

FACULTY SENATE MINUTES 8126

John Jay College of Criminal Justice

September 7, 1995

3:15 PM

Room 630 T

Present (27): Arvind Agarwal, Michael Blitz, Edward Davenport, Jane Davenport, Peter DeForest, Robert DeLucia, Janice Dunham, Arlene Geiger, P. J. Gibson, Elisabeth Gitter, Lou Guinta, Elizabeth Hegeman, Karen Kaplowitz, Andrew Karmen, Kwando Kinshasa, Sandra Lanzone, Tom Litwack, Mary Ann McClure, Robert McCrie, Ruth O'Brien, Daniel Pinello, Chris Rashbaum, Marilyn Rubin, Frederik Rusch, Carmen Solis, Agnes Wieschenberg, Daniel Yalisove

Absent (11): Yahya Affinnih, Luis Barrios, Amy Green, Zelma Henriques, Gavin Lewis, Lee Jenkins, James Malone, Henry Morse, Dagoberto Orrantia, Davidson Umeh, Maurice Vodounon

Guests: Ned Benton (Chair, Public Management), Jane Bowers (Chair, Women's Studies Committee), Glenn Corbett (Public Management/Fire Science), Daniel Paget (Art, Music, Philosophy), Kathryn Wylie-Marques (Chair, Speech and Theater)

Agenda

1. Announcements from the chair
2. Approval of Minutes #125 of the May 24 meeting
3. Approval of proposed calendar of Senate meetings
4. Availability of the John Jay Theater for College activities:
Professors Jane Bowers, Chair, Women's Studies Committee, and Kathryn Wylie-Marques, Chair, Speech & Theater Department
5. Phase II and evaluation by outside experts of the safety and fire conditions of North Hall: Professors Benton and Corbett
6. Report: JJ's budget 6 Base Level Equity
7. Proposal to ratify University Faculty Senate charter amendments
8. Proposal that the Faculty Senate continue to enlist faculty in a voter registration drive of John Jay students
9. Report on CUNY Board of Trustees' June 26 actions
10. Election of Senate representatives to College committees
11. Proposed resolution: Resolved, That the Senate co-sponsor a lecture by Distinguished Professor Blanche Wiesen Cook
12. New business

1. Announcements from the chair [Attachment A, B]

The Senate was provided with a written report [Attachment A].

President Kaplowitz reported that John Jay is the only college that did not retrench any faculty or staff [Attachment B]. In

addition to the 168 retrenched faculty and staff listed on the chart, another 100 HEOs were not reappointed in April during the reappointment process. In addition, 44 academic degree programs were closed in June by the CUNY Board of Trustees.

Although Student Council President Miguel Martinez and Student Council Vice President Marlene Aponte had been invited and had been scheduled to speak to the Senate today about the issues and concerns important to our students and to them in their leadership positions, they are unable to attend and have extended their apology and have asked to be invited to another meeting. The Senate was directed to a resolution in support of affirmative action which was issued by the Student Council, and which was sent to the Faculty Senate.

2. Approval of Minutes #125 of the May 24 meeting

Minutes #125 of the May 24, 1995, meeting were approved by a motion duly made and carried.

3. Approval of proposed calendar of Senate meetings

The proposed calendar of Senate meetings for the 1995-96 academic year was approved:

Thursday, September 7	Thursday, February 8
Wednesday, September 20	Wednesday, February 21
Wednesday, October 11	Thursday, March 7
Tuesday, October 24	Wednesday, March 20
Wednesday, November 8	Thursday, April 11
Tuesday, November 21	Wednesday, April 24
Friday, December 8	Friday, May 10

Thursday, May 23: First meeting of 1996-97 Senate

Meetings are in Room 630 T and are at 3:15 PM, except the December 8 and May 10 all-day meetings, which begin at 9:30 AM.

The Faculty Senate Constitution states that Senate meetings are open to all members of the faculty, who may also participate in the discussions. Voting is limited to Senate members. An item submitted for the agenda must be sent in writing at least 10 school days prior to a Senate meeting to any member of the Executive Committee.

4. Availability of the John Jay Theater for Colleea activities: Professors Jane Bowers, Chair, Women's Studies Committee, and Kathryn Wylie-Marques, Chair, Speech & Theater Department

Professor Jane Bowers (English), the new Chair of the Women's Studies Committee, and Professor Kathryn Wylie-Marques, Chair of the Department of Speech and Theater, were introduced.

