

FACULTY SENATE MINUTES #107

John Jay College of Criminal Justice

May 13, 1994

9:30 AM

Room 630 T

Present (31): Yahya Affinnih, Michael Blitz, Janice Bockmeyer, James Bowen, Orlanda Brugnola, Warren Burdine, Edward Davenport, Jane Davenport, Peter DeForest, Kojo Dei, Robert DeLucia, P. J. Gibson, Elisabeth Gitter, Robert Grappone, Lou Guinta, Holly Hill, Laurence Holder, Karen Kaplowitz, Andrew Karmen, Gavin Lewis, Tom Litwack, Barry Luby, James Malone, Peter Manuel, Jill Norgren, Charles Reid, Ronald Reisner, Vilma Santiago-Irizarry, Chris Suggs, Davidson Umeh, Bessie Wright

Absent (7): Arvind Agarwal, Vincent Del Castillo, Lee Jenkins, Bruce Pierce, Peter Shenkin, Rafael Ventura-Rosa, Agnes Wieschenberg

AGENDA

1. Announcements from the chair
2. Approval of Minutes #106 of the April 28 meeting
3. Update on the Senate's efforts to have JJ's budget increased
4. Proposed resolution on the NYPD/CUNY Police Cadet Program
5. Guest: Professor Serena Nanda
6. Update on the Library budget
7. Guest: Provost Basil Wilson
8. Guest: President Gerald W. Lynch
9. Proposed Charter amendment regarding the budget process
10. Proposed resolution that the Senate sponsor a conference on criminal justice education
11. Issues raised by students about prices of required texts
12. Discussion of the May 16 College Council agenda
13. Proposed endorsement of UFS "Vision Statement"
14. New Business

1. Announcements from the chair [Attachment A]

President Kaplowitz reported that on May 10, Professor Sandi Cooper (History, CSI), who has at times taught at John Jay and has very close ties to our College, was elected chair of the University Faculty Senate and, by virtue of that position, is the new faculty trustee on the CUNY Board of Trustees. She said she is also pleased to report her own reelection to the Executive Committee of the University Faculty Senate.

Professor Harold Sullivan (Government) has been elected chair of the Council of Chairs and Professor Mary Gibson (History) has been elected vice chair.

2. Approval of Minutes #106 of the April 28 meeting

Minutes #106 of the April 28, 1994, meeting were approved.

3. Update on the Senate's efforts to have John Jay's budget increased [Attachment B]

Senator Gitter praised the second letter sent on behalf of the Senate to Vice Chancellor Rothbard, saying that, like the first, it is a compelling, logical, and intelligently reasoned presentation [Attachment B]. President Kaplowitz said that, again, we owe our thanks to Senator Litwack, because once again he is the primary author of the letter.

Reporting that Albany still has not passed a budget, President Kaplowitz suggested that if John Jay's budget allocation is not improved by 80th Street, if we do not receive additional lines, then we should invite Chancellor Reynolds to our Senate in the fall.

Senator Litwack noted that in our second response to Vice Chancellor Rothbard, we asked to know 80th Street's plan to correct the inequitable funding of John Jay. Once we have 80th Street's response to that request, whatever the response is, even if the response is that there is no plan, we will be perfectly positioned to discuss our situation with the Chancellor.

4. Proposed resolution on the NYPD/CUNY Police Cadet Program [Attachment C]

President Kaplowitz presented a resolution [Attachment C], noting that the Senate unanimously passed a very similar resolution a year ago, in May 1993, when Mayor Dinkins eliminated the funding for the CUNY Police Cadet Program in his budget proposal. At that time, at the Senate's direction, she took this issue to the University Faculty Senate, which unanimously approved a resolution modeled on our Senate's. As a result of these actions and the efforts of John Jay and of 80th Street, much of the program's funding was eventually restored and the program survived.

She reported that earlier in the week, at the University Faculty Senate on May 10, she asked Chancellor Reynolds whether Mayor Giuliani's budget, which had been released earlier that day, included funding for the CUNY Cadet Program: the Chancellor replied that Mayor Giuliani's budget does not include funding for the program and she expressed her anger about this and about the cuts to the community colleges in the Mayor's budget. Chancellor Reynolds also said that she and President Lynch had that afternoon gone to see Commissioner Bratton about the CUNY Cadet Program but that he had declined to help and that, without the necessary funding, the program will have to be terminated. She said if the UFS can do anything she would be very

grateful. President Kaplowitz said she had been stunned: she said she had thought that given Mayor Giuliani's and Commissioner Bratton's emphasis on crime and policing the Chancellor's response to her question would be that this wonderful program had been fully funded. After the Chancellor left, she and Professor Jack Donoghue (NYC Tech) jointly presented a motion reaffirming (and updating) the UFS' resolution of a year ago calling for full funding of the program and that motion was approved unanimously. An updated version of last year's resolution of the John Jay Senate is on today's agenda.

Although Mayor Guliani's budget does allocate \$1.2 million for the CUNY Cadet program, she explained, that is only enough to enable the current class to complete its program, which ends June 30. There is no money for any subsequent class of CUNY Cadets.

Senator Gitter moved the resolution. The resolution passed by unanimous vote.

[A delegation of cadets, accompanied by the Associate Director of the CUNY Cadet Program, Gregory Thomas, arrived to thank the Senate.]

5. Guest: Professor Serena Nanda

Professor Serena Nanda, Chair of the Department of Anthropology, explained that she had asked the Executive Committee to place her on today's agenda for one main reason: to thank the Senate for the very important deliberations it provides for this College. She said she has called President Kaplowitz many times, and she knows others have as well, after reading the Faculty Senate minutes to congratulate and thank the Senate for raising and debating so many crucial issues.

Professor Nanda said that in addition to thanking the Senate for taking up these issues, she came today to thank the Senate for reporting its deliberations in its excellent minutes and for distributing those minutes to the faculty. She said the Senate minutes are simply the most valuable source of information and the most important document at the College. She said she finds the minutes essential not only in her role as a faculty member but also in her role as a department chair.

The Council of Chairs does have important deliberations, and the Personnel and Budget Committees also conduct important deliberations, Professor Nanda said, but none of those deliberations is reported, although the Council of Chairs does issue action minutes. She said she cannot thank the Senate enough both personally and on behalf of the many people who have expressed the same sentiments to her.

She said she also wants to thank the Senate for the important role that the Senate president, Karen Kaplowitz, plays as liaison to the Chairs. Her presence at the Council of Chairs meetings is always collegial and constructive and the joint efforts of the Chairs and the Senate, working together, have been a most constructive part of the College's governance.

Professor Nanda said she came today also to speak about the process by which the branch campus in Puerto Rico was established: again, the Senate minutes have been particularly helpful to her in her role as chair and as a member of the faculty in understanding more deeply the process by which the branch campus at Gurabo was established. The branch campus is ongoing: if it weren't, she said, she would not raise this topic. She noted that President Lynch has

called a meeting for Monday afternoon, May 16, at which the campus co-directors, Dean McHugh and Professor Del Castillo, will be reporting on the branch campus. She said she does not know who has been invited but she knows that several chairs have been, as has she, and so she assumes all the chairs were invited, and of course the president of the Faculty Senate, who will report back to the Senate and in that way the faculty, through the Senate minutes, will also receive this information. She gave this as example of another very important way that the Senate minutes function to inform the faculty.

Professor Nanda said there was a discussion related to the branch campus at the Standards Committee two weeks ago and that is also why she asked to be on the Senate's agenda today. She said her concerns about the process were partly rekindled by a statement by Acting Dean of Undergraduate Studies Martin Wallenstein (who chairs the committee) who opposed a resolution presented at the Standards committee (of which she is a member) regarding the need for full faculty input should the idea for another initiative involving the establishment of a branch campus-type situation arise. The Acting Dean had said that there had been "a thorough discussion with the faculty" about the establishment of the Gurabo branch campus: she explained that she is quoting from the minutes of the Standards Committee. His statement was repeated in the April issue of Lex. She said that the Senate minutes indicate that this is not exactly an accurate picture.

While it is true there was "a thorough discussion with the faculty," Professor Nanda said, that discussion took place only after the decision to establish the branch campus had been made and an official agreement signed. She said she shares the ambivalence, the doubts, the concerns of many of her faculty colleagues about the branch campus program. She said she also recognizes, as do many of her colleagues, the many positive aspects of the program, most especially the vision of helping the police, which is what we are in business for and what we all want to do. Without the kind of information that the Faculty Senate minutes provide it is very difficult to tell where the support for the program came from and what kinds of pressures were involved.

The Faculty Senate minutes provided information about the questions people were asking, including people who wanted to support the program and, Professor Nanda said, many people for very good reasons did want to support it. But it is also clear that many people who voted in various committees were not aware of the complexities of the issue, both budgetary and academic, did not have the proper amount of time to consider the questions and even, in some cases, felt pressured to vote affirmatively for a variety of reasons.

The Senate minutes were important to her in thinking about the questions involved, Professor Nanda said. She added that many of us depend on the deliberations of the Senate to raise such questions about not only this program but about all the issues important to our faculty and students and to our College.

Professor Nanda noted that the branch campus is only one of the many issues for which the Faculty Senate minutes are such an invaluable resource for the College: the minutes not only inform us, as faculty and chairs, about what is happening, but they also report what has happened, providing an essential record of the past and an essential record for the future.

The Senate thanked Professor Nanda for coming to the Senate and for her generous expression of appreciation and support for the

Senate's work. Professor Nanda said that it was a true pleasure for her to do so. She said that being part of a College that has this Faculty Senate really makes **her** very proud.

Senator Litwack raised a point of information in relation to information that Professor Nanda had provided: he asked President Kaplowitz whether, in fact, she has been invited to the Monday **meeting** about the branch campus that Professor Nanda referred to. He **is asking**, he explained, because she usually notes such meetings in her reports to the Faculty Senate and had not done so. President Kaplowitz replied that she has not been invited and said that this was undoubtedly an oversight and that she would ask President Lynch about it when he comes to today's meeting. Senator **Santiago-Irizarry** said that she has been invited to the meeting, as a member of the Puerto Rican Studies Department, but added that she does not plan to attend because she **is** opposed to the branch campus initiative.

Vice President Blitz said any meeting at this College that is related to teaching, or to any other role that faculty play in an official capacity, should be one to which the chair of the Faculty Senate or her designee is invited. He said the administration has no business not inviting the leadership of the Faculty Senate. Senator Malone suggested that this be a formal motion voted on by the Senate and reported to President Lynch when he comes to today's meeting. The vote was unanimous.

6. Update on the Library budget [Attachment D, E]

President Xaplowitz explained the reason this item is on today's agenda: at our last meeting, the Senate agreed to put on the College Council agenda a resolution calling for an addition of \$40,000 to the Library for book acquisitions during the current 1993-94 academic year. At the direction of the Senate, the executive committee developed a resolution and submitted it for the May 16 College Council meeting. But when the Executive Committee of the College Council met on May 4 to set the agenda, they did not include our resolution on the Council agenda.

Senator Edward Davenport, a member of the College Council executive committee, reported that the administration argued against its inclusion on the agenda for the following reasons: first, the executive committee was told that this is a budget issue and that the College Council has nothing to do with budget issues; second, that administrative matters should be decided by administrators, and therefore, it is not appropriate for the Council; and third, that the resolution is factually incorrect because, President Lynch said, we are spending hundreds of thousands of dollars to buy Library books.

President Kaplowitz said that today's agenda item is for the purpose of analyzing the Library budget situation to determine what we have, in fact, spent on book acquisitions. She added that although we will not be discussing this at the May College Council, we can discuss it with the Provost and with the President when each comes to the Senate today. And if the budget situation is still unacceptable in September we can take further action at that time. She suggested that the College Council executive committee's receipt of the Senate's resolution about the Library was probably effective in and of itself. She distributed copies of a letter from Acting Chief Librarian Bonnie Nelson [Attachment D].

