet that the college has assembled for the program. When reading through the packet and choosing information for the WHEREAS clauses, it is suggested you pay special attention to the executive summary as well as the sections marked "market demand" or "overview."

In composing the WHEREAS clauses, try to write one informative sentence, connected by commas. Each WHEREAS clause must be in Arial 12-point, single spaced, and justified alignment. (Click the "Paragraph" box on the MS Word tools menu and choose the "don't add space between lines" box.)

A useful method to map out the WHEREAS clauses is to compose five paragraph-like sentences, each one separately addressing the areas listed below.

FIRST, market demand for related professions

Sample:

WHEREAS, In recent years, the changing needs of adult learners and the organizations that employ them have increased the pressures on institutions of higher education to rethink existing academic programs and create new ones that respond with new offerings at the undergraduate, graduate and doctoral levels; and

SECOND, the college's history with the related field

Sample:

WHEREAS, In augmenting Lehman College's portfolio of graduate offerings with a doctoral-level program, Lehman College's School of Education seeks to build a center of excellence at the college around organizational leadership studies, as well as fulfilling the unmet professional development needs of both adult learners and the organizations that employ them; and

THIRD, any existing related degree programs at the college

Sample:

WHEREAS, In 2016 the College established an MS in Organizational Leadership, a program whose thoughtful curriculum design and rapid growth has put Lehman in the vanguard of Leadership Studies and created a strong foundation for the development and potential success of the Ed.; and

FOURTH, name of the proposed degree program and what the course will primarily provide students

Sample:

WHEREAS, Lehman College's proposed 52-credit Doctor of Education in Organizational Leadership, Development and Change (EdOLDC) program is designed for graduates to lead mission-driven organizations that serve the community in a complex and constantly shifting environment through its emphasis on research, collaboration, social justice and applied practice, aligning with the mission of the college; and

FIFTH, courses students will study as part of the proposed program and/or skills they will acquire

Sample:

WHEREAS, The EdOLDC program will provide students with the knowledge and skills that will enable them to be effective leaders in a variety of organizations, while providing organizations in the region with graduates who have developed their abilities to perform leadership functions effectively and afford opportunities to develop skills and competencies needed in the workplace; and

SIXTH, an explanation regarding why this college is well-suited for this new program and what resources the college can leverage

Sample:

WHEREAS, With advancements in educational technology, Lehman's unique delivery of this program in a low-residency format, unlike many existing CUNY graduate programs, will enable it to attract learners from not only a traditional Bronx-based population but also reach participants from neighboring counties as well as adjacent areas in New Jersey, Connecticut and Pennsylvania, resulting in a program that has the potential to have both a local and a regional impact; and

SEVENTH, an explanation regarding the projected growth for the program, the related professional fields, and the general outlook for the program and field. This can be written in one to two separate WHEREAS clauses. A budget outlook is also required.

Sample:

WHEREAS, The projected organic growth of the program as more students from organizations within the Lehman service area enrolls and graduate from it ensures that the impact of a Lehman College education in the region is sustained; and

WHEREAS, The EdOLDC represents a strategic commitment on behalf of Lehman to invest in the delivery of more online and low-residency programs, and some of the costs associated with this program are investments in Lehman's infrastructure to update online and low-residency capabilities, allowing the program to be fully self-sustaining within two years.

3. NOW, THEREFORE, BE IT line

The NOW, THEREFORE, BE IT line signals that the WHEREAS clauses have come to a close and the resolution will now move to its request to be resolved.

Make sure this line is included after the WHEREAS clause and that it is in all caps and bold.

Sample:

WHEREAS, The EdOLDLDC represents a strategic commitment on behalf of Lehman to invest in the delivery of more online and low-residency programs, and some of the costs associated with this program are investments in Lehman's infrastructure to update online and low-residency capabilities, allowing the program to be fully self-sustaining within two years.

NOW, THEREFORE, BE IT

4. Writing RESOLVED clauses

The purpose of the RESOLVED clause is to directly state the purpose of the resolution very simply.

The RESOLVED clause should be just one direct sentence that contains the program name and degree and the exact wording that is highlighted in yellow below. Please use the exact language provided in the clause that begins with "be presented to the New York State..." The effective date is the date of the full BOT meeting, not the CAPPR meeting.

Sample:

RESOLVED, That the proposed program in Organizational Leadership, Development, and Change leading to the Doctor of Education, **be presented to the New York State Education Department for their consideration and registration in accordance with any and all regulations of the New York State Department of Education including the Master Plan Amendment, effective December 15, 2020 subject to financial ability.**

5. Writing EXPLANATION clauses

The purpose of the EXPLANATION clause is to make a final, impactful statement to the Board of Trustees about the University's need for the program and how it will further the CUNY mission.