Professor Bowers explained that she and Professor Wylie-Marques together submitted this agenda item to the Senate's executive committee. She explained that last May the Women's Studies Committee tried to reserve the theater for March 1996, for Women's History Month, and was told at that time that the theater had already been

rented for the entire spring semester except for three weeks and that those three weeks are the only time that the theater will be available for the John Jay community. Professor Bowers said that Vice President for Administration John Smith had shown her the schedule which showed that the rest of the spring semester is entirely taken up by outside organizations, profit-making organizations, such as Lincoln Center, the Blue Hill Troupe, and the Metropolitan Opera. Vice President Smith had explained that the theater is committed to these outside groups every year: this is an annual commitment to rent our theater to them each spring. She said she is very disturbed about this as are the members of the Women's studies Committee and she has brought the issue to the Benate because it is her understanding that College facilities exist for the use of the College community. She explained that the current situation means that the interested parties within John Jay are seemingly expected to fight among themselves as to who gets access to the theater and for how long during those three weeks. Professor Bowers said although this is her first year as Chair of the Women's Studies Committee, she has been informed that this situation has been an ongoing one for the past several years.

Professor Bowers explained that the reason the Women's Studies Committee requested the theater for March is that one of the activities it has planned for Women's History Month is the production of a play which the Women's Studies Committee has commissioned Professors P.J. Gibson and Michael Blitz to write, both of whom are volunteering their time and talents to not only write but to cast and direct the play, which will be acted by students. Professors P.J. Gibson and Michael Blitz are both members of the Senate and both supported Professor Bowers' decision to bring this issue to the Senate. President Kaplowitz noted that two years ago the Women's Studies Committee commissioned Professor P.J. Gibson to write a play for Women's History Month and she wrote Masks, Circles: Healing the Pain and she reported that the University of Michigan has created a new course devoted to P. J. Gibson's play. The course is called, "Seminar: The New American Play Process: Work on New York Playwright P. J. Gibson's New Play, Masks, Circles: Healing the Pain." President Kaplowitz recalled that the play filled John Jay's 650 seat theater at its several performances. The only other possible space, which is not a theater, is the lecture hall, 1311 North, which holds only 125 people. A senator asked whether Professor Gibson will, of course, turn down any offer of a full professorship that might follow a university's creation of such a course, and President Kaplowitz said that she, for one, has no doubt that if should that happen access to our theater would tip the balance in John Jay's favor. Senator Gibson agreed. The Senate gave Benator Gibson an enthusiastic ovation.

Professor Bowers reported that a literary speaker is also planned, which each year is the culminating event of Women's History Month. This is always a nationally renowned woman writer of literature and this is also the occasion when the awards are presented to John Jay's winning student poets and essayists.

Professor Kathryn Wylie-Marques, chair of the Department of Speech and Theater, said theater space has been an ongoing problem ever since she came to John Jay seven years ago. The theater has been rented to outside groups for increasingly larger portions of the school year and every year, especially in the spring, the Department of Speech and Theater's time in the theater gets shorter and shorter. The John Jay Players, a student club, has been dividing the use of the theater with her department. Dean Hank Smit, who coordinates student club activities, and she get together to decide how much time

each of the two groups get. She said that the amount of time is not sufficient, even in the fall, because they have only a week of technical rehearsals to get the play set on the stage and a week for the performance. The student club, the John Jay Players, gets the same amount of time in the fall. And when the Fashion Club, another student group, and the Talent Show, also a student club activity, want access to the theater, the time is even more squeezed for all the groups. Spring is even worse because there are only three weeks of theater use available to John Jay groups. This spring John Jay has the use of the theater from only March 11 to April 11 but one of those four weeks is spring recess.

Professor Wylie-Marques said she and the other John Jay groups should not be put in the situation every year of fighting among themselves and that Professor Bowers should not be put in the position of having to come to her to ask for a portion of her department's time and she and her department should not be put in the position of being asked to share their time.

Professor Dan Paget (Art, Music, and Philosophy) was introduced: he is an orchestral conductor. He explained that three years ago he brought to the Senate the issue of the rental of the theater to outside groups but in that case the plan that was about to be finalized was to rent the theater for an entire year to the Shubert Theater organization, for the exclusive use of the Shubert organization. That would have meant that the theater would not have been available to the John Jay community at all. As a result of the issue being raised at the Senate and the Senate's having recommended that this plan not go forward the theater was not, in fact, rented to the Shuberts. The Senate's discussion and recommendation were based on pp. 40-42 of the Board of Trustees' Manual of General Policy which has also been appended to Professor Bowers' and Professor Wylie-Marques' agenda item.