Senator Jane Davenport distributed a memo about the Library

budget that she prepared for today's meeting at the request of the Senate's executive committee in her capacity as the Acquisitions Librarian [Attachment E]. Senator Norgren said that her reading of the document is that the College has spent no tax levy monies to purchase monographs this year and that, furthermore, we are \$15,000 over budget. That is, if one adds up the non-tax levy money available for monographs the amount is \$33,000 but we have, in fact, spent \$48,000 of non-tax levy money on monographs.

Senator Norgren said she thinks that the efforts by the Library faculty and by the Senate have been effective: her department (Government) last week discussed the Library issue and her chair said that everyone who is asking the Provost for money is being told that the Library is the first priority. But whatever funding is given to the Library, that amount will immediately be cut by \$15,000 because of the deficit. Senator Norgren said, therefore, if the Library budget is increased next year by, for example, \$50,000 that's really only \$35,000 because of the indebtedness. She noted that we have had not one but many years of underfunded monograph purchases. Several years ago when books cost less and we had fewer students, the expenditures for monographs for an average year, for example 1986-87, was \$100,000. Senator Jane Davenport said the amount was actually higher because the total acquisition budget had been \$330,000 and monographs were a third to a half of that.

Senator Norgren noted that at the same time that books cost more, we have more students which means we need more books and we need more money for binding because of the increased wear and tear on the books. She said ours is an academic, intellectual enterprise for which books are an absolute essential yet we are operating in a severely constrained situation with regard to book acquisitions. We have faculty, including junior faculty with quite limited salaries, many of whom are underpaid, purchasing books to put on reserve for their classes and books to prepare up-to-date lectures who are, in effect, compensating the College out of their own pockets.

We need a minimum of \$150,000 to rectify what has occurred in this area over the past two or three years, Senator Norgren said, and anything short of that is a lame attempt to address the problem. She said we had been figuring we needed \$40,000 to \$50,000 catch-up money this year and that was what the Senate's resolution was intended to accomplish. She said she is proposing an additional \$100,000 increase over normal expenditures to do catch-up. She said she knows Senator Litwack has concerns about protecting the adjunct budget, as do we all, and asked his guidance.

Senator Litwack gave an overview. The College gets various soft monies, that is, money that does not come directly from the CUNY allocation. Most of these soft monies are brought in by such activities as special training for the agencies which is done by the Office of Special Programs, and monies brought in by the Criminal Justice Center when they do a research project and get paid for it, and from the overhead that comes from grants that faculty members of the College have obtained, and from rentals of, for example, the theater. Much of this money is obtained through the expenditure of tax levy funds. For example, the Dean of the Office of Special Programs is on a tax levy line, in other words his salary is paid for from tax levy funds, and his efforts generate funds from training programs which then go into the pot of soft money. A significant percentage of those soft money funds goes to the President's Office for his use, basically at his discretion, although the money has to be spent in a way that is College-related. Much of those funds are used for such things as administrative travel, receptions for various

officials, and other such functions.

Senator Litwack said he does not doubt that the Provost is committed to improving the budget situation of the Library and, based on the letter from Acting Chief Librarian Bonnie Nelson [Attachment D], it seems that she, too, is confident of that. However, if the money to improve the Library situation comes from the Provost's budget, it will mean that it is taken out of the academic hide of the College, and it will mean either fewer adjuncts, or less released time for faculty to engage in essential College work, or less money for other academic activities. He said in his opinion we should strongly make the stand that the increase in the funds for the Library not come from the academia budget but from the President's discretionary accounts, most of which are generated by CUNY funds given to the College, which CUNY receives from the State.

He recalled, and said that President Kaplowitz who was present at all the meetings can confirm what he is about to tell, that four years ago when he was an at-large member of the College P&B Committee, he pressed for a resolution that a third of the soft monies go from the President's Office to the academic budget: at that time the President's Office was receiving the entire amount. He said that because he was having a difficult time getting this motion on the agenda of the Budget Committee, which the President chairs, he went to the Council of Chairs to get their support and he presented his proposal that a third of the soft money accounts go to the academic budget. He recalled that a person who was then a department chair but who is no longer a chair asked why he was proposing that only a third of the soft money accounts go to the academic budget and had asked why should not at least 50 percent of the soft monies go to the academic budget. That department chair was Basil Wilson. And so he changed the proposal to 50 percent and although that resolution was ultimately approved by the Budget Committee, Senator Litwack said he has no idea whether it has actually been implemented.

President Kaplowitz reported a very recent event involving the Library's holdings. As we all know, last June the CUNY Board of Trustees mandated that all majors conduct (internal and) external reviews and John Jay began the process of external reviews this year as a result. During a recent site visit during an external evaluation of one of our majors, the team examined the Library's holdings to determine whether they are sufficient to support the major. Faculty from the department whose major was being reviewed were present at the Library visit and have reported that the team of reviewers was appalled: the Library does not own a single book on the subject of the major. The reviewers asked in disbelief how the College could have a major and not have one Library book to support the major. They were told by Library faculty that the Library does not have money to purchase those books. The lack of Library holdings was included in the team's exit interview and will be in their written report.

Senator Grappone said this has been a very embarrassing year because of just that sort of event and because, as he demonstrated at the last meeting, the CUNY+ catalog shows that books are not being bought. Students see that the books are owned by other CUNY colleges or are on "pre-order" by John Jay but can't be purchased because of lack of funds and the students ask for explanations and there is none to give that is satisfactory to them. He said it is also important to keep in mind that along with all the books that could not be purchased, the Library cancelled subscriptions to a number of periodicals. He said he has a list of about ten periodicals that Library faculty this year have written memos to him about urging that

we resume subscribing when we have the money because these are periodicals we should have. We've also not been able to keep up with CD ROM acquisitions. We have a Westlaw system but we can only afford one password for the entire College, that is one password for all our students and faculty. That means that only one person can use Westlaw at a time and for only one hour at a time and one must make an appointment to get an hour. A password costs only \$100 a month and yet we can't buy another password. So, he said, we are talking about a lot of pieces to this puzzle.

In addition to all that, Senator Grappone said, as the person in charge of staffing the Library, doing the scheduling, and keeping the Library operating day to day, he has to say that the problem is not just books and materials but also people. He said he does not have the people to staff the desk, to work the reserve desk, he does not have enough college assistants, he does not have enough people to do the Interlibrary loans. The Library operation in its entirety is being harmed by underfunding.

7. Invited Guest: Provost Basil Wilson

Provost Basil Wilson thanked the Senate for accommodating his schedule: he must attend a meeting about the College's funding: he learned just this morning that based upon the cuts called for in Mayor Giuliani's budget to the community colleges, John Jay is going to get a share of those cuts because our associate degree program funding is included in that budget. The unofficial figure he has heard for John Jay and New York City Tech is a cut of \$1.8 million, which would mean that John Jay's share would be in the vicinity of \$200,000. But this is a very preliminary analysis. There is also the possibility that the City Council could restore some of the funds. [Ed. The associate degree program funding for John Jay and NYC Tech ultimately was not, in fact, cut.]

Provost Wilson reported that as required by 80th street he has sent a report to the Office of Academic Affairs about our centers and institutes and he said he wants to share this information with the Senate. He noted that quite a few members of the Senate are involved in the Comprehensive Planning Committee and in its subcommittee, the Academic Planning Committee. He said his intent is to try to get our College's centers and institutes much more fully integrated into the mainstream of the College and hopefully to use centers and institutes to, in some respects, drive some of the research at the College. What is heartening but is, at the same time, terribly difficult to accommodate is the wide range of interests of our faculty, the number of faculty who have a burning interest in particular fields, and as a result quite a number of proposals were received which would add tremendously to the activities of the College. For example, there is included in the report we sent to 80th Street a proposal to establish an institute for the study of anti-semitism and racism. We do have the faculty members here who are quite knowledgeable about this subject and it would be in CUNY's interest to have an institute of that kind. In addition, the report includes a proposal for an institute for the study of crime and politics, and for a dispute resolution center.

Senator Norgren commended the Provost for supporting faculty in these endeavors by supporting their funding proposals and said that such funding would be wonderful to receive. She raised two issues also related to funding: the restoration of long distance telephone lines for faculty and the Library budget. She noted that both are

issues the Senate has raised, the first having been raised quite a while ago. She noted that a college with a vision of additional institutes and centers whose faculty can not make out-of-state professional calls to colleagues and to funding sources is very problematic.

At the same time, Senator Norgren said, we need to address the funding of our Library, which she characterized as terribly inadequate. She summarized the situation: the lack of books, cuts in periodical subscriptions, Westlaw, inadequate staffing. She noted that the Senate attempted to place a resolution on the college Council agenda but was not permitted to do so and, therefore, she said she would like to run through some of the Senate's thinking about what we would like to see the Provost, as our chief academic officer, do both to repair the damage to the Library that has occurred over the past couple of years and to put us back on course during the next two or three years.

Senator Norgren said the Senate's feeling is that at minimum we need \$40,000 to \$50,000 allocated to make up the deficit this year in the book acquisition budget. Because the Library has been functioning in a very constrained situation for the past several years and, from talking with Library faculty from the various parts of the Library, it appears to us that a minimum of \$150,000 is needed to begin to rectify what has occurred and that, in addition, we need to get the allocations back, at a minimum, to what they were during the late 1980s when books cost less and we had far fewer students.

It is also the Senate's sense, Senator Norgren said, that these funds need to come from the President's discretionary fund: we do not want a situation in which we have books in the Library but as a result are unable to offer sufficient numbers of sections because the adjunct budget was tapped. She asked whether the Faculty Senate can join with him in this effort and whether we can look toward the restoration of normal funds and at least \$150,000 to bring our collection back to where it at minimum should be. She gave as an example of the dire situation the report the Senate received about the external review in which the reviewers were shocked to learn that we have no holdings in the subject area of a major that we offer.

In response to the first issue, Provost Wilson said he has gone on record, and several people here today were present when he did so, that he is committed to the restoration of long distance telephone lines for all full-time faculty. He said of course this is a budget issue and the figures he has heard to do this are somewhere around \$35,000. He added that long distance lines were taken away only during the budgetary crunch of a few years ago. He said he was hoping that since Albany was talking about \$1.2 billion that it has in excess over the previous year that we would be getting additional monies in our budget to enable us to restore long distance lines. He is committed to the restoration of long distance lines for the faculty and has fought at the College for that restoration and will continue to fight. But we need to see the budget from Albany and today there seems to be a new wrinkle in the budget related to the associate degree but he is certainly committed and will have a more definitive answer when we get the budget from Albany, which still has not passed a budget.

As for the Library: he met with a large delegation from the Library recently and he called the meeting extremely productive and useful. The Library has three major funding problems: there is a problem in terms of the number of Library faculty coping with the tremendous volume of work and he is pleased that a member of the

Library faculty is returning to the Library on July 1 or September 1. CUNY's budget request includes funding for an additional librarian at each campus, but again, the legislature has not passed the budget so we do not know if that will be approved but if it is that would mean a second librarian which would alleviate some of the understaffing. Secondly, there is a need to add funds to the college assistant budget: there is a serious problem in the Library largely because student work study funds expired and, as a result, there was no staff to shelve books and do similar essential work. A modicum restoration of \$2,000 helped in that area.

The larger issue is to be in a position to acquire books. About three years ago the College P&B decided to cut the Library's budget based upon the budgetary constraints we were facing. Based on the discussions that have taken place this semester and before that, in light of the increase in the number of students and the increased use of the Library, a process of education has taken place at the College with senior administrators and faculty who agree that we need to do something to restore funds to the Library. How much we can spend is still problematic. But, Provost Wilson said, he agrees that we must make more than an inordinate effort in the 1994-95 budget. He said he cannot come up with a specific figure because we do not know what our budget will be.