The EXPLANATION clause can be three to four sentences.

Sample:

EXPLANATION: The proposed program will fulfill the college's goal of building a center of excellence around organizational leadership studies, while investing in Lehman's infrastructure to update online and low-residency capabilities, and will have both local and regional impact. The intent of the program is aligned with the University's commitment to career pathways and community impact.

Part 5

CENTERS, INSTITUTES, AND CONSORTIA RESOLUTIONS

1. Breakdown of a centers and institutions resolution

Centers and institutions resolutions are composed of the following.

- Title
- Several WHEREAS clauses
- NOW, THEREFORE, BE IT line
- RESOLVED clause
- EXPLANATION CLAUSE

Each of these components require specific content, wording, and formatting. Below is an example of a centers and institutions resolution. The comments explain the formatting and content requirements.

Board of Trustees of The City University of New York

Commented [JNB65]: Standard heading; bold, 14-point font, Arial

RESOLUTION TO

Commented [JNB66]: All caps

**Establish a New Interdisciplinary Center for
Advanced Technology and Communication in Health
(CATCH) at The City University of New York
Graduate School of Public Health and Health Policy**

Commented [JNB67]: Title of proposed center

Commented [JNB68]: Related college

Commented [JNB69]: 12-point font, Arial

January 11, 2021

WHEREAS, Health and public health are complex systems, existing across many disciplines and new technologies can be utilized to support product developers, health professionals, health care administrators, policymakers, the general public, and others in better understanding and communicating key issues, and ultimately improving decision making in these multifaceted domains; and

Commented [JNB70]: All caps, bold; comma

WHEREAS, The mission of the Center for Advanced Technology and Communication in Health (CATCH) at the The City University of New York Graduate School of Public Health and Health Policy (CUNY SPH) is to develop and implement new technologies and approaches to inform decision making in the health and public health arena; and

Commented [JNB71]: This clause provides background on the climate and industry that proves the need for the center

Commented [JNB72]: End clause with ; and

WHEREAS, CATCH will aim to be at the leading edge of researching, developing, and implementing technologies that will help better understand, address, and communicate the complexities of health and public health systems. CATCH will connect a variety of disciplines and leaders who have not traditionally worked in health (e.g., computer science, mathematics, engineering) with researchers who bring decades of health-related experience; and

Commented [JNB73]: This clause clearly states the center's mission

Commented [JNB74]: This clause provides details about the center's proposed activities

WHEREAS, Currently, no such Center at CUNY SPH connects advanced technologies with new forms of communications to support health and public health related decision making. CATCH will help leverage the School's wide range of expertise and serve as a hub to bring together relevant research, teaching, and outreach efforts; and

Commented [JNB75]: This clause explains that the center will not duplicate the work of an existing CUNY center or institution

WHEREAS, CATCH will bring together a range of disciplines will allow the center to apply systems approaches to an array of health and public health issues that our team of interdisciplinary experts will work to address, and this diversity will allow for a wide range of topics to be explored, cuminating in results can be translated to stakeholders, policymakers, and the general public through communication efforts; and

Commented [JNB76]: This clause explains the broader impact of the center on the related field and the community

WHEREAS, CATCH will adhere to the official Centers and Institutions guidelines set forth by The City University of New York, as it will not duplicate the work of other centers, has submitted a detailed plan for evaluation, has submitted an organization chart, has submitted the curriculum vitae of its proposed staff, and have a significant positive impact on the New York City and State region.

Commented [JNB77]: Period

NOW, THEREFORE, BE IT

Commented [JNB78]: This clause explains that the center proposal adheres to University guidelines for establishing a new center or institution

RESOLVED, The establishment of the Center for Advanced Technology and Communication in Health at the The City University of New York Graduate School of Public Health and Health Policy be approved by the CUNY Board of Trustees, effective February 2, 2020.

Commented [JNB79]: All caps, bold

Commented [JNB80]: All caps, bold; comma

EXPLANATION: CATCH will be a leading edge and valuable hub for research in health and public health issues, and provide a vital resource for researchers across disciplines, as well as and health care and computer science professionals. CATCH will also augment The City University of New York's role as one of New York City's most important institutions), providing an indispensable resource of health-related research that will have a significant positive impact on the City and State region.

Commented [JNB81]: Standard language that should be included

Commented [JNB82]: Date effective

Commented [JNB83]: All caps, bold, underlined; colon

Commented [JNB84]: This clause summarizes the need for the center and its alignmnet with the University's mission and service to the community

2. Writing WHEREAS clauses

The resolution will require six to eight WHEREAS clauses. The purpose of the clauses is to justify the establishment of the new center, institute, or consortia at CUNY. And so, each WHEREAS clause should present one reason for the need for and benefit of such a center or institution.