Professor Paget said he is thus returning with regard to the same issue, the availability of the theater for the College community, although this is a variation on the original situation. Professor Paget said that since the rental of the theater for the exclusive use of the Shuberts was prevented, the problem is coming around in a circle in the form of piece by piece rental which has virtually the same effect.

He said that what is irresistibly attractive is obviously the money generated from rental of the theater. He said he thinks that is why the theater was designed as it was in the first place: the fact that it is a state of the art theater came as a surprise to virtually everyone on the faculty.

Professor Paget said the use of the theater to generate funds is thus a constant movement. He said he does not think we can entirely resist that. But the theater, he said, can be used in a more effective way that might give us more theater time and still generate income. The issue is the kind of use to which the theater is put. He said he comes from a particular end of the spectrum in terms of theater usage but he does not think his perspective has biased his analysis.

Theatrical productions demand large amounts of theater time because the production is rehearsed in the theater, the sets are built in the theater, the lighting is brought into the theater, the painting is done in the theater. From the day a production company comes in until the day after the last show closes after a run of two or three weeks the theater is unavailable to us even if the theater

is dark because those sets are on the stage. If the theater is used for theatrical productions it doesn't take more than a couple of theater company rentals to absolutely wipe out the availability of the space for us.

Professor Paget explained that most of the theaters in CUNY are rented to concert productions, rather than to theatrical companies because, he explained, concert productions are a much simpler and cleaner operation. If, for example, a pianist and a violinist give a concert they will want to rehearse on the stage for two or three hours the day before the concert and they will give a concert that night and all that has to happen is that the lights are turned on, the piano and the bench and a music stand are moved onto the stage and then are moved off the stage. It is clean and neat and one can rent to 20 such people during the space of time that is occupied by one theater group. And the rentals can be spaced apart so that the theater can be used by College groups.

He said it is also his guess that we could generate more income from individual concert productions than from one rental of three or six weeks by a theater group. So why do we rent to theater groups rather than to concert groups, he asked. Because someone comes to the college administration and says they would like to rent the theater. To generate the use of the theater for concert productions would take a commitment of administrative effort and energy because a reputation has to be established that this is a desirable concert space that can be rented. We would have to get ourselves on the map of concert spaces in New York, along with Merkin Hall, which seats about 450 people and thus is smaller than our space, and Tulley Hall, which is larger than our space. Our space is a wonderful space for concerts. If there were a commitment on the part of the administration, if perhaps they were encouraged to give thought to this and energy to this, this might solve the problem in a way that meets all our needs.

Professor Paget said another issue is that from the beginning when the theater began to be rented, we were told that the funds generated by the rentals would go to support programs within the College: concert programs, theater programs, and other similar programs. He said he has never seen a report about where the rental money has gone to. And so none of us know where the theater rental money goes. He expressed his hope that that issue might also be considered.

Professor Ned Benton (Chair, Department of Public Management) said that as the Chair of the College's Budget Planning Committee he has sent a memorandum to Vice President John Smith asking him to explain the revenues and expenses associated with the theater rentals last year and also the estimates of the revenues and expenses anticipated this year. He said he will ask for this information again and will make it available. Senator Rusch said it is imperative that we know how the rental money is spent and said he is surprised that we have not already been given this information. He said that Professor Paget's analysis and recommendation sound eminently sensible, especially given John Jay's location.

Senator Kinshasa said it is his impression that our students think that Room 1311 North is the only space that is available to them for their events and that the theater is reserved only for more "legitimate" productions. He said he believes that the students were told that this is because their events are unlikely to fill the theater. He added that he is not sure that that is a good reason for not making the theater available for student events. Secondly, the

African-American Studies Department requested to use the theater far in advance of a year and the request was denied because the theater had already been committed to an outside group. He said these are two separate but important issues: he is particularly concerned that our students are being given the impression that their events are not on a sufficiently high level to deserve the theater and he suggested that this is an issue also for the student government.