In terms of discretionary funds, Provost Wilson suggested that that question would more appropriately be asked of the President when he comes to today's meeting. Senator Norgren said she will, but asked whether this is something the Provost would support. Provost Wilson said discretionary funds are used for a multitude of things. He said we really should imbed the Library in the tax levy budget: that is far more concrete and far more reliable. Discretionary funds are sometimes unpredictable. Senator Norgren said she would agree in terms of the restoration of the budget to normal levels, but in terms of repairing damages, the discretionary fund might be an appropriate place to seek the \$150,000.

Provost Wilson said the soft money that we had accumulated over the years has been exhausted because we used it for the last three or four years to maintain class size and to offer additional course sections. That money has become almost non-existent. At the end of last year, 1992-93, the Library was given \$70,000 in addition to its budget and we were hoping to make a supplemental allocation again this year. Senator Norgren said we were hoping that some of the \$550,000 from 80th Street would be used for that. Provost Wilson said that he has argued for some restoration of funds such as was recommended in the Senate's resolution. But he said we have not yet received all the overcollection (from overenrollment) from 80th Street: a portion was received last week and we're hoping another portion will be received.

Senator Litwack recounted that when he was an at-large member of the P6B and the Provost was a department chair, a resolution was passed by the "B" which stated that 50 percent of the College's soft money accounts will go to the academic budget under the control of the Provost, who was a different person at the time. He explained he is recalling this to ask a factual question: has that resolution been carried out. Provost Wilson said he could not say factually that the amount has been 50 percent. But he added that most of the money soft money accumulated over the last years has, in fact, gone to the academic side of the College: we've used that to pay for overruns in adjuncts. Actually, he said, it may be more than 50 percent.

Referring to Provost Wilson's comments about centers and

institutes, Senator Litwack gave, as an example, the fact that a member of his department made a proposal for developing a kind of institute or center and asked for released time to get the funding for such a project. Often, he explained, the development of grant proposals requires a tremendous amount of time. The issue is one of giving released time to faculty to develop grants which, if funded, would bring money to the College, in addition to the scholarly and other benefits that would accrue. He said that not only Provost Wilson but his predecessors have resisted giving released time for that. He said he would like to raise the issue again and said that we should at least try an experiment. He suggested we set aside \$20,000 a year, to be distributed by a committee of faculty and the Provost, to people who have proposals for getting grants or for developing institutes that are likely to bring in money to the College but that require a great deal of time to develop. If it turns out that the released time does not translate into funding for the College we will know that this does not work.

Provost Wilson said we have tried and are trying this. For example, a member of the Sociology Department has received released time based upon his affiliation with the Center on Alcohol and Drug Abuse and has teamed up with the director of that Center and they are writing a grant proposal together. The Center paid for the released time. Similarly, the director of the Criminal Justice Research center has bought released time for faculty members who are working on particular proposals. So that is happening and we need to continue doing this. He said his concern is that although successful proposals bring prestige to the College, we can't have a proliferation of centers and institutes. Instead he would like to see us have centers and institutes which could incorporate other faculty interests. For example, the Center on Violence and Human Survival addresses areas into which some faculty interests can be incorporated and faculty could function out of that Center with their grants.

Provost Wilson recalled that two years ago he used Research Foundation funds to fund 12 faculty research projects for which there was a competition: he and Professors Dorothy Bracey and Peter Deforest, members of the Senate at the time, comprised the selection committee. But because of the shaky financial situation of the Research Foundation we did not get funds this year. He said he is very sympathetic to doing such things and suggested that perhaps we should approach this more systematically and make the selection process for such funding more systematic.

Senator Litwack said he agrees completely: he said he has serious problems with the idea that the director of the Criminal Justice Research Center, no matter who that person might happen to be, whose funds are generated by tax levy funds, makes the decisions about how those funds should be granted in the form of released time. Furthermore, he said, it should not in any case be the director's decision, it should be the decision for the faculty and the provost.

Provost Wilson said that he is involved in making those decisions, that they are not made unilaterally. Senator Litwack said that he would urge that there be faculty involvement in making the selection. Every penny that the Criminal Justice Research and Training Centers make is generated by tax levy funds and every penny that they generate should come to the academic budget.

Vice President Blitz asked, given the state of emergency that the Senate believes the Library to be in, and given the fact that it would be wonderful to institutionalize the funding of the Library but until then we have to draw upon such funds as may possibly be made

available, he would like to ask the Provost whether he would advocate as the senior academia officer that discretionary money be used to fund the Library. Provost Wilson said it is not a question of advocacy but a question of whether the money is there. He said he shares the concern of the Senate but unless the money exists such advocacy comes to naught. The College has had a 20 percent reduction in its budget and a 25 percent increase in its student body and this year is the first in four years that the budget has stabilized. We have taken that discretionary fund, much of it, to prop up much of what we do. He said he has not conducted a study but his impression is that we are the College that has done more hiring than the other CUNY colleges. We are in the process of filling 12 new faculty lines this year and four replacements. We are doing this because as a College we have prioritized that we wanted to restore the full-time faculty, He noted that this has been a priority of the Faculty Senate as well. He added that he expects that some of the new faculty will contribute immensely to our research agenda.

Vice President Blitz said that he understands what the Provost is saying but a college is not a college if its most recent library holdings are two or three years old. He said that saying there is no money does not address the emergency situation we are in.

Provost Wilson said he concurs that there is an emergency and is committed that the College try to find the funds to deal with that emergency but we must go about that in a systematic way of finding funds and going after them, He said his initial understanding about the \$550,000 we received for overenrollments was that it would be used for funding the Library, But he has now been informed that the \$550,000 is to pay for expenses already accrued. He said if we get additional funds from 80th Street then we have a very good chance of making that restoration.

Senator Gitter raised the question of the mission of the College and of our priorities for the College. She said the Provost has named some of the areas he considers a high priority: upgrading our research, improving the intellectual life of the college (which she knows is a very high priority of the Provost's), establishing centers and institutes, rebuilding the Library. She said that, in addition, there are the other areas that the Senate has identified as high priorities and she knows the Provost agrees that these are important: raising academic standards, helping our students perform well on standardized tests, improving retention. Senator Gitter spoke about the thousands of freshmen who are at the College today for freshman orientation, who look wonderfully enthusiastic but who will once again overwhelm our resources which is, again, the whole issue of retention. She noted that the ongoing issues of standards, retention, and enrollment are even more relevant in light of the budget constraints which, in turn, result in constraints on academic support and other support services.

In addition, Senator Gitter noted, there is the new question of the College's role in the educating of police, which had been on the back burner but came to the foreground with the branch campus and now with talk about the NYPD police academy. Senator Gitter said she does not want us to focus on centers and institutes if we are really going to go in the direction of giving associate degrees in police science in a major way. If that is what we, in fact, are going to do, then the College has to engage in a different way in its thinking about what it needs and what it should do than if it is going to go in the direction of research and institutes,

Provost Wilson said we have prioritized. In terms of the issue

of police education, he said there has been much discussion taking place as to what should be John Jay's relationship to police education. President Lynch has a letter today in the New York Times about it. The Mollen Commission report is expected at the end of May. But our involvement in police education should not rob the College of any of its resources and, if anything, it could augment the resources of the College. The Comprehensive Planning Committee is meeting on May 19 to discuss different models of police education. He said his preference is to educate police officers prior to their becoming police officers rather than their being in the academy, then on the streets for six months, and then coming to John Jay College.

Provost Wilson identified his preference as being the CUNY Cadet model. But, he said, that raises a concern that Senator Suggs and many of us have: we really do not want to be a two-year college. Our commitment is to our identity as a four-year college and that is why we went to a 70%/30% baccalaureate/associate degree admissions mix from a 50%/50% mix. We want to be committed to open enrollment and opportunity but we also want to have the hegemony of the four-year institution. We are part of that decision making in terms of saying what police education should be: should it be a four-year degree, should it be a two-year degree. There are budgetary and other implications about which he is sure the NYPD and the Mayor will hold ongoing discussions for the next two or three years. He said any role we play would not impinge on our resources but rather would enhance them, and could accelerate Phase II depending on what is happening in Albany in terms of the budget.

Just as when we assess faculty members for tenure we do not take a one-dimensional approach (we want people to be active in the College community, we want them to be excellent teachers, and we want them to excel in research, although sometimes one may be stronger in one area than another), Provost Wilson said, so too the College should not be one-dimensional, focusing only on research or only on police education. He said as a teacher what he found meaningful at the College is what he shared with his colleagues. The centers and institutes take extant resources and try to enrich the life of the College and that is not necessarily costly in some respects. We have a faculty population of 250 and the thing we have to be most vigilant against is each of us becoming isolated in our individual selves and not coming together, not being enriched or enriching our colleagues.

As for retention, Provost Wilson said it is something we have always been working on: the problem is that we never approached it systematically. One of the things we are trying to do now is to have outcomes assessment to determine what works and what doesn't. In terms of the other priorities, the funding problems extend beyond the Library: in recent years we have not funded the microcomputer lab the way we would have liked. The College P&B did make the decision three years ago to cut the budget to the Library: it may have been an incorrect decision. One could easily argue that the Library is, in fact, the backbone of an institution of higher learning. We have always prided ourselves on having the best criminal justice library in the world, or at least in the United States. We did cut back on administration: we have not added that many administrative lines and we have cut back. He said he considers the academic side to the College to be sacrosanct. And so all those priorities are things we can do: we have a \$30 million budget and while we can't do everything we can do many things.

Senator Gitter said that while the issue is largely a resource question but it is also a question about who we are as a College. Is a John Jay student a young person on the police force; a student with

very terrible skills who has a very poor prospect of finishing college: an upwardly-mobile student hoping to go to law school: a graduate student. The Provost said that the data he has seen recently show that there really is not that much of a difference in the persistence rate between students who come in as associate degree students and those who come in as baccalaureate students. The remedial student may well be the one who goes on to law school.

He said what we are now starting to look at is what our upper level students are learning. We've just finished resequencing the courses offerings and we need now to examine what is going on in the 300-level and 400-level courses. Obviously there is a need for quality control. That becomes an even more gargantuan task with the proliferation of adjunct faculty. But that is something that departments must tackle. He said he recently saw a 400-level course syllabus and was appalled at what was being presented as a senior level course. This has to come not only from his Office, he said, but it is a departmental matter. The department is responsible for that academic rigor. The enforcement, the ensuring that course syllabi and the readings and the assignments are at a certain level is, in fact, of chairs and faculty.

President Kaplowitz asked Provost Wilson about the strategies that we as a college community should adopt to convince 80th Street to fund our College properly and in a way that is more equitable. Provost Wilson said we have to keep pushing and the attack has to be a multi-prong attack. He said that the College administration has been making the case. He said the Faculty Senate has made a very important contribution to the College by inviting Vice Chancellor Rothbard here, by asking him such informed and crucial questions, by writing such an excellent letter, demonstrating to him the fact that we are underfunded. He said we should involve all members of the College. It is indisputable that we are underfunded and that the formula that is used is not by any stretch of the imagination a fair formula. In some respects 80th Street has been very generous to us: there is no question that we are far above our line ceiling and 80th Street has allowed us to do that. It is important that we make the case in such a way that it is a united front, he said.

The Senate thanked Provost Wilson for coming to today's meeting and he expressed his appreciation for the opportunity to exchange ideas with the Senate.

8. Guest: President Gerald W. Lynch

President Lynch was welcomed by the Senate. President Kaplowitz congratulated him on his excellent letter in today's New York Times on recruiting and training better police officers, copies of which had been distributed to the Senate at the beginning of the meeting.

President Kaplowite reported on the Senate's action earlier in the meeting with regard to the funding of the CUNY Cadet Program and said that a delegation of Cadets had come to the Senate, with Director Gregory Thomas, to thank the Senate, and that again, as happened last year, the Senate found the cadets to be tremendously impressive. Senator Norgren said that we should get the cadets on television, on news programs: she said watching and listening to the cadets, she thought their presentation was so superb they couldn't not have an impact. Note was also made of the UFS resolution.

