

**COLLEGE-WIDE SENATE**

**GENERAL MEETING**

Online Senate Meeting on Zoom

Thursday, May 19, 2022

3:30 – 5:00 PM

**Senate Meeting Minutes**

**Present:**

* **Allied Health**: Professors Ronette Shaw and Rayola Chelladurai
* **Behavioral and Social Sciences**: Professors Ernest Ialongo (Chair), Nancy Genova, and Felipe Pimentel
* **Business**: Professor Claude Fernandez
* **English**: Professors Krystyna Michael, Alexandra Milsom, and Sean Gerrity
* **Education**: Professors Jacqueline DiSanto, Michael Gosset, Eunice Flemister, and Iris Mercado
* **Gittleson Representative**: Mr. Clifton Pierce
* **Humanities**: Professors Humberto Ballesteros, Thomas Beachdel, Ana Ozuna, Emmanuel Velayos Larrabure, and Catherine Lewis
* **Language and Cognition**: Professor Karin Lundberg
* **Library**: Prof. Jorge Matos
* **Mathematics**: Professors Alexander Vaninsky, and Moise Koffi,
* **Natural Sciences**: Professors John Gillen
* **Higher Education Officers** **(HEOs):** Mr. Carlos Rivera, Ms. Safiya Faustin, Ms. Silvia Reyes, Ms. Daliz Perez Cabezas, Mr. Ray Perez, Ms. Elizabeth Wilson, Mr. Iber Poma, Ms. Marsha Milan-Bethal, Ms. Yvonne Rosario-Quiroz, Ms. Cynthia Morales-Delbrun, Mr. Michael Martinez, Ms. Alba Lynch, and Mr. Travaras Geter
* **Public Safety / Maintenance**: Officer Clara Albino
* **University Faculty Senate (UFS)**: Professors Eugena Griffin, Gail August, and Julie Trachman
* **Professional Staff Congress**: Professor Craig Bernardini
* **Senate At-Large Faculty Representatives**: Professors Natasha Yannacañedo, Juno Morrow, Carl Grindley, Stacey Cooper, Damaris-Lois Lang (Recording Secretary), Elys Vasquez-Iscan, Clara Nieto Wire, and Hector Soto (Vice-Chair)
* **Adjunct Representatives**: Professors Ruben Worrell
* **Student Government Association Representatives (SGA)**: Mr. Brian Carter, Mr. Junior Carela, Ms. Kim Lloyd, and Malik Pellington.

**Absent:**

* **Allied Health**: Prof, Diana Macri
* **Mathematics**: Prof. Edme Soho
* **Natural Sciences**: Prof. Debasish Roy
* **CLT Representative**: Mr. Marino Corniel
* **Higher Education Officers** **(HEOs):** Mr. Theudys Mejia
* **Adjunct Representatives**: Prof. Pamela Stemberg
* **Student Government Association Representatives (SGA)**: Brigette Bouampoundi Thiobiano, Amdiya Kyemtore, Pamela Lomastro, Aniya Young, and Abdul Abubakar

**Excused Absence:**

* **Business**: Prof. Carol Huie
* **Senate At-Large Faculty Representatives**: Profs. Matt Moses, and Andy Connolly,

**Non-Voting Ex Officio Members:**

* President Daisy Cocco De Filippis, Provost Shiang-Kwei Wang, VP La Toro Yates, SVP Esther Rodríguez-Chardavoyne, VP Evelyn Fernandez-Ketcham, Mr. Eugene Sohn, Ms. Emily Tenzer Santoro (HEO Organization Chair), Parliamentarian Mr. Shmuel Gerber

**Non-Voting Ex Officio Absent**

* VP Colette Atkins, Dean Babette Audant

**Vacant**:

* **Language and Cognition:** 1 vacancy
* **Student Government Association Representatives (SGA)**: 4 vacancies

**Guests**:

* Amina Tajbhai, Christine Hutchins, Diana Kreymer, Jason Libfeld, Jerry Rosa, Jewel Jones, Johanna Arroyo, Johanna Gomez, Marcelo Viana Neto, Minfeng Lin, Terrence Brown, Wendy Small-Taylor, Nieves Angulo, JungHang Lee, Teresa Gray, Jacinta Patrice-George, Jason Buchanan, Charles Rice-Gonzalez, Helen Chang, Rafael Torres, Cynthia Orellana, Carmen Sosa, Eric Rodriguez, Luz Rivera, Latoya Jeffers, Dana Lennon, Lauren Wolf, Rocio Rayo.