The Senate reviewed pages 40-42 from the CUNY Board of Trustees' Manual of General Policy: "Use of Facilities by Outside Groups":

"The primary function of the University's facilities is to meet educational and institutional needs as defined by the curriculum and to provide the physical setting for the higher education of the students, and they should not be put to any use which impedes this mission. However, the University has an especial responsibility to insure that responsible community groups are allowed the use of such facilities as are available within these priorities. . . . Priority for non-curricular utilization should be in accordance with the following order:

1. Such college purposes as designated by the college administration.
2. Academic or professional organizations made up of persons on a college staff, provided each such organization is freely open to all members of the staff or such rank or ranks as are admitted to membership. Other organizations drawing membership without restriction from the membership of a staff may be permitted the use of college facilities. Recognized student organizations on campus may also be permitted the use of college facilities.
3. Other academic or professional organizations. Sister institutions in City University shall enjoy priority over other educational institutions.
4. Non-profit organizations of an educational, scientific, cultural, social, civil or similar nature may be granted the use of college facilities on the payment of fees which shall be established and made public for each facility of the University that is available for such use. Admission fees may be charged and retained by the licensee.
5. All other organizations, upon payment of fees which shall be established and made public for each facility of the university that is available for such use. Admission fees may be charged and retained by the licensee." (pp. 40-41)

Professor Paget noted that later on p. 41 in that same section of the Manual of General Policy, the statement is made that "When considering applications by outside groups, the University shall divide the facilities into four categories: 1. Auditoria -- when not otherwise utilized." He said that we commit the theater to outside groups so far in advance that the theater cannot be otherwise utilized. The analogy was made that we do not rent our gym to outside groups a year or more in advance and then require our athletic teams to use the gym only when it is otherwise not utilized.

The Senate unanimously recommended that the concerns of the

faculty be communicated to the College authorities and voiced its support of the Women's Studies Committee's right to use the theater.

5. Phase II and evaluation by outside experts of the fire and safety conditions in North Hall: Professors Ned Benton and Glenn Corbett, Department of Public Management [Attachment C, D]

President Kaplowitz reported that although in June the NYS Legislature did reappropriate the \$10 million to purchase land next to T Building for Phase II and although the Governor signed this into law, the NYB Department of the Budget is refusing to release the funds. (The Department of the Budget is also refusing to release the funds for CUNY's capital project for the Sophie Davis medical school which the Legislature also added to the Governor's Executive Budget.)

She also reported that Chancellor Reynolds is vigorously fighting this withholding of the monies and has written to the Director of the Division of the Budget Patricia Woodworth about this. She quoted from a letter, dated September 5 [Attachment C]. In explaining the statements about enrollment growth in the Chancellor's letter, President Kaplowitz reported that according to the most recent data, this semester only two colleges have met their enrollment target: John Jay and Baruch.

She said that when she and Professor Ned Benton, who is the chair of the College's Budget Planning Committee, learned about the DOB's refusal to release the Phase II funds, they consulted about the best course of action for convincing the authorities in Albany to release the monies. Professor Benton recommended to the Budget Planning Committee that he bring a recent report on North Hall to the Faculty Senate for informational purposes since this report can be used to further make our case for Phase II.

President Kaplowitz noted that last semester Professor Benton performed a brilliant and compelling analysis of John Jay College's space needs in preparation for Vice Chancellor for Facilities Planning, Construction, and Management Emma Macari's meeting with the Faculty Senate on March 1, 1995. Vice Chancellor Macari came to the Senate meeting with her assistant, Sheila Chaffin, the Director of Space Planning and Capital Budget.

At that meeting (Faculty Senate Minutes #119), Professor Benton presented his analysis, with detailed graphs, showing that John Jay has only half the space we require. President Kaplowitz reported that the previous day Vice Chancellor Macari and Director Chaffin told her that they have completed their own study of John Jay's space needs and have determined that Professor Benton and the Faculty Senate were right: their study shows that John Jay has only 49% of the space that we need, given our student enrollment and our programs of study. The Senate expressed its appreciation of Professor Benton's work with enthusiastic applause.

Professor Benton was then invited to report about the evaluation of fire and safety conditions in North Hall. Professor Benton, explaining that the CUNY Board of Trustees now requires that all majors be evaluated by experts outside the University, directed the Senate to two pages [Attachment D] of the external report of the Criminal Justice Administration and Planning major, which his department offers. One of the external reviewers is the acting dean of the University of South Carolina and the other is a professional architect (a criminal justice architect) and lawyer who is located in

Manhattan. The report they issued included a set of observations and recommendations that relate to North Hall. These observations, he said, were sufficiently disturbing that he decided to share them with the Budget Planning Committee and with the College's vice presidents with an eye to circulating them so that when issues related to the new building came up they could help inform the discussions. He quoted from the observations, several of which he called alarming [Attachment D] .