President Lynch said he is very pleased the Senate has copies of

his New York Times letter because he wants to talk to the Senate about this very subject of police education. He explained he has met with the Comprehensive Planning Committee and will meet with the Chairs and is pleased to have the opportunity to meet and talk with the Senate. One of the issues that he would like to talk about is the CUNY Police Cadet Program. He said it looks like the city is going to kill the program and said that would be horrific. He reported that the previous night Joseph Armao, the general counsel for the Mollen commission, was teaching in Dr. Thomas Reppetto's class and when the fact that the City is going to kill the Cadet program was mentioned, Mr. Armao was shocked and said that the Cadet program is to be one of the recommendations of the Mollen Commission in its final report: he could not believe that the City is going to end the program. (President Lynch explained that Mr. Armao told the class this information and so it is not a private communication and said that he has also told this to the Chancellor.) At a time when everyone is saying that training is inadequate and we have a proven program of recruiting women and minorities and are doing a fantastic job preparing them for careers as police officers ending this program is unbelievable. The CUNY Cadet Program is the model that makes sense: it works. He said he is hoping that the decision can be reversed. He said he very much appreciates the Faculty Senate's action and unanimous support and also the University Faculty Senate's unanimous support.

President Lynch asked the Senate to think about which models for educating the police we should recommend if asked by the NYPD. He noted there are many models for police education. The Gurabo model is an amazing and productive model: it means giving a 2-year degree in nine months. There is the Florida model and the Minnesota model which require people to go into the academic world, get a two-year degree, become trained as a police officer while earning the academic degree, and they are then eligible to be hired by any police department in their state. That's another model that has worked: it requires a person to do what a person going into nursing, for example, has to do: get the degree before working as a nurse. Even beauticians must go to beautician school. And, of course, doctors have to go to medical school. And all of us went to graduate school. The model is to get one's training and to then present oneself for a job as a police officer. The Irish model, the most lengthy in the world, takes two and a half years of training and involves a whole series of programs, in psychiatric hospitals and in nursing homes, at the fire academy to see their training so they can be respectful of that work, in the field, and they learn French and German and CPR, they learn to deal with computers, with videos, and so forth. That is the most extensive form of training we've found anywhere.

Noting that we do not know what Commissioner Bratton is going to suggest in terms of improving training when he responds to the Mollen Commission report, President Lynch pointed out that the corruption problem the NYPD is facing means this is the one time to make a difference in the NYPD training. He noted that this opportunity strikes only once every twenty years. As he was quoted in the New York Times as saying, if one needs surgery one checks out the surgeon, where the surgeon was trained, how many operations, and then the person has a knife. Here the situation is that we have a youngster who is 20 years of age, with usually only a high school education, and after five months in the academy is given a gun. It is bizarre that we do not have extensive training for police.

President Lynch said he would like the Senate to be thinking about what model we should recommend. He explained that as Professor Xaplowitz knows, when William Bratton was Transit Chief, he wanted to

have the cadets in the transit academy come to John Jay and enroll in our regular college courses such as Law and Evidence, Abnormal Psychology, Ethics, whatever they study in the academy but take those courses here instead. And he wanted them to take those courses with John Jay students. His point was that cadets need to see the whole range of students, which our students are. And they need to see the winners, those who are making it, who are from the vast array of ethnic groups of the world, which is what they would see at John Jay, because when the police officer gets on the street he sees the bad guy who is perhaps a member of some ethnic group. This model that was being envisioned was one that all of us here at John Jay loved. But now that he is Commissioner he has not said he wants to do what he had previously wanted for the transit Cadets.

President Lynch explained that, as he said in his Times letter, Commissioner Bratton is creating a board of directors for the training academy, not a board of advisors, but directors who will have substantive curriculum powers and who will report, he believes, to First Deputy Commissioner David Scott. The College may have an opportunity when the Mollen Report is released. He spoke about the leak to the media that the Mollen Commission would recommend closing the police academy and sending everyone to John Jay. That was too critical of the academy, too dramatic, and it is not, in fact, going to be in the final report.

The third thing President Lynch said he would like the Senate to think about is a project that Chancellor Cortines and Chancellor Reynolds have talked about and that is a criminal justice high school from the 11th grade through the associate's degree. He said we want to improve the quality of the students who come to us, who want to be police officers, and that perhaps we can accomplish this by working with students in the 11th grade through the associate degree. This is a model that is evolving and has not been cast in any stone. We want to get as good students as we can from all groups in the city. We want to have more police officers and firefighters and correction officers and officers from all the criminal justice agencies attending John Jay. And we want to keep the mix of students that we have at the College. We would be wrong if we were comprised of 95 percent of any one group. Our student body must be reflective of the people of the City just as we are trying to make our faculty reflective of the citizens of New York City.

These, President Lynch said, are exciting opportunities and he said he really wants the Senate to know that nothing has been decided by him or by anybody at the college. Whether Commissioner Bratton has decided what he would like to do is unknown.

President Lynch said he wants the faculty, whose job it is, to develop the curriculum and determine the best model for the NYPD. We may say that the best model is to bring the students here. He said the arguments for that is they would be attending college, eligible for Pell grants (the Puerto Rico program, as the Senate knows, is run on Pell grants - \$3.6 million go to these American citizens, 95 percent of whom happen to be eligible for Pell grants). The students who would come to us from the NYPD police academy may well be eligible for full or partial Pell grants, or for TAP, or loans, etc. The costs of the training would be borne by New York State and by the federal government, because the students would be entitled if they are students of CUNY. So basically the academy would cost less. If they come to John Jay and are regular students they can get these grants and loans. Puerto Rico had previously received no federal money for their police academy and they developed a way to get their recruits a degree and to get support from the federal government. He

said he hopes we can develop models that would be best for the NYPD and best for the College because when the Mollen Commission report comes out at the end of the month and Commissioner Bratton announces the police academy board of directors, there will be immediate discussions in the press.

The CUNY Cadet Program is, he said, the strongest model and the one he would choose for the NYPD if he were to be the one to make the choice. The CUNY Cadet Program works, it involves the 10 CUNY colleges with associate degree programs, students study all kinds of subjects, not just criminal justice. Of the NYPD Cadet program, 80 percent are CUNY students and, of course, the CUNY program is comprised entirely of CUNY students, almost 50 percent of whom are John Jay students. And students can major in any subject that the college they are attending offers, which is very healthy. So we have a chance, he hopes, to move forward as a College and also to do something creative. He said he also hopes this would translate into more space for us, more lines, more money.

President Lynch noted that the leadership of the department includes John Jay graduates: the Chief of the Department is John Timoney, who graduated in 1975, and the Chief of Personnel is Michael Julian, who graduated in 1976. It is chief Julian to whom the police academy reports.

Chancellor Reynolds has been extraordinarily supportive of John Jay College and of the CUNY Cadet Program, President Lynch said, adding that this is a great opportunity. He said he wants the Faculty Senate to be thinking about this and helping decide what we should do so there is no sense that he moved too fast or did not consult. He added that this issue has been in the media since Commissioner Bratton became commissioner but it is coming to a head with the Mollen Commission report.

President Kaplowitz told President Lynch that she is very glad that he is consulting with the Senate and said she is looking forward to working on this issue. She noted that after President Lynch had briefed the Comprehensive Planning Committee (which includes five representatives of the Faculty Senate) about this the other day and had asked what models we could recommend and support and which, if any, we would not support, the Committee decided to meet on May 19 and to invite to that meeting John Jay colleagues who are experts on police education to help us become more educated about this. She said President Lynch asked for our advice as faculty not only in terms of what will happen next year but what he might say on behalf of the College when reporters call him or microphones are put in front of him when the Mollen Commission report is released. Senator Suggs said such deliberations are also important should any of us be asked by a reporter for an opinion.

Senator Norgren said she would like to ask some questions about several others issues that are immediately facing us. Noting that it is clear that our enrollment is ahead of our budget allocation, and that our enrollment is also ahead of our space, she asked for the President's thinking about and information about the status of North Hall renovations, whether we have plans to rent space as have several CUNY colleges (she said that her department has been told that because of an insufficient number of classrooms more late night sections will be scheduled and she said her students have told her that because of safety reasons involving where they live they do not want to take late classes); also, when she was a member of the Library Committee this year Vice President Rothlein briefed the committee about private fundraising which we don't do a lot of and

that leads into the next question which is how the President plans to address the underfunding of the Library, whether he will be able to make allocations from his discretionary fund to make up for the fact, for example, that we have been able to allocate only \$33,000 to purchase books and we ordinarily spend \$100,000 or more (and that \$33,000 is not tax levy monies that were spent).

President Lynch recalled how surprised he had been to learn that the members of this January's freshman class come from 64 countries, which is a big increase from the 40 countries our students came from during the last few years. He knew there were many students at John Jay from Jamaica, Puerto Rico, the Dominican Republic, and from other large islands in the Caribbean, but we are now seeing students from Africa, Russia, the Ukraine, eight students from England, seven from Germany, from France, from the Pacific Rim, from Japan and Korea, from places from which our students had not previously come. This is quite an extraordinary expansion of the global village into the College and is a challenge to us both in terms of English as a second language and in terms of integration and acculturation for all of us. It's a wonderful opportunity for us too. He said that if one speaks to a student from Guyana or from St. Lucia or from Nigeria it is absolutely amazing how well known John Jay is. On the other hand, we have had to cap the enrollment because we do not have the space or the faculty. We have had to cut off enrollment earlier and earlier each year. We are looking to rent space but first we need to get the permission and the money from 80th Street for rental.

The Library is, of course, a very important issue for us, President Lynch said. We have to get more money for the Library next year no matter what is required to do that. But, he said, he has no further resources available from discretionary monies. Over the last four years all of the discretionary monies were spent, namely \$700,000, which was being held for a rainy day but the rainy day came. Most of the money paid for adjuncts so that we could keep the classroom size to 28, and hundreds of thousands of dollars were put into the Library. Mr. Sermier would attest to the fact, if the Senate would like to speak with him about this, that we are bankrupt. We've spent all the discretionary money on adjuncts and the Library so at this point we have to live within our budget without any further supplement except for the fact that we received \$550,000 for overcollected tuition of which we spent \$500,000 for adjuncts. So we have a \$50,000 window for staying in the black. He noted that he has to have the College budget come in the black. The College has a good reputation for coming in the black but we have a very tight margin.

With regard to the renovation of North Hall, it is one of the big frustrations to him that we haven't been able to push that. The renovations were killed [by 80th Street] three times for fiscal reasons and supposedly the renovations will be done next year. We definitely need the classrooms and the faculty office space. He said he is absolutely frustrated that we can't get the renovations done more quickly.

When the NASPAA [National Association of Schools of Public Affairs and Administration] team came to see us to give their accreditation report -- and they gave a wonderful evaluation of our program -- the major thing they said was that more money must be put into administrative support for faculty: equipment, secretaries, etc., because they said the faculty is wonderful but they need more support. That requires "administrative dollars." When we went to twice a day cleaning of the toilet facilities everyone was unhappy, and he was unhappy about it, too, and so three times a day cleaning had to be resumed. He said it is very difficult to balance all the

College's support and plant needs and to add full-time faculty.

President Lynch said he wants to talk about adding faculty because that is the College's highest priority. We were fortunate to hire 12 new faculty last September, 12 faculty this semester, and we are heading for the same number next semester. Because 80th Street did give us 16 extra lines, including two for ESL, we will be adding about 36 faculty in that one calendar year which at least begins to bring us back to the full-time faculty strength we had. It is also enabling us to redress the imbalance of women and minorities, which are Underrepresented groups. He said he is also pleased we are getting lines for ESL and are able to provide the Director of the ESL Center with staff. He said he also tries to support the Women's Center, and many other initiatives that the faculty have proposed and developed.