The information you will need to generate the content for the clauses will be found in the proposal packet that the college has assembled for the center, institute, or consortia. When reading through the packet and choosing information for the WHEREAS clauses, it is suggested you pay special attention to the executive summary as well as the rubric (found in the appendix of this guidebook) to ensure that the proposal meets the new, strict guidelines for establishing a center or institution at the University.

In composing the WHEREAS clauses, try to write one informative sentence, connected by commas. Each WHEREAS clause must be in Arial 12-point, single spaced, and justified alignment (Click the "Paragraph" box on the MS Word tools menu and choose the "don't add space between paragraphs of same style" box.)

A useful method to map out the WHEREAS clauses is to compose six to eight paragraph-like sentences, each one separately addressing the areas listed below.

FIRST, background on the field or the national climate that proves the need for such a center or institution

Sample:

WHEREAS, Health and public health are complex systems, existing across many disciplines and new technologies can be utilized to support product developers, health professionals, health care administrators, policymakers, the general public, and others in better understanding and communicating key issues, and ultimately improving decision making in these multifaceted domains; and

SECOND, the mission of the center or institution, clearly stated

Sample:

WHEREAS, The mission of the Center for Advanced Technology and Communication in Health (CATCH) at the The City University of New York Graduate School of Public Health and Health Policy (CUNY SPH) is to develop and implement new technologies and approaches to inform decision making in the health and public health arena; and

THIRD, a summary of the center's or institution's proposed activities

Sample:

WHEREAS, CATCH will aim to be at the leading edge of researching, developing, and implementing technologies that will help better understand, address, and communicate the complexities of health and public health systems. CATCH will connect a variety of disciplines and leaders who have not traditionally worked in health (e.g., computer

science, mathematics, engineering) with researchers who bring decades of health-related experience; and

FOURTH, assurance that the proposed center or institution will not duplicate the functions of a center or institution already existing at CUNY

Sample:

WHEREAS, Currently, no such Center at CUNY SPH connects advanced technologies with new forms of communications to support health and public health related decision making. CATCH will help leverage the School's wide range of expertise and serve as a hub to bring together relevant research, teaching, and outreach efforts; and

FIFTH, a summary of how the center or institution will impact the related field and the community

Sample:

WHEREAS, CATCH will bring together a range of disciplines will allow the center to apply systems approaches to an array of health and public health issues that our team of interdisciplinary experts will work to address, and this diversity will allow for a wide range of topics to be explored, cuminating in results can be translated to stakeholders, policymakers, and the general public through communication efforts; and

SIXTH, assurance that the proposed center and institution follows strict guidelines for establish (this information can be easily ascertained from the rubric)

Sample:

WHEREAS, CATCH will adhere to the official Centers and Institutions guidelines set forth by The City University of New York, as it will not duplicate the work of other centers, has submitted a detailed plan for evaluation, has submitted an organization chart, has submitted the curriculum vitae of its proposed staff, and have a significant positive impact on the New York City and State region.

3. NOW, THEREFORE, BE IT line

The NOW, THEREFORE, BE IT line signals that the WHEREAS clauses have come to a close and the resolution will now move to its request to be resolved.

Make sure this line is included after the WHEREAS clause and that it is in all caps and bold.

Sample:

WHEREAS, CATCH will adhere to the official Centers and Institutions guidelines set forth by The City University of New York, as it will not duplicate the work of other centers, has submitted a detailed plan for evaluation, has submitted an organization chart, has submitted

the curriculum vitae of its proposed staff, and have a significant positive impact on the New York City and State region.

NOW, THEREFORE, BE IT

4. Writing RESOLVED clauses

The purpose of the RESOLVED clause is to directly state the purpose of the resolution very simply.

The RESOLVED clause should be just one direct sentence that contains the center's name and associated school and the exact wording that is highlighted in yellow below, as well as the date effective.

Sample:

RESOLVED, The establishment of the Center for Advanced Technology and Communication in Health at the The City University of New York Graduate School of Public Health and Health Policy **be approved by the CUNY Board of Trustees, effective** February 2, 2020.

5. Writing EXPLANATION clauses

The purpose of the EXPLANATION clause is to make a final, impactful statement to the Board of Trustees about the University's need for the center and how it will further the CUNY mission.

The EXPLANATION clause can be three to four sentences.

Sample:

EXPLANATION: CATCH will be a leading edge and valuable hub for research in health and public health issues, and provide a vital resource for researchers across disciplines, as well as and health care and computer science professionals. CATCH will also augment The City University of New York's role as one of New York City's most important institutions providing an indispensable resource of health-related research that will have a significant positive impact on the City and State region.

Part 6

HONORARY DEGREE RESOLUTIONS

Before for writing an honorary degree, it is imperative that you consult the [Guide to Submitting Requests for Award of Honorary Degrees](#) found on CUNY's [Academic Program Resources](#) website.