**1. Call to Order**

Quorum established at 3:33 PM

Senate called to order at 3:33 PM

**2. Acceptance of Agenda**

Any Additions?

None

Agenda accepted as pre-circulated

**3. Approval of Minutes**

April 14, 2022, Senate Minutes

Any additions to minutes as pre-circulated?

None

Minutes accepted as pre-circulated

**4. Chair’s Report**

Professor Ernest Ialongo:

“Welcome to the end of the semester. This has been a very productive semester, and a very productive year. As you know, shared governance was lauded in our Middle States report, most especially in the continuation of our deliberations throughout the COVID lockdown, and most especially in the development of curriculum. We passed just about 40 course revisions, 7 program changes, 4 Pathways submissions, 15 new courses, varied Liberal Arts Options, and today we are looking at a new program in Physical Education. All are a testament to the work of the CWCC and this Senate.

Reports of all the Senate standing committees are being uploaded to their sites this week for you to see their activities.

Additionally, we have Senate representatives that served on Middle States, and Senate reps serving on Strategic Planning, various other college-wide committees, and on innumerable search committees—all of whom are aiding the college in achieving its varied goals and fulfilling its obligations.

But the work of shared governance needs continued improvement, which we’ll address later under Senate Standing Committee Reports for the SEC, and the Global Humanities Unit.

One step in that direction of the Senate Special Meeting of March 3, 2022, wherein we discussed the effects of the 70/30 in person/online mandate, and emphasized the need to return to Charter-defined Chairs and Coordinators’ roles in scheduling, which was then followed up by a resolution to this effect, passed in the April meeting.

Thanks to all for their efforts this semester.”

**5. President’s Comments**

President Daisy Cocco De Filippis:

-Thanked Senate for its work in the Middle States and looking forward to a celebration. The Strategic Plan Steering Committee and related committees were announced.

**6. SGA President’s Comments**

SGA President Brian Carter:

-Encouraging students to continue their work. Recognized all working hard including those behind the scenes. Thanked all for their efforts.

**7. Elections**

Auxiliary Enterprise Corporation panel

Nominations for two positions: Professors Natasha Yannacañedo and Iris Mercado

**Vote**

Natasha Yannacanedo: 40 votes

Iris Mercado: 42

Both were elected to the panel

**8. Curricular Items**

***Behavioral and Social Sciences Department***

*Professor Helen Chang*

-POL 202 - Course Change

**Vote**

Y: 48 (1 oral)

N: 1

A: 0

Item passed.

***Humanities Department***

*Professor Ana Ozuna*

-BLS 210 - New Course

**Vote**

Y: 35 (2 oral)

N: 10

A: 7

Item failed

***Mathematics Department***

*Professor JungHang Lee*

-MAT 301 - New Course

**Vote**

Y: 47 (2 oral)

N: 2

A: 0

Item passed

-CSC 320 - New Course

**Vote**

Y: 46 (1 oral)

N: 2

A: 1

Item passed

-MAT and CSC – Varied Course Changes

**Vote**

Y: 46 (1 oral 1 text)

N: 2

A: 1

Item passed

***Education Department***

*Professor Michael Gosset*

-PED 202 – Course Change

**Vote**

Y: 48 (2 oral)

N: 0

A: 1

Item passed

-A.S. Program in Physical Education (PED) – New Program

**Vote**

Y: 48 (1 oral 1 text)

N: 0

A: 0

Item passed

**9. Curricular Item - Informational**

a. Board of Trustees Resolution to Approve the Policy for the Use of Credit for Prior Learning (CPL)

-Prof. Christine Hutchins, CWCC Chair, briefly introduced the resolution, and noted the CWCC would discuss its local application.

-The President thanked the Senate for providing the platform and space to provide the initial introduction of the Credit for Prior Learning initiative.

**10. Reports of the Senate Standing Committees**

a. Senate Scholarships and Awards Committee

*Professor Damaris-Lois Y Lang, Chair of* *Senate Scholarships and Awards Committee*

- Encouraged all to attend the Honors Convocation. Thanked Faculty and Staff for being instrumental in the successes gained by the students.

b. Senate Executive Committee - Global Humanities Unit

*President Daisy Cocco De Filippis*

-Requested the administration’s response letter concerning the Global Humanities Unit be shared with the Senate body to provide clarity about its true intentions. She stated she loves the work of the global humanities. The intention was not a rejection of the new unit, but rather a tabling of it for further consideration. A more holistic approach for strategic planning needs to take into consideration enrollments when it comes to the creation of a different structure at the college.