Asked how the high school envisioned by Chancellor Reynolds and Chancellor Cortines would affect our enrollment, President Lynch said if we were to go ahead with the project we would not add to the College's enrollment. He explained that if we were to be involved in the 11th grade, we would reduce our freshman class by that same amount: if we were to take 300 students who wanted to go into this program, we would take 300 fewer freshmen. We are required by Board policy to increase our enrollment by 2.5 percent each year but we would try to keep it to that. He said that he, Chancellor Cortines, and University Dean Ron Berkman, who has been working with us on this from the Board, think there would be tremendous interest city-wide in a high school of criminal justice. We would have students flocking to the high school of criminal justice and that, too, would give us better prepared students, at the same time enabling us to be sensitive to all the ethnic and racial considerations, and we would have students who are interested in going into policing. But this is not set in stone.

President Lynch spoke about his work as a member of the committee on school safety which has just presented its report to Chancellor Cortines. The committee chair, Jeremy Travis [a former NYPD deputy commissioner for legal matters], was just named by President Clinton to head the National Institute of Justice (subject, of course, to Senate approval). In a letter to Jeremy Travis thanking him, Chancellor Cortines wrote that he is appointing President Lynch to chair the committee on school safety, which President Lynch said he is very happy about because the committee wants to upgrade the selection process and training of the 3,000 school safety officers and, hopefully, that will be done through training here at John Jay.

President Kaplowitz said that since we are talking about police education and what models we would recommend and which we would recommend most strongly and which we might not recommend, it would be very helpful to know how the Gurabo branch campus is going. She said that Professor Nanda came to the Senate this morning to talk about several matters and had mentioned the meeting on Monday at which the two directors, Dean McHugh and Professor Del Castillo, will give a briefing about the branch campus. She said she was not invited to the meeting and undoubtedly that was an oversight. President Lynch said that of course she is invited. He explained how the oversight happened: the meeting evolved from meetings that had been taking place regularly with the Puerto Rican and Hispanic faculty for the purpose of having an ongoing dialogue about concerns that they are especially sophisticated about. He decided to have them meet with Dean McHugh and Professor Del Castillo when the two were scheduled to be in New York and then thought that the chairs involved in the

program should be invited, then decided he should include the seven other chairs, and so the meeting evolved piecemeal in that way. Be extended the invitation to the Senate's executive committee as well. He said it will be interesting to hear from the two co-directors as well as from the chairs who have gone to Puerto Rico to select faculty and to supervise the progress of the program.

President Lynch said the picture he gets about the branch campus is that there are many things to be worked out, including the fact that there are not correct phone numbers nor computer lines. The books are coming in because we are really insisting on that and are being creative by sending to Mexico and so forth. The enthusiasm is very high among the students. They are thrilled beyond belief: they have a job and they have the opportunity to get a college education. He reported that at the request of the branch campus' 18 student leaders to have some tangible symbol of the College, he brought them 1100 bumper stickers and so now all the cars in the academy parking lot have John Jay College of Criminal Justice stickers.

President Kaplowits asked the President if he will be resuming his weekly Cabinet meetings, which was a source of important information which she reported to the faculty. The last Cabinet meeting was in February. President Lynch said that the meetings had to be cancelled so many times and he was having so many meetings with administrative officers, with chairs, and with various other groups during this very hectic semester that he just stopped calling Cabinet meetings. He said he is thinking about reconstituting the Cabinet and wants to make sure we have a constant flow of information about Puerto Rico on a regular basis so that nobody gets surprised by anything. He said he is aware that we are going to have evaluations by everybody who is in Puerto Rico and by everybody who is going down there, by Middle States, by our University, and by us. So, he said, he wants to find a forum for the regular exchange of information and over the summer he will think about how best to do that. He said he will consult with Professor Kaplowitz as he comes up with ideas.

He said he can also report that there are no other plans to open a branch campus anyplace else if anyone is concerned about that, except that he does want to report that Rockland County has asked him for the past a year and a half to provide some training for their police in Rockland County. There is something called the Levenworth Village, a lovely 700-acre estate that the county owns. The sheriff and police chiefs of Rockland would like us to do training there and we have been in negotiation with them. That would be like our program in West Point and just as faculty have traveled to West Point for the last 12 or 15 years and the program has worked well, especially for faculty who live in Rockland, the same should be true of this program, which is still in discussion. President Lynch also said that he thinks there will be other people coming to us from other jurisdictions, from other countries, asking about the Puerto Rico model and asking us to help. He promised that as early as he knows, he will make sure that the Faculty Senate knows if we receive any such requests. He added that we are busy enough at the moment in Puerto Rico, at Rikers Island, and here at our main campus.

Senator Litwack said the Senate anticipated his earlier comments about involving us in discussions and meetings and so, he said, he is pleased to hear what President Lynch has said. But he wanted to convey to the President the fact that earlier today the Senate passed a resolution requesting that the leadership of the Faculty Senate be included at all meetings involving academic issues.

Senator Litwack said he has a question about the Library

although he thinks President Lynch already answered the question but he wants to be sure. Saying that he understands we cannot spend money that we don't have and that, indeed, the first priority of any money is to pay our bills, Senator Litwack said his question is, therefore, about the future. Senator Litwack said he thinks President Lynch said that one of the very first priorities for discretionary funds that come to the College from rentals, from the income generated by the Criminal Justice Center, from income generated by Special Programs, from grant overheads is to provide adequate books for the Library. President Lynch replied that we are going to do what we have to do in order to get back to having regular tax levy monies for the Library, to the kind of buying policy we have not been able to have. We have calls on the money for so many reasons but, he said, he has transferred the largest amount of any discretionary money from any source to the adjunct budget and to the Library. Now we're down to nothing in reserve except what will trickle in each year. But library books are a high priority for him.

Senator Litwack said he is concerned by what the President just said: if he heard correctly, the President said the Library is one of the highest priorities for the tax levy budget but, Senator Litwack explained, his concern is that the tax levy budget is needed in other areas as well. He pointed out that part of the tax levy budget is spent to generate soft money funds. Furthermore, the portion of the tax levy budget that is spent to generate soft money funds could otherwise be allocated directly to the Library. He said it seems to him that the soft money funds that are generated by tax levy expenditures should go as the first priority to the Library. He said to be more specific: since the income of the Office of Special Programs and of the Criminal Justice Center is generated by tax-levy funds, as a first priority that income should go to the Library. President Lynch said he understands what Senator Litwack is saying.

Senator Litwack asked whether the President would make a commitment to do this and President Lynch said that he has to put together all the necessities and priorities we have at the College and assess those but that library books are a high priority. He said he has given all the money we had in reserve to the Library and to adjuncts and will continue to make that a high priority but there are other things we have to have money to do. Senator Litwack asked, apart from paying old bills, and apart from hiring adjuncts, what is a higher priority for the expenditure of soft money funds than having adequate books in the Library: he asked for an example of the kind of things that are a higher priority. President Lynch said one is emergency student loans, which he has supported in this way, and another is money for condolence expressions from the College, which he called a minimal amount, only \$3,000 a year, but those are the kinds of things for which the monies are needed and there are a number of small items like that but, he said, he cannot think of anything more important than the Library.

President Lynch said his reverence and respect for the Library is genuine and he recalled how he had to fight with the architect to put the Library where it is: the architect wanted the Library on the fifth and sixth floors which made more sense, in some ways, in terms of safety, but President Lynch wanted the signal to be sent the minute one entered the building that this is a college, an academic institution, that it is not the police academy, and, he said, it is a powerful non-verbal signal. He said he does not intend to do anything but be as supportive as possible and that it is only these other items that he mentioned, which are not large in terms of cost.

Senator Norgren asked about private fundraising: having talked

to librarians at other institutions she has learned that private fundraising is a major effort that administrative staff are committed to, whether for special collections or for other purposes. She said that is not something we have really done. President Lynch said that is not entirely true: we do have the Friends of the Lloyd Sealy Library, which Henry DeGeneste and he co-chair, and they have raised a modest amount, close to \$30,000. There is also a fundraiser every year, and NOBLE and the Guardians **also** have a fundraiser **each** year to support us.

Also, President Lynch said, we have brought in a person, Edmund Glass, to chair the John Jay Foundation, who is interested in the College and in criminal justice and who is interested in attracting to the Foundation men and women of **substance** because the people we usually know are academics and public servants and they do not have the wherewithal to help us. He said **we** are putting together the Foundation, and are putting together giant requests, we have aggressively gone after federal, state, and local grants through Jacob Marini, and so we are making an effort and money is coming into the Library. We have not won a very large grant but we have been sustaining the effort. A new set of brochures designed by Gary Zaragovitch and by Vice President Rothlein and her staff are very attractive. He is meeting with various CEO's with Edmund Glass to get private fundraising for the College and that is something he is going to be doing during the summer as well.

But the major issue for him, President Lynch said, is that we obtained \$252 million to build T Building, which was Phase I, and **he** has to try to get the same amount for the next building: the struggle is first to get the \$18.1 million that is in front of the legislature right now for developing the architectural designs for Phase II. Yesterday when Denny Farrell was **here** for a reception in his honor, he said it did not look like the item **was** on the list but gave ideas about how to get it back on. We have been on the phone incessantly to try to get that large amount of money because that is going to mean the difference between staying in North Hall or moving to a new building.

President Kaplowite noted that the Benate has been working to make the case with 80th Bstreet that our College is not only underfunded but inequitably funded compared to most of the CUNY senior colleges. She recalled at the public hearing in March when she, on behalf of the Senate, and Professor Carol Groneman, on behalf of the Chairs, gave testimony about John Jay's inadequate funding and extreme reliance on adjunct faculty to the point that 53 percent of our sections are taught by adjuncts even though our faculty carry a 12/9 teaching load. Trustee William Howard, who was chairing the hearing (and who coincidentally chairs the Board's committee on fiscal affairs), asked President Lynch how this could be when the Board's own policy, contained in CUNY's master plan, is that no more than 30 percent of senior college sections be adjunct-taught. And, she recalled President Lynch has replied that we have 9300 students when we should have 7300, we do not have enough lines although he thanked Vice Chancellor Freeland for the lines that he did give us, and then Trustee Howard told Vice Chancellor Rothbard to look into John Jay's situation saying he knows that the Chancellor knows about this but that the Board members do not know and then he asked President Lynch to come back to the Board to tell how the Board can help John Jay. She asked if he has had the opportunity to do so.

President Lynch said he **did** talk with Trustee Howard since then and told him that we do have a case to make. President Lynch said that Trustee Howard said he would like this discussion to take place

in the Fall. He said they **discussed** how more of what was done for John Jay this spring could be done, which was that rather than officially allocating lines, for example, from Queens College to John Jay, 80th Street gave us 16 new lines but he added, although 80th Street gave us new lines they did not give us the money to fund the lines. So we have to find the money in our budget to fund the lines ourselves. He said if someone asks him whether he wants lines even if they do not come with money, the answer is he does. But he also wants us to get the money.

President Lynch noted that Trustee Howard is a very good friend of the College but also noted that Trustee Howard's seat and that of the other four mayoral appointments on the Board of Trustees are up for reappointment or new appointments by Mayor Giuliani. President Lynch spoke about the philosophy of CUNY's mission which the current trustees embrace and about the possibility that new appointees will have a different philosophical approach to the University. He noted that the three trustees reappointed by Governor Cuomo, James Murphy, Edith Everett, and Harold Jacobs, are wonderfully supportive of us. He noted that he and Professor Kaplowitz have had discussions about this. He added that he is very pleased that Professor Sandi Cooper, who knows John Jay very well, is the new president of the University Faculty Senate and, therefore, is on the Board of Trustees.

Also, President Lynch said, although we did not hire anyone to develop the program in Puerto Rico, we all expended a tremendous amount of energy, working evenings and weekends, so that we are really stretched thin especially in the areas of financial aid, counseling, and the registrar's office. We do have a strong student support services office and it functions very well but Vice President Witherspoon and Dean McHugh, for whom President Lynch said he has the greatest respect as managers, are telling him very strongly that they cannot function without additional personnel.