The Guide to Writing Specific Resolutions for the Board of Trustees will break down the composition of the honorary degree resolutions, but the [Guide to Submitting Requests for Award of Honorary Degrees](#) will detail important information about the vetting process colleges must employ when choosing an honorary degree candidate and the types of honorary degrees available at respective colleges.

1. Breakdown of an honorary degree resolution

Honorary degree resolutions are composed of the following.

- Title
- Several WHEREAS clauses
- NOW, THEREFORE, BE IT line
- RESOLVED clause
- EXPLANATION CLAUSE

Each of these components require specific content, wording, and formatting. Below is an example of an early tenure resolution. The comments explain the formatting and content requirements.

Board of Trustees of The City University of New York

Commented [JNB85]: Standard heading; bold, 14-point font, Arial

RESOLUTION TO

Commented [JNB86]: All caps

Award an Honorary Degree to Christopher Hayes at Commencement at Macaulay Honors College

Commented [JNB87]: Candidate's name

Commented [JNB88]: Name of associated college

WHEREAS, Journalist Christopher Hayes has brought to a wide and diverse audience his sharp analytical skills, deep investigation into current political and social issues, and commitment to equality of opportunity; and

Commented [JNB89]: All caps, bold; comma

Commented [JNB90]: This clause introduces the candiate's title, field of activity, and focus of work

WHEREAS, Mr. Hayes, the host of MSNBC's *All in with Chris Hayes*, and editor-at-large of *The Nation*, has demonstrated a dedication to open discourse and critical analysis of public events and policies that has significantly contributed to the

Commented [JNB91]: End WHEREAS clauses with ; and

principles that are at the center of the University's purpose and mission; and

Commented [JNB92]: This clause summarizes the candidate's contributions to the field and how they align with the University's mission

WHEREAS, In addition to his work in television journalism, Mr. Hayes has published essays, articles and reviews, and his two books, *Twilight of the Elites: America after Meritocracy* and *A Colony in a Nation* have provided important perspectives on national issues and the current political and social landscape. Mr. Hayes' special episode, "Fifty Year War: The Changing Face of Poverty in America" (co-hosted by Maria Shriver) was awarded an Emmy in the category of Outstanding News Discussion and Analysis; and

Commented [JNB93]: This clause summarizes the candidate's publications, filmography, research, political action, or artistic work

WHEREAS, Mr. Hayes' commitment to honest intellectual investigation and dedication to communicating complex ideas about important issues to a wide audience match Macaulay's and CUNY's highest ideals; and

Commented [JNB94]: This clause summarizes the candidate's guiding values, as evidenced in his/her work

WHEREAS, Mr. Hayes is a graduate of CUNY's Hunter High School, as well as Brown University, and has been a Bernard L. Schwartz fellow at the New America Foundation; and

Commented [JNB95]: This clause summarizes the candidate's education history

WHEREAS, In granting this degree, Macaulay will recognize Mr. Hayes' extensive contributions to enhancing critical thinking, to political analysis, and to social commentary, while recognizing his commitment to public education and the importance to democracy of an informed, knowledgeable electorate; and

Commented [JNB96]: This clause summarizes why this candidate is worthy of an honorary degree from this particular college

WHEREAS, With Macaulay's continuing emphasis on new media, on critical thinking across disciplines, and on preparing leaders to solve the challenges facing New York City and the world, Mr. Hayes is an ideal candidate for an honorary CUNY degree from Macaulay Honors College.

Commented [JNB97]: A second optional clause highlighting how candidate's work connects to the college's mission

NOW, THEREFORE, BE IT

Commented [JNB98]: Period

RESOLVED, That the Macaulay Honors College award Christopher Hayes the degree of Doctor of Humane Letters, *honoris causa*, at the college's annual commencement ceremony on June 7, 2018.

Commented [JNB99]: All caps, bold

Commented [JNB100]: All caps, bold; comma

EXPLANATION: In awarding Christopher Hayes the degree of Doctor of Humane Letters, *honoris causa*, Macaulay will recognize his perceptive analysis, commitment to honest intellectual investigation, and his dedication to communicating complex ideas about important issues to a wide audience, all of which match Macaulay's and CUNY's highest ideals.

Commented [JNB101]: All caps, bold, underlined; colon

Commented [JNB102]: Summarizes why the candidate's work aligns with the University mission and why the college seeks to honor the candidate

For further instructions for writing honorary degree resolutions and a detailed explanation of the vetting process, consult the [Guide to Submitting Requests for Award of Honorary Degrees](#) found on CUNY's [Academic Program Resources](#) website.

APPENDIX

1. [Calendar of Board of Trustees meetings](#)
2. [The Guide to Submitting Requests to Award Honorary Degrees](#)