*Professor Ernest Ialongo, Chair of the College-Wide Senate*

-Confirmed that the administration’s response letter rejecting the Senate vote to create a Global Humanities Unit would be available in the minutes to the current meeting, in addition to the SEC’s preliminary email that had requested a final decision on the new unit by the administration, which was sent after the SEC had made repeated inquiries on the matter for a year after the Senate’s initial vote approving the Global Humanities Unit, and then revising the Charter of Governance to reflect this (for both, see Appendix).

-Prof. Ialongo then read the Senate Executive Committee’s response letter to the administration’s action, rebuking it for failing to adopt the Senate’s creation of the Global Humanities Unit after all deliberative processes had been followed and the administration had been aware of the movement of the item through all levels of governance, following Charter procedures, and then taking a year to render its final decision (See Appendix).

-Discussion ensued. Members of the administration noted the administration’s decision could have been communicated earlier, which was an oversight, however, there is no specific timeline on the administration taking up Senate actions, and reiterated their action was not a rejection of the Senate’s actions, but a tabling to consider the college’s needs. Varied Senators responded. Some accepted the administration’s reasoning. Others highlighted that all processes for the creation of a new unit were followed, that the administration was aware and part of the process the entire way, that shared governance processes need to be respected, and that a tabling of an item for an indefinite period of time is in fact a rejection.

-At one point the President stated that the Chair of the Senate was not a monarch, which the Chair ruled as out of order, and noted that it should be recorded in the minutes.

**11. UFS Update**

*Professor Julie Trachman*

-See Appendix for text. The report was not presented at the Senate meeting, owing to the length of time spent on previous agenda items.

**12. New Business**

None

**13. Adjournment**

After a series of successful motions to extend the meeting, the meeting adjourned at 6:10 pm.

**Submitted by:**

*Dr. Damaris-Lois Yamoah Lang (Curricular Items, President’s Remarks, SGA President’s Remarks, Senate Standing Committee Reports for the Senate Scholarships and Awards Committee) & Dr. Ernest Ialongo, Chair (Attendance, Chair’s Report, Senate Standing Committee Reports for SEC, Appendices).*

**APPENDIX:**



May 5, 2022

Dear Mr. Sohn,

We are writing to follow up on the status of the Global Humanities Unit.

As you know, the Senate approved the creation of the Global Humanities Unit at the May 20, 2021 meeting.

Prior to this meeting, in compliance with Article IV, Section 2 of our Charter of Governance, the new unit was approved by departmental vote by the Humanities Department on April 8 2021, and prior to that meeting was reviewed and approved by then Interim Provost Charles Drago on March 4, 2021. The Senate approved the new unit by a vote of 51 Yes votes, 0 No votes, and 2 Abstentions. This represented overwhelming Senate support for the creation of this new unit.

At the Senate meeting, as he had done in his meeting with Interim Provost Drago, and within the Humanities Department, Prof. Thomas Beachdel, the unit’s unofficial coordinator (since the courses in the unit do not reside in any of the established Units of the Humanities Department), presented the justifications for the new unit, which led to the aforementioned positive responses. These included a consistent increase in students served and sections offered (950 students as of 2019-20, across 31 sections--an increase of 35% over the previous two years), an increasing number of courses (11, up from 3 in 20115), broadening partnerships across the college with ASAP, College Now and others, and two new Liberal Arts Options, with one in development. Most importantly, the mission of the unit, “to dislodge Eurocentrism and dispel all forms of racism, sexism, and colonized perspectives of culture to affirmatively and rigorously embrace multiple perspectives, identities, and voices, including but not limited to indigenous, immigrant, feminist, and queer”, was well received by all stakeholders. I refer you to the first attached document for further details. [For the attachment, see the proposal below].

Prof. Beachdel’s work developing the Global Humanities Unit is clearly in keeping with two of the college’s mission pillars. The global approach to Humanities is in line with the diverse student body we have at Hostos, that deserves more than a Eurocentric approach to such studies, and thus fulfills our goal to provide Access to Higher Education for all who seek it. And, the mission of the Global Humanities Unit further fulfills the college’s commitment to Diversity and Multiculturalism.