Also, our growing international student body means that we need to provide a lot of support and help from faculty advisement, from counseling, from tutoring, from the sports people, from everybody, and he is pleased that we continue to have a good number of faculty who are doing advisement. But, he said, he would like to make the pitch that it would be wonderful if we could have everybody do advisement: each person who is an advisor is assigned only five students a semester, and the advisement sessions really do not take very long. He does advisement and finds it very gratifying: the students respond so enthusiastically to the advice and to the fact that you are doing this for them. It really is a shame, President Lynch said, that we have almost more HEOs doing academic advising than we have faculty. He said he is proud of the HEOs, and he would like to be prouder of the faculty and would like to see faculty do advising.

Senator Edward Davenport asked President Lynch to clarify his statement about being broke and of having spent \$700,000, of which hundreds of thousands of dollars had been given to the Library. President Lynch said we are only broke in terms of our non-tax levy monies. And the \$700,000 was spent over the past four years, at least \$170,000 of which went to the Library. Most of the money went to pay for adjuncts. He said that, quite frankly, he had not known we were so close to being broke and, therefore, said yes whenever anyone suggested adding additional adjunct positions so that we could open additional sections and so we could keep the class size at 28: every semester the class size has been kept at 28 students. We all agree that we do not want to go to lecture courses with 500 students or even with 200 students. Senator Norgren said the reference to class

size of 28 students does not much our reality which is that our courses are capped at 42 students. President Lynch explained that 28 is the average class size because of remediation courses and upper-level electives and so forth.

Senator Jane Davenport asked whether there are any discussions ongoing about what is going to be done with the \$27,000 that is in the Lloyd Sealy Library Fund. President Lynch said that we are not anywhere near our goal of raising \$300,000 and so we have not decided how to spend it. Senator Davenport said her understanding is that it was originally going to be an endowment fund but a professional fundraiser recommended against that because one cannot obtain corporate donations for endowment funds. And so she is interested in what the latest thinking is in terms of the kind of fund it is going to be. President Lynch said that he has been trying to decide the best way to spend the money because people have been sending him checks for \$100 or \$200 in memory of their husband or someone close to them and so it is money that comes from the heart. Senator Jane Davenport suggested using the money to purchase books for the Library and using book plates naming the giftgiver or the person in whose memory the donation was given. President Lynch called that an excellent idea.

Senator Norgren asked President Lynch about his comments about the budget situation. She said she thought he had just said that he has included as part of the Collegels budget request to 80th Street a request for money to augment staff in the areas of financial aid, counseling, and the registrar's office because we are being stretched thin because of the additional demands being put on us by the branch campus. She asked whether we are asking 80th Street for that money or whether we are asking the government of Puerto Rico for that money. She said her understanding was that the branch campus was to be supported in its entirety by the revenues generated by the branch campus, namely the Pell grants.

President Lynch said although the funding for the branch campus is provided from the Pell grants, Senator Norgren is right that he is also asking for additional funding from 80th Street. He explained that he is making this request of 80th Street because what we are doing is above and beyond the fact that we are being funded for the program with Pell money. He said he is arguing at 80th Street that even though the Puerto Rico branch campus is funded, we need money in every area, especially as we once again rev up the financial aid and registration operations for the branch campus.

Senator Gitter asked if President Lynch has any suggestions about how we could improve the College Council meetings. President Lynch said he thinks that a less formal structure with less emphasis on parliamentary procedure and fewer formal resolutions would improve the Council. He said he would be happy to discuss any ideas the Senate has to improve the Council. Senator Gitter said that an orientation session each year for members to get to know each other before the Council meetings begin is one suggestion she would make. President Lynch called that a good idea: he noted that at the leadership retreats for student leaders in June and in September he gets to know the student leaders and that does improve communication. He said he would be happy to meet with Senators to discuss their ideas about this.

President Lynch thanked the Senate for inviting him and said he is very glad he had this opportunity to brief the Senate on many of the exciting prospects before us and to hear the concerns and recommendations of the Senate. The Senate expressed its appreciation

to President Lynch for coming to today's meeting.

9. Proposed amendment of the Charter regarding the budget process
[Attachment F]

Professor Ned Benton (Public Management), chair of the Budget Planning Committee (BPC), developed this proposed Charter amendment which the BPC approved and presented to the Council of Chairs, which approved it. The BPC has now submitted it to the Senate with the hope that the Senate will also endorse it. If the Senate does, the Chairs and Senate would together bring it to the College Council for action. President Kaplowitz explained that she received a call this morning from Professor Benton who had received a call from President Lynch the previous day: President Lynch suggested that instead of the Charter amendment being placed on the College Council agenda, it be immediately put into practice, starting now. We would try the procedure it calls for a year and then assess whether it is a workable procedure and if it is we would then place it on the College Council agenda and the administration would support its adoption. If it proves to not work we would revise it. Professor Benton has, therefore, asked the Senate to do two things today: endorse the Charter amendment and endorse this course of action.

The material that is not underlined is already in our Charter and it is what the Bylaws of the Board of Trustees require. The underlined material is what is being proposed as an addition to the Charter [Attachment F]. The underlined material in the first paragraph is what the Bylaws require but which we do not do: the Budget Committee (the Budget part of the P&B) is supposed to decide the budget allocation request which the President then sends to 80th Street and if the President should want to send a different budget request, he may send his in addition.

The second paragraph is entirely new and provides that once 80th Street makes the budget allocation to the College, the Budget Committee will participate in deciding how that budget is internally allocated. That has not been done. Also, the proposal requires that the Budget Committee keep minutes of its deliberations and actions, which is not now done.

Senator Litwack moved that the Senate endorse both the proposed amendment and the process of implementing it recommended by Professor Benton. The motion was seconded. Senator Malone spoke in support. Senator Gavin asked if he is correct in understanding that the new (underlined) portion says that ultimately the power over expenditures still nevertheless rests with the President. President Kaplowitz said that is correct: the Bylaws say the College president is responsible for the budget and for the fiduciary well-being of the College. The motion passed by unanimous vote.

10. Proposed resolution that the Faculty Senate sponsor a conference on criminal justice education [Attachment G]

President Kaplowitz presented a resolution on behalf of the Senate executive committee [Attachment G]. She said there has not been a national conference on criminal justice education in at least 10 or 15 years, according to Professor Dorothy Bracey, whom

she consulted. And Professor Bracey, the editor of The Journal of Criminal Justice Education (which is housed at John Jay), said she would be pleased to publish the proceedings of such a conference in the journal.

She said the executive committee envisions the conference as a day-long event at which we would educate ourselves and others about criminal justice education: the issue of police education is something we at John Jay have been thinking about since the discussions began about establishing a degree Program at the police academy in Gurabo. Now with the revelations of the Mollen Commission, more people are thinking about this, and it is, of course, a national issue. She noted that at our last Senate meeting we briefly discussed this proposal but did not vote on it.

Also, the Committee on Education and Standards of the Northeastern Association of Criminal Justice Sciences' has just issued a document, "Minimum standards for criminal justice education: Guidelines for college-and university-level programs," which could be a focal point for part of the Conference.

If the Senate decides to endorse such a conference, Professor Harold Sullivan, the Chair of the Council of Chairs, said he would recommend this proposal to the Council of Chairs next week, and Professor Jim Levine, the executive officer of the doctoral program, said he would support it, also, and work on the project on behalf of the doctoral faculty.

Senator Norgren said she is concerned about the issue of resources, particularly in terms of released time for the individual or individuals who would be coordinating the conference. She said that she sees that as the central issue because there is no question that either locally or nationally or internationally there are many, many people who would want to participate and attend. But we all know from the different organizational things that we do the time issue that is involved.

Professor Kaplowitz agreed and said that the very first project of the steering committee would be to obtain a commitment for released time for the coordinator(s) and a commitment for any additional support that the steering committee identifies as necessary. The idea is that if the Faculty Senate (and Chairs and Ph.D. faculty) endorses the proposal, a steering committee would then seek funding and the steering committee would be more likely to succeed if such endorsements have been given. If there is no support then we would not proceed any further.

The resolution [Attachment G] was approved by unanimous vote.

11. Issues raised by students about prices of required texts

At a recent Town Meeting about the Barnes & Noble Bookstore, at which two representatives from BLN answered questions, students expressed anger about the prices and buy-back policy of B&N Bookstore. Vice President Roger Witherspoon suggested during the Town Meeting that he, the leadership of the Student Council, the chair of the Faculty Senate, and BLN representatives meet to further discuss the issues and to try to find solutions.

At the follow-up meeting the student government members voiced complaints about several aspects of B&N's operation but

also complained about what they felt was unfair book assignments by faculty. Their complaints about B&N included the book prices, the higher prices at John Jay's BLN store than at the 19th Street B&N store for the same titles, high prices to purchase used books, low buy-back prices when students want to sell their used books.

The complaints about faculty were that faculty require new editions of texts that are not significantly different from the previous editions (and, therefore, the bookstore does not have used copies of the book to sell and will not purchase used copies of the previous edition) and that faculty sometimes require three or four expensive books for a course and yet only assign a few chapters in each book. President Kaplowitz said that the fact that faculty cannot order any but the latest edition was explained to the students and she suggested that faculty explain this to the students in their classes. She reported that BLN said that the problem of buying and selling used books has to do with getting book orders from faculty early enough so that BLN can know what titles will be required the following semester and can, therefore, know which titles to buy used copies of. The B&N representative and the manager of the John Jay BLN did offer to adjust the buy-back period for used books.

Senator Bockmeyer said that students do complain that books cost as much as \$2 to \$5 more at John Jay's B&N than at BLN at 19th Street and she has verified that they are right by going to the 19th Street store and comparing prices. Vice President Blitz noted that at the Town Meeting, the B&N representative had insisted that that's not true. President Kaplowitz said that at the follow-up meeting one of the students brought a list of titles, with the John Jay B&N price and the lower 19th street B&N price next to each: the BLN representative was very surprised and said he would investigate.

Senator Manuel, in response to the issue of faculty requiring several texts but only assigning portions of them, recommended putting six or eight sets of photocopies of parts of books on reserve in the Library rather than asking students to purchase the books. In response to a question about copyright restrictions on doing this, Senator Jane Davenport said that the Library will pay for copyright privileges when faculty want to do what Senator Manuel has recommended. Professor Katherine Killoran writes to the publisher, pays the required fee to make the number of copies the faculty member has requested, and puts the copies on reserve. The Library uses a copyright clearance center. Vice President Blitz reported that Professor Killoran is remarkably quick in getting this done.

Senator Dei asked whether we can do anything as an institution to lower the prices of textbooks. Senator DeLucia said he negotiated a better deal for students by writing both the publisher and Barnes L Noble and informing them that neither he nor his colleagues would order a certain text because of the cost: he obtained a 5 percent discount from the publisher which was matched by Barnes L Noble during the course of a year: it turned out to be a \$10 difference in cost for each book. He said the markup on the books we order is unbelievable: one could argue that there should be a different markup for CUNY students than for students elsewhere. He added that he is redoing his text so that it can be charged less. He said he is embarrassed by how much is charged for it.

The problem of submitting book orders early so B&N can know

which used books: to buy from students was discussed. Senators agreed that the extensive time it takes to design course syllabi and to review possible texts often makes it impossible to place book orders early but noted they had not known of any negative consequences to students resulting from not submitting early book orders and agreed that this is information that faculty should have.

12. Agenda of the May 16 College Council

Senator Edward Davenport, a member of the College Council executive committee, explained that the agenda item from the Senate calling on the College Council to conduct its meetings in compliance with Robert's Rules of Order, as required by the Charter, was rejected by the Council's executive committee on the grounds that the explanatory statement accompanying it was insufficient. He pointed out that this is despite the fact that none of the other items that were placed on the Council agenda have any explanatory statement whatsoever. Senator Davenport said the other reason for rejecting it was that the majority of Council executive committee members agreed that Robert's Rules should not be followed at Council meetings.

Senator Litwack said that we may want to come back to the College Council with this item in the future and noted that the requirement of following Robert's Rules is in the Charter so it is clearly legitimate Council business. But, he said, we decided to put the item on the agenda to start a dialogue about the way Council meetings are conducted and in light of President Lynch's suggestion today that we meet with him to discuss improving the Council meetings, we should not try to put the item on the agenda as new business at Monday's Council meeting.

Senator Malone said the real issue is how items get or do not get on the College Council agenda. He said his understanding is that everything sent to the executive committee that is legitimate Council business is put on the agenda. He pointed out that the May 16 College Council agenda, which has been sent to all College Council members, includes the following statement: "All members present at the meeting of the Executive Committee of the College Council on Wednesday, May 4, 1994, unanimously agreed that all items submitted should be placed on the Agenda for the College Council meeting of May 16, 1994." But, Senator Malone said, that statement is not true: this item was not included and the Senate's resolution on the Library budget was not included, as we discussed earlier in the meeting.

Senator Litwack said it is not within the authority of the executive committee to decide that just because they do not agree with an item that has been submitted for the agenda that they can vote to not put it on the agenda. This, he added, is the kind of issue that can be discussed with President Lynch during the discussion that the President suggested. Senator Litwack urged that this be discussed in a meeting with President Lynch and offered to participate in such a meeting.

Senator Brugnola asked why the Council agenda includes the statement about submitted items. President Kaplowite explained that a number of years ago the Senate submitted an agenda item to the College Council calling for minutes to be taken of executive committee meetings, because the Senate and others had not been

able to get items onto the Council agenda. In response, President Lynch informed the Senate that if we withdrew the item he would direct that henceforth all submitted items will be placed on the agenda. The Senate did withdraw the item and the President announced this policy directly to the Council.

13. Proposed endorsement of UFS "Vision Statement"

A motion was made to endorse the Vision of CUNY statement, which was developed and ratified by the University Faculty Senate and then by the Council of Faculty Governance Leaders. This document will be sent to new trustees, to politicians, and to others. The motion carried unanimously. [Ed.: The statement is printed in the May UFS Newsletter.]

14. New Business

President Raplowite suggested that the Senate be responsive to the issue that President Lynch raised with us about faculty participation in the sophomore advisement program. She suggested that Senators encourage colleagues to participate.

Senator Hill said that she has not participated because she has not felt sufficiently knowledgeable about the curriculum to do academic advisement. Senator Lewis said that the advisement guide that Paul Wyatt, the director of advisement, developed is excellent and, furthermore, during advisement week, if an advisor has a question, there is always someone to call who can answer any question. He said one does not need to be an expert on the curriculum to do advisement. It was noted that sophomore advisement is really quite straightforward: what gets more complicated is advisement of majors, which is done by the faculty members of departments that have those majors.

President Kaplowitz announced that Senator Santiago-Irizarry is leaving John Jay to take a faculty position in the anthropology department at Cornell University and she called this a great loss to the students and faculty of John Jay. The Senate concurred and wished her every success in her new position.

Upon a motion to adjourn, the meeting ended at 4:00.

Respectfully submitted

Edward Davenport
Recording Secretary

ATTACHMENT A

Announcements from the chair

May 10 University Faculty Senate meeting

Chancellor Reynolds reported that the NYS budget negotiations had broken down several days earlier. The budget for CUNY still looks good and it still looks like Medgar Evers will be returned to senior college status. The NYC budget does not look as good for CUNY: a 10 percent cut is being proposed even though the increase in community college students is conservatively being estimated at 2,000 students. The increase in the NYS budget for the community colleges is being undermined by the cut to the community colleges in the NYC budget.

The National Science Foundation awarded a \$15 million grant to CUNY to work with the NYC public schools to improve K-12 mathematics and science education. The project is under the direction of President Charles Meredith of NYC Technical College; the project director is Bruce Hoffacker (former executive director of the University Faculty Senate).

Campus visits by finalists for the presidencies of Hunter and of the College of Staten Island are now taking place. The Chancellor has asked for three names from each search committee. The search for the president of BMCC will start in September as will the search for the dean of the law school (Dean Hayward Burns is going to Yale). President Kenny of Queens College will assume the presidency of SUNY/Stony Brook on September 1 and, therefore, an acting president will be named.

The University Faculty Senate elected the following as its 1994-95 Executive Committee:

Chair:	Sandi Cooper (History, CSI)
Vice Chair:	Bernard Sohmer (Mathematics, CCNY)
Secretary:	Fred Greenbaum (Social Sciences, QCC)
Treasurer:	David Speidel (Geology, Queens)
At-Large:	Jack Donoghue (Social Science, NYC Tech)
At-Large:	Karen Kaplowitz (English, John Jay)
At-Large:	Eleanor Lundeen (Nursing, CCNY)
At-Large:	Inez Martinez (KCC)
At-Large:	Ken Sherrill (Political Science, Hunter)

May 11 Comprehensive Planning Committee meeting

President Lynch asked the Comprehensive Planning Committee on May 11 to advise him about the role John Jay could play in helping the NYPD with the education/training of its members. The Mollen Commission report is due at the end of May and will most probably contain recommendations concerning the role John Jay can play (although not what the press reports claimed two months ago). President Lynch said there are several models we might recommend: the CUNY Police Cadet model, the John Jay branch campus model, the Florida and Minnesota models (whereby police are accredited after two years of college and then can be hired by any police department in the state). He explained that he is also meeting with the Faculty Senate in order to consult with that body.

President Lynch also reported that both Chancellor Reynolds and Chancellor Cortines want to create a high school of criminal justice which would be connected with John Jay College. The high school would begin with the 11th grade (because background checks for felony convictions can not be conducted on students before they are in the 11th grade) and the students, who would be prepared for law enforcement careers, would continue their education at John Jay in the associate degree programs (the students would attend 11th through associate degree studies). He said there would be perhaps 400 students in the first class (who would replace 400 of our students). The Comprehensive Planning Committee decided to invite colleagues knowledgeable about police education to its next meeting on May 19 so the Committee may become better informed about this subject.

council of Chairs elects officers

On May 10, Professor Harold Sullivan (Government) was elected chair of the Council of Chairs and Professor Mary Gibson (History) was elected vice chair. (The other executive committee members will be elected on May 17.)

Student Council election results announced

The Student Council elections took place this month. The swearing-in ceremony is June 1, at which time new Student Council takes office:

President: Terrence Harris**
Vice President: Edwin Ortiz**
Secretary: Angela Diez**
Treasurer: Sophia Warren**

Graduate representative: Robert Hernandez**

Senior representatives: Iris Rodriguez**
David Lovell**
Yojaida Estrella

Junior representatives: Sharon Wilson**
Willie D. Johnson**
Adam LaPorte
Yahaira Silva

Sophomore representatives: Wendy Colon**
Felicia Brown**
Shafeena Rahman

Freshman representative: Zoilo Encarnacion, Jr.**

At-large representative to College Council: Eugene Durante**

** = members of the 1994-95 College Council

Students elected to Judicial Committee panel

The membership of the student/faculty Judicial Committee which hears disciplinary charges brought against students is chosen by lot from a panel of six students elected by the student body and from a panel of six faculty elected by the Faculty Senate. The students elected to the panel are: Britt Capria, Keston Lall, Michelle Murray, and Carlotta Tyson.

Board of Trustees annual Manhattan borough hearing June 16

The annual borough public hearing in Manhattan of the Board of Trustees is Thursday, June 16, 1994, from 5-8 PM, at the public Hearing Room of City Hall. The purpose of the meeting is to provide an "interaction between the Board of Trustees, the Officers of the University, and the communities and constituencies of the CUNY colleges." To speak, one must notify the Office of the Secretary of the Board at 212: 794-5379 or 212: 794-5450 by 4 PM on June 10. Speakers are limited to three minutes. Written statements, which are recommended by the Board, may be any length.



ATTACHMENT B

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
445 West 59th Street, New York, N.Y. 10019
212 237-8000 / 8724

May 12, 1994

Vice Chancellor Richard F. Rothbard
City University of New York
535 East 80th Street
New York, NY 10021

Dear Vice Chancellor Rothbard,

On behalf of the Faculty Senate of John Jay College, at whose direction we are again writing, we want to thank you for your letter of April 26, 1994, responding to our letter of March 31 concerning the funding of John Jay College, in which we argued that John Jay's base budget of \$27.3 million is grossly underfunded in comparison with other senior colleges. More specifically, we argued -- based on information that you provided to us at our request -- that John Jay's base budget is underfunded by approximately \$6 million a year in comparison with Lehman College. (As we explained in our letter to you, Lehman College was chosen as a point of comparison because of the proximate number of student FTEs and the one-third larger base budget of Lehman College.)

We are pleased that you considered the points made in our letter to be worthy of further consideration during the CUNY budget allocation process. And we certainly appreciate the efforts you have made, as noted in your letter, to ease the situation at John Jay. We will look forward to seeing the next round of University allocations in light of your direction to Budget Director Brabham of our March 31 letter.

We do recognize, as we did in our earlier letter, that a number of institutional and governmental considerations must be taken into account in the shaping and distribution of the CUNY budget. Nevertheless, we believe a fundamental question remains to be answered: What, precisely, is CUNY's plan for bringing John Jay's base budget to the point where we can meet CUNY's own stated goal of having at least 70 Percent of all class sections at senior colleges taught by full-time faculty?

We believe that our analysis of the budgetary variance between John Jay College and Lehman College established at least two points (whatever disagreements there may be about particular elements of that analysis): (1) John Jay's severe shortage of full-time faculty is not primarily due to internal budgetary decisions made at John Jay College but, rather, to the underfunding of John Jay, relative to other senior colleges, by the City University. And (2) that underfunding is not due to objective, neutrally applied academic criteria but rather, to use your terminology, to "historic factors." Therefore, it seems to us, if CUNY is truly committed to

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its goal of having at least 70 percent of senior college course sections taught by full-time faculty -- and if CUNY is truly dedicated to giving students at all senior colleges a reasonably equal chance to succeed -- a specific plan should be developed to remedy the situation at John Jay as soon as reasonably possible.

Of course, it is for the administration of CUNY, subject to the overview of the Board of Trustees, to determine how the equitable funding of John Jay can best, and most equitably, be achieved. However, we wish to raise a few questions in this regard: (1) Should not the redress of the situation at John Jay College be among the highest priorities governing the distribution of whatever new full-time lines are provided to CUNY by the State? (2) While we recognize that to simply redistribute all needed lines from other branches of CUNY to John Jay in one fell swoop might cause "major disruptions" in University operations, does equity and fairness to John Jay students not require that as lines become "available" at other branches of CUNY (for example, and especially, through ordinary terminations of service) that many of those lines be transferred to John Jay? Would whatever difficulties such reallocations would cause to students or administrators at relatively advantaged units of CUNY be nearly as serious as the disadvantages currently faced by John Jay students and faculty? (3) Unless CUNY receives so many new lines from the State, in the near future, that John Jay's situation can be expeditiously remedied by the distribution of those lines alone, how else can John Jay's situation reasonably be remedied (in the reasonably near future) other than by reallocating base budgets amongst the senior colleges?