In a fortuitous turn of events, one of the recommendations of the recent Middle States Review was for the college to further develop diversity, equity, and inclusion across our curriculum. This goal is fully realized in the development of the Global Humanities Unit, based on its mission and the content of its courses.

At the May 20, 2021 Senate meeting, when the Global Humanities Unit was presented and overwhelmingly approved, both the President and Provost Drago were in attendance, and were thus aware of the action taken by the Senate.

After that Senate meeting, the Senate Executive Committee received no formal communications from the Office of the President that there were any issues with the creation of the Global Humanities Unit.

Consequently, at the September 23, 2021 Senate meeting we presented a Charter amendment recognizing the creation of the Global Humanities Unit, and then at the October 21, 2021 meeting we presented the amendment again, as per our Charter (Article VIII), and successfully passed the amendment with the requisite ⅔ of the membership (minus vacancies), with a vote of 58 Yes votes, 0 No votes, and 0 Abstentions. This further represented overwhelming Senate support for this action.

At both the above meetings, the President and Provost Drago were similarly in attendance, and were thus aware of the Senate actions.

We received no formal communications after either of the above meetings from the Office of the President that there were any issues with the actions of the Senate recognizing the creation of the Global Humanities Unit through a formal Charter amendment.

On December 14, 2021, I forwarded to your office a package containing the requisite documents necessary to be reviewed before the amendment could be sent to the appropriate offices at CUNY Central. These included the amendment to the Charter, as well as the minutes and agendas for the May, September, and October 2021 Senate meetings noted above, chronicling the creation of the Global Humanities Unit, and the subsequent Charter amendment.

It has now been just over 4 months since the above documents were sent to your office, and we are now approaching a year since the Senate approved the creation of the Global Humanities Unit.

During this period, as noted, we have received no formal communications from the Office of the President regarding this item.

At this point, in the absence of a formal rejection by the Office of the President, we would expect that this Charter amendment be transmitted forthwith to the appropriate offices at CUNY Central.

If this is not the intention of the Office of the President, despite the profound support the Senate has shown for this action, please let us know by May 10, so we may respond accordingly.

Sincerely,

Ernest Ialongo, Chair

Hostos College-Wide Senate,

On behalf of the Senate Executive Committee

Cc:

The Senate Executive Committee:

Prof. Hector Soto, Vice-Chair of the Senate

Prof. Natasha Yannacañedo

Prof. Catherine Lewis

Prof. Thomas Beachdel

Prof. Damaris-Lois Lang

Mr. Carlos Rivera, HEO Representative

Mr. Brian Carter, SGA President

Mr. Junior Carela, SGA VP for Academic Affairs

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Response of the SEC to the Office of the President Memo of May 13, 2022 Not Approving the Creation of the Global Humanities Unit

Hostos College-Wide Senate, May 19, 2022

Dear Senators and the College Community,

As you may remember, at our May 20, 2021 meeting, this Senate approved the creation of the Global Humanities Unit within the Humanities Department. We did so by a vote of 51 Yes Votes, 0 No Votes, and 2 Abstentions. An overwhelming show of support.

As per our Charter, the creation of a new unit needs to proceed deliberately through multiple levels of governance, beginning with the faculty in the respective department. This is clearly laid out in Article IV, Section 2: Responsibilities of the Senate [to be shown on screen]. And this process was followed.

The Humanities Department approved this unit on April 8, 2021, had already received preliminary review and approval by OAA on March 4, 2021 and then was approved at the Senate on May 20, 2021.

On the presumption that there were no objections to the creation of the unit from the college administration, as it had already gone through OAA before coming to the Senate, and having received no formal communications from the Office of the President after the May 2021 meeting approving the creation of the unit, the Senate proceeded to amend the Charter of Governance at its September 23 and October 21, 2021 meetings, with a vote of 58 yes votes, 0 No votes, and 0 Abstentions-the requisite 2/3rds majority. Again, an overwhelming show of support.

All necessary documents were then sent to the Office of the President for transmission to CUNY Central on December 14, 2021.

From that time, until May 5, 2022, no formal communications were received from the Office of the President regarding the state of the Global Humanities Unit, despite a number of phone calls enquiring as to the matter.

Finally, on May 5, 2022 the SEC sent a letter to the Office of the President’s Legal Counsel laying out the above timeline, and requesting a formal response on the status of the Global Humanities Unit by May 10.

This date came and went without any formal communication on matter, beyond it being under consideration.

On May 12, the SEC’s letter was distributed to the college in anticipation of this Senate meeting, and the item placed on the agenda.