We wish to state again that we are not unmindful of the "oversight interests of State and City officials, as well as State and local concerns and needs" that you mentioned in your letter and that necessarily affect CUNY's "college and program allocations." It seems to us, however, that whatever differences in senior college funding are suggested by those concerns should occur only after the essential academic needs of each college -- as defined by the Board of Trustees' own stated goal that at least 70 percent of all senior college course sections be taught by full-time faculty -- are met. And at a time when, according to public opinion polls, the #1 issue of public concern in New York City and the United States is crime, it seems to us that there should be no more important interest of State and City officials, and no more important state and local concern, than adequately funding what should be the nation's leading college of criminal justice so we can properly satisfy our teaching, training, and research missions. {Although we have focused our arguments for greater base budget funding of John Jay on the immediate needs of our students, it must also be emphasized that, in many, many ways the severe underfundings of John Jay has seriously hampered our collective ability to engage in much needed research and faculty development in the field of criminal justice.}

All this having been said, we wish to thank you again for what you have done to improve the situation at John Jay and for your attention to our concerns and we look forward to working with you regarding our concerns in the future. For now, however, we would

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very much appreciate your providing us with an answer to our primary question, which is: given reasonable and realistic estimates of State funding of CUNY for the foreseeable future, how, precisely, does CUNY plan to remedy the full-time faculty/adjunct situation at ~~John Jay~~ Y, which you yourself have deemed to be "neither acceptable irable" and which clearly contravenes the stated academic policy and goals of the CUNY Board of Trustees? And, of course, we hope that the next round of budget allocations will lead to a significant improvement in the serious budgetary situation that we face at John Jay.

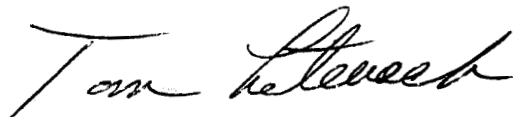
Sincerely yours,



Karen Kaplowitz
President, Faculty Senate



James Cohen
Chair, Senate Fiscal Committee



Tom Litwack
Senate Fiscal Committee

cc. Chancellor Reynolds
Deputy Chancellor Mucciolo
President Lynch
Budget Director Brabham

ATTACHMENT C

RESOLUTION OF THE FACULTY SENATE OF **JOHN JAY COLLEGE**
OF CRIMINAL JUSTICE ON THE CUNY/NYPD POLICE CADET PROGRAM

May 13, 1994

WHEREAS, The CUNY/NYPD Cadet Corps is an innovative and visionary program designed and implemented jointly by The city University of New York and the New York Police Department to produce college-educated police officers who are reflective and representative of the people of the City of New York whom they serve, and

WHEREAS, The CUNY/NYPD Cadet Corps is a model for and an integral part of a more diverse police force, with the current class being comprised of 67 percent people of color and 37 percent women, all of whom are New York City residents, as mandated by the program, and

WHEREAS, The CUNY Cadets, having been recruited by CUNY and screened for police service by the NYPD, are all full-time students enrolled in Associate Degree programs at 10 CUNY Colleges in all five boroughs, these colleges being John Jay College of Criminal Justice, Medgar Evers College, The College of Staten Island, New York City Technical College, Borough of Manhattan Community College, Bronx Community College, Hostos Community College, Kingsborough Community College, LaGuardia Community College, and Queensborough community College, and

WHEREAS, CUNY Cadets study not only at their home college but also receive intensive training, specialized study, and supervised practical work experience at John Jay College of Criminal Justice, specifically designed to prepare them for police service, and

WHEREAS, The CUNY/NYPD Police Cadet Program is characterized by the extraordinary retention rate of 99 percent, and

WHEREAS, The CUNY/NYPD Police Cadet Program will be terminated because the Mayor's Executive Budget announced May 10, 1994, provides no funding for future classes of CUNY Police Cadets, which will result in the loss of hundreds, and eventually thousands, of college-educated future police officers, and

WHEREAS, The Faculty Senate is the voice of the faculty of John Jay College of Criminal Justice, a College whose mission is the education of current and future criminal justice practitioners and whose 9,300 students reside in all five boroughs of the City of New York, therefore be it

RESOLVED, That the Faculty Senate of John Say College of Criminal Justice calls upon city officials, including Mayor Rudolph Guliani, Speaker Peter Vallone, Police Commissioner William Bratton, and the members of the City Council to restore and enhance the funding of the CUNY/NYPD Cadet Corps Program, which is a model for police education and a hope for the citizens of the City of New York and for the students of The City University of New York.

Approved by Unanimous Vote



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
899 Tenth Avenue, New York, N.Y. 10019
(212) 2378000

Lloyd Sealy Library

May 10, 1994

Memorandum to: Karen Kaplowitz, President of the Faculty Senate

From: Bonnie Nelson, Acting Chief Librarian

Re: Library Budget

On behalf of the Library faculty, I would like to thank you **and** the John Jay Faculty Senate for all your efforts this year in pushing for increased funding of the Lloyd **Sealy** Library. This has been an extraordinarily difficult year for the Library **and** the Library faculty, **and it** has been very gratifying to us to know that the College faculty are such strong supporters of the Library and care **as** much **as** we do about the quality of the **Library** collection **and** Library services.

Although we have *so* far received no supplemental funds this year, we have become somewhat optimistic about next year. **One** additional faculty line will be returning to **us**, relieving some of the pressures on the Library faculty, **and** Provost Wilson has said that he will try to **find** an additional administrative staff line, which will improve the functioning of Interlibrary Loan and Reserve. In addition, the Provost **has** said to the Library faculty, **and** in several public fora that he will make restoring funds to the Library's materials budget his top priority for next year. We are hopeful that we will not only be able to buy books **as** they are published beginning in July, 1994, but that we will be able to fill in some **of** the holes in our collection caused by our severely constrained budgets over ~~the~~ last two years,

Again, thank you for all your support. We hope that the Lloyd **Sealy** Library **will** soon again be able to support research **and** teaching with **the** same high **standards** we **have** all expected in the past.

Bonnie R. Nelson

ATTACHMENT E

LIBRARY BUDGET 1993-1994

The following is the way the library's budget allocation was divided up last September, 1993:

College assistants (part-time clerical help):	\$100,000
Supplies (code #200)	6,500
Machine maintenance contracts and repairs (code#460)	7,600
OCLC service (code #435)	24,000
Binding (pdcls, pbks, & repair) (code #432)	14,000
	152,100

Library Acquisitions (Code #330)

Periodicals	152,000
Serials (Books in Print, almanacs, etc.)	30,000
Law (serial publications)	39,000
Interlibrary Loan, copyright clearance	1,500
Electronic services (searches)	3,500
Monographs	<u>0</u>
	226,000

Because monographs had been ordered toward the end of fy 1992/93, **books** were still being received during 93/94. To pay for these, \$8,000 was transferred out of the binding budget to acquisitions on December 7, 1993. On February 7, 1994, \$3,000 was transferred out of supplies to acquisitions. Also on February 4, \$650 was transferred out of machine maintenance contracts and repairs to acquisitions. On February 15, the remaining \$2,900 in the binding budget was transferred to acquisitions. All binding ceased until fiscal 1994-95.

The above transfers into acquisitions totaled \$14,550.

In addition to the tax levy funds allocated to the library by the college, the library also received specially-designated funds for books from outside of the college. These funds included:

- \$7,000 from the state to support our graduate programs, which we receive only if we can match that amount with privately-raised funds. This year their \$7,000 was matched with a
- \$3,000 donation from the JJ Alumni Association and
- \$4,000 which the Business Office raised from some other source (unknown to us).

ATTACHMENT E (cont)

\$9,238 from METRO, a state consortium agency, to buy materials in support of our designated specialty (crim. justice) for the purpose of local resource-sharing.¹

\$5,519 from Lost Book Fees, which we collect from patrons who have lost books. This money was spent on replacing the lost books (monographs).

\$841 spent, so far, from the **\$1225** proceeds from last year's book sale, for materials specifically designated by the Retirees. (This year: art & music) All of these books are not yet received.

\$829 from memorial funds designated for science books.

\$621 from microfilm machines proceeds, normally designated for the purchase of microfilm paper.

TOTAL OUTSIDE FUNDS: \$31,048

With this money, we were able to buy some reserve books, some replacement books, and some books in the specially-designated subject areas mentioned above, in addition to paying for books ordered before the beginning of the **93-94** fiscal year.

Here is a breakdown of how the total monies were spent:

\$ 48,010	Monographs
151,651	Periodicals
14,284	Serials
22,239	Law serials (Case reporters, Statutes, etc.)
1,461	Online searching
853	Interlibrary Loan
2,399	Memberships

As of this date, (5/13/94) we have ca. **\$11,000** in unpaid bills for which there are no funds, and ca. **\$4,000** more in bills for periodicals and law materials are expected before July 1. In February, we notified our major serials vendor to stop all shipment of serials; they are holding these materials. Two of our vendors sell only on a deposit account basis -- our government documents supplier (Bernan Co.), and the Department of Justice supplier (National Criminal Justice Reference Service). The funds in these deposit accounts have run out, so shipments from these two vendors have been cut off.

¹ There is an eligibility requirement to receive this money. To insure that institutions are not relying on these funds as a substitute for normal funding, each institution has to show a "maintenance of effort," proof that the institution's own funding level has not dropped significantly as a result of the receipt of METRO funds. Because of JJ Library's recent drops in funding from the college, we did not technically qualify to receive this money this year, but we were able to get a waiver. Next year we will not qualify for a waiver, so will not have METRO money available to us.

Proposed Charter Amendment

ATTACHMENT F

Replace Section 10.f with the following language:

Section 10.f

Budget

Within the period prescribed by the Chancellor, the President shall prepare the annual tentative budget and submit it to the Committee for recommendations; the Committee shall make its recommendations within the period prescribed by the Chancellor; the President shall submit to the Chancellor, within the period prescribed by the Chancellor, **such** tentative annual budget together with [his/her] ~~the~~ comments and recommendations of the Committee and the comments and recommendations of the President, with copies to the Committee. Upon failure of the Committee to act upon the budget within the period prescribed by the Chancellor, the President shall submit to the Chancellor, with copies to the Committee, his or her **own** recommendations, together with a statement of explanation.

Prior to the start of each fiscal year, or within 30 days following receipt of an initial or modified budget allocation from the University, the President shall submit a recommended expenditure plan to the Committee. The Committee shall be convened to act upon the recommendation within a reasonable period of time. If the Committee fails to adopt the recommended plan, the President may modify and/or resubmit the plan to the committee, or proceed to implement the plan without approval by informing the Committee in writing of his or her decision, together with a statement of explanation, and by convening the Committee for further deliberation within a reasonable period of time. The Committee shall maintain minutes of its deliberations and actions.

Explanation

The "Committee" referred to in the amendment is the College Personnel and Budget Committee, chaired by the President. The amendment is located in a section of the College Charter that defines the membership and responsibilities of the College Personnel and Budget Committee.

The first paragraph of this amendment conforms the College Charter to the language of the University Bylaws. The underlined phrases, which are additional, clarify the obligation of the President to transmit the comments and recommendations of the Committee, and assure open access to the deliberations and actions of the Committee and the President in the budget process.

The second paragraph clarifies the role of the College Budget Committee once a budget allocation is received from the University. The amendment permits the Committee to participate in determining, in consultation with the President, the form and substance of the expenditure plan. The amendment also permits the President to act without approval when conditions require it.

ATTACHMENT G

Resolution of the Faculty Senate
on sponsoring a conference on criminal justice education

May 13, 1994

WHEREAS: John Jay College's primary mission is criminal justice education, and

WHEREAS: Criminal Justice education has become a vital and growing academic discipline in the United States, and

WHEREAS: A conference on criminal justice education is a timely and appropriate activity for John Jay College of Criminal Justice, and

WHEREAS: Such a conference would provide an opportunity to explore such issues as the efficacy of various models of education for current and future criminal justice practitioners, the differences between training and education, and other such issues, all of which are of import to John Jay, therefore be it

RESOLVED: That the Faculty Senate sponsor a conference on criminal justice education to be held at John Jay, and be it further

RESOLVED: That the Council of Chairs and the Doctoral Faculty and other relevant John Jay groups and individuals be invited to work on the planning, funding, and implementation of such a conference, and co-sponsor such a conference with the Faculty Senate, and be it further

RESOLVED: That a steering committee be formed to explore the issues relevant to this proposal and that a preliminary report be given to the Faculty Senate in September.

Approved by Unanimous Vote