Finally, on May 13 the SEC received a formal response from the Office of the President.

The Office of the President, in the face of the near universal support the Senate showed for the creation of the Global Humanities Unit, and after a year of silence on the matter, has rejected the actions of the Senate recommending the creation of the Global Humanities Unit—marking the first time in recent memory that such a rejection has ever occurred.

The original SEC letter, the administration’s response, and this, the SEC’s reply, will be attached to the appendix of this meeting’s minutes, but let me summarize the SEC’s various concerns with the administration’s actions.

First, a formal response from the President’s Office took one year to deliver, and then only after a formal public request was made and shared with the college.

Shared governance operates on the principle of dialogue, and every stakeholder fulfilling their role as outlined by our Charter of Governance.

The administration was fully aware of the actions of the Humanities Department, OAA’s approval of the department’s creation of the Global Humanities Unit, and the President and the previous Provost were in attendance at the May 20, 2021 Senate meeting approving the creation of the new unit, and the September and October meetings at which the Charter was successfully amended.

To offer no formal communications on this matter in over a year, and then to reject the near-unanimous actions of the Senate, is a troubling and stunning development in the relationship between the administration and the College-Wide Senate, which represents the elected representatives of every college constituency.

Second, the reasons for the rejection of the Senate’s actions in the creation of the Global Humanities Unit are themselves troubling.

The letter notes that at the time the Senate approved the Global Humanities Unit, the Provost was Interim Provost Charles Drago, but that now there is a new Provost, and that upon the review by that Provost and their recommendation, “the College will not move forward with the proposed unit”.

It is immaterial who the Provost is now. The former Provost reviewed and approved this unit, as per the Charter, following the procedures for creating a new unit, which was the only way this item would ever have come to the Senate.

The letter also states that the Humanities Department should “focus on the priority of increasing enrollment of all current units, and/or restructuring these units (e.g. expanding Visual and Performing Arts to incorporate Humanities and Philosophy disciplines)”.

This reasoning ignores that any departmental reorganization begins with the faculty in that department, as per the Charter, and does not begin with the administration.

Moreover, any determination on departmental reorganization based on COVID-era enrollment numbers, which are in fact strong for the Humanities and Philosophy classes housed in the proposed Global Humanities Unit, is patently unfair, and not a representative usage of data.

If we were to make decisions based on COVID-era enrollment numbers, then every unit in the Humanities Department, and every department, could legitimately be open to pressure from the administration to reconsider their internal organization.

The SEC is not insensitive to the idea that the college should continually re-think its offerings and adapt to its students’ needs.

But it rejects the notion that this initiative should happen in a top-down fashion, which violates the basic faculty rights over their departmental organization that is enshrined in our Charter.

Thirdly, and lastly, the SEC is concerned about the message this rejection of Senate’s creation of the Global Humanities Unit sends.

And this concerns morale, a topic much in discussion this past semester, and most especially at our Senate Special Meeting in early March to discuss the 70/30 mandate, the prerogatives of Chairs and Coordinators over scheduling, and the deleterious effect on the college of that top-down scheduling drive.

This college operates on the basis of the faculty, staff, and students who volunteer their time in innumerable ways beyond what they are strictly obligated to do. For instance, in the many committees in the Senate, OAA, the Office of the President, volunteers for the gala, etc.

They do the work for the benefit of the college and its students.

What are we take from this lack of support for the work of the faculty by the administration, after all the effort that went into the creation of the Global Humanities Unit, and following all Charter-delineated procedures?

How does this motivate others to go beyond their job description to do what is necessary for the betterment of the college and its students?

It is for all these things, a failure as to policy and respect for shared governance, a failure to provide adequate reasoning for this unprecedented rejection of an item nearly universally supported by the Senate, and a failure to respect the work of faculty who go beyond their teaching responsibilities, that the SEC rebukes this action of the administration.

Furthermore, the SEC publicly states for the record, that any and all departmental organizations must begin with the faculty in their respective departments, as per our Charter, and the Senate will not countenance any departmental reorganization that violates the faculty’s rights on this matter.

Sincerely,

The Senate Executive Committee

Prof. Ernest Ialongo, Chair

Prof. Hector Soto, Vice-Chair

Prof. Natasha Yannacañedo

Prof. Catherine Lewis

Prof. Thomas Beachdel

Prof. Damaris-Lois Lang

Mr. Carlos Rivera, HEO Representative

Mr. Brian Carter, SGA President

Mr. Junior Carela, SGA Vice-President

**UFS Report – Prof. Julie Trachman**

**UFS Plenary Meeting of May 10, 2022**

I)Elections for new chair, vice chair and Executive Committee were held.  The new UFS Chair will be Prof. John Verzani from College of Staten Island.

II)UFS chair report (Prof. M. Burke): 1)He met with incoming Executive Vice Chancellor and Provost Wendy F. Hensel.  They talked about faculty, morale, the Covid transition, dimensions of online teaching, enrollment concerns.  She is eager to meet with the UFS, She will meet with the UFS Executive Committee sometime after June 1, 2022 and then will meet with the UFS in the fall. 2)Thank you to Profs. Ned Benton and John Verzani and the members of the Budget Advisory Committee in continuing their work on the push to hire more CUNY faculty and potentially to push to restructure the allocation system 3)Thank you to Prof. D. Jeruzalmi, chair of the Faculty Advisory Committee to the Research Foundation for excellent work and holding frank conversations with the new head of the RF on behalf of the UFS. 4) Many other thank yous were extended to the various UFS standing committees, various faculty members including Prof. E. Ialongo (for work on charter revisions, etc.), previous chairs of the UFS, UFS Director Matt Cotter et al.

III)Incoming UFS chair, Prof. Verzani put forth a resolution of appreciation for Prof. M.  Burke written by the UFS Executive Committee and the Faculty Governance Leaders. The resolution outlined in broad terms much of the work performed by Prof. Burke in his capacity as chair of the UFS (including a recognition of his staunch and vocal protection of shared governance). The resolution was passed overwhelmingly.

IV)Status of Faculty Committee: We were asked to vote on the IDEA resolution that had been circulated prior to the plenary; however, before voting, we were introduced to two changes to the document.  One of the changes involved a mention of the last COACHE survey.  (As a side note: IDEA stands for inclusion, diversity, equity, and access.)  The resolution passed.

The resolution includes items such as:

1) CUNY and its colleges must honor their obligation to educate CUNY students in a manner that prepares them for the complex and diverse demographics and demands of the 21st Century and that prepares them for a lifetime of learning, leadership, and success, and CUNY must do this by initiating or renewing effective, transparent, substantive, sustained, and documented strategies to promote Inclusion, Diversity, Equity & Access (IDEA) explicitly and effectively as a CUNY-wide imperative and motivate colleges to incorporate these values as part of their institutional culture as indicated by the resolutions and strategic initiatives below;

A) “The CUNY Chancellery must reinstate an active search for a **Vice Chancellor for Diversity** and commit to the successful completion of the search in a manner includes input from diverse stakeholders including CUNY faculty, staff, and students;….”

B) “CUNY and each CUNY College must successfully complete and publicly publish a quantitative and qualitative **Direct Action Plan and Progress Report** annually that clearly demonstrates their progress towards IDEA that each college will make available for assessment, including external assessment, and transparent public reporting of outcomes….” (and goes on to list 3 specific elements including the reports should be web-accessible)

C) “Each CUNY college should form an **IDEA (Inclusion Diversity Equity & Access) COMMITTEE** or a committee with similar goals if they do not already have a similar body….who will work with designated diversity administrators to participate in the development of that college’s Direct Action Plan and Progress Report that they will submit to the UFS Chair and UFS Committee on the Status of the Faculty by December 2022 and each subsequent December.”

D) “Appropriate members of CUNY chancellery will meet with the IDEA subcommittee of UFS Status of the Faculty and other relevant committees such as the University Advisory Council on Diversity to help develop a **UNIVERSITY-WIDE CUNY IDEA (Inclusion Diversity Equity & Access) STRATEGIC PLAN & INITIATIVES** by December of 2022, and they will meet together to update that plan and those initiatives each subsequent December. These meetings will help the CUNY Chancellery develop and refine a University-wide IDEA (Inclusion Diversity Equity & Access) Strategic Plan and Initiatives that will be executed at both the university and college levels, and which will include ….”

Here I am just enumerating the 3 category titles from a section titled**: ESSENTIAL ELEMENTS OF THE CUNY IDEA** (**INCLUSION DIVERSITY EQUITY & ACCESS) STRATEGIC PLAN & INITATIVES**

i)Hiring and Retention Initiatives

ii)Institutional Climate and Culture Initiatives

iii)Supporting Marginalized Departments, Programs and Centers Initiatives.