Professor Benton explained that he consulted with a member of his department, Professor Glenn Corbett, who since last year has been the College's new professor of fire science and who, since the May retirement of Professor Hugh Caulfield, is our only professor of fire science. Professor Corbett, who has an engineering license, is the technical editor of Fire Engineering magazine and was formerly in charge of code enforcement for Austin, Texas. Professor Benton asked Professor Corbett to comment about the external reviewers' report and about his own assessment of North Hall.

Professor Corbett explained that he is especially pleased to be teaching at John Jay because he was a John Jay student a number of years ago but said he is sorry to see that North Hall has not changed much since his student days. He said he has not had an opportunity to study North Hall in detail but can give a cursory observation. Overall, there are obvious problems with North Hall: the means of egress and exit is a problem in terms of design. Although there are not a lot of dead-end corridors, there are a few, but there are also a lot of circling effects which create problems when people try to identify exits and this causes many people to return to the exits that they usually use: indeed, most people use Stairwell A, which is the stairway off the front entrance in the lobby next to the Passenger elevators. From a fire protection standpoint, the building is low status technologically: it is a standpipe system, in which fire hoses are pulled by the occupants. In other words, the fire hoses in the stairwells are there for use by us. Most of the codes do not involve civilians physically doing this but our system does.

We have a partial sprinkler system in North Hall, basically in the basement, the bookstore, and the loading dock: he said he believes those are the only areas that have a sprinkler system. If a fire should start in an area other than those that have a sprinkler system, the fire will continue unabated until it meets some kind of compartment. But there is a compartmentation problem because even though there are lots of walls, there are also lots of pinholes, that is, holes in those walls. He said, furthermore, he conducted a survey just an hour ago and most of the fire doors were chocked open: the doors to the daycare center were chocked open, as were the doors to Stairwell A. Professor Corbett explained that from a fire containment standpoint, this does not make sense because fire doors exist to contain, to compartmentalize, a fire.

Professor Benton said the hardware on the doors are broken and so even if the doors were closed they would not remain closed if there were a draft, for example. Professor Corbett agreed, explaining that a fire door needs to positively latch: a fire door should not have to be pushed closed, but rather should snap shut by itself. He said the doors are very old and have been overused and need to be replaced. He said even if doors do swing shut if they do not latch they are a problem. They are meant to seal off areas of the building to give people time to leave the building.

Professor Corbett expressed his concern about our tendency to ignore the alarms during fire drills. He said that last year few

people participated in the fire drills and that he was the only one he saw who took his class out of the building. President Kaplowitz said that the Senate had sent a letter to the faculty about the legal and moral imperatives of participating in the drills and that the fire drills had subsequently been complied with but that perhaps another letter has to be sent again. Professor Benton said compliance is especially important given the other fire safety problems that are being reported. Professor Rubin said she has never seen anyone directing people as to how and where to exit when she has taken her classes out during a fire drill.

Professor Corbett said that during fire drills people should be directed to means of egress other than Stairwell A. And people need to be moved away from the building when they reach the street. As more people stand in front of the doors upon leaving the building, the more people are backed up into the stairwells.

Senator Hegeman said that all that is being reported goes to the entire unworkability of North Hall: she explained that the doors are chocked open and will remain chocked open whether the hardware is replaced or not because most of the building is either 95 degrees or 40 degrees and so people will always open those doors in an attempt to regulate temperature and to get some ventilation.

Professor Corbett said there are technical ways to solve many of these problems but that he is particularly concerned about our serious egress problem particularly if there were a fire in the lobby. He also reported that there are major problems involving egress from the cafeteria. He said there are also storage problems in the cafeteria and in the former library space where a fire could easily start. He recommended that we bring in an outside inspector to make an independent evaluation.

Professor Corbett said there are also issues related to the Americans With Disabilities Act and explained that we are not fully in compliance with the ADA. He said, for example, the pull boxes have to be lowered because a person using a wheelchair could never reach them at the height they are now.

He noted that the fire and safety problems include the main stairwell which discharges into the main lobby area as well as the stairwell near the renovated library space which discharges into a very small area. He said one can exit from that small area but that most people do not know this. He explained the "one arm blind man rule" which states that egress should be designed so that a blind person who has only one arm could get out of the exit without assistance. In other words, one should be able to go to a door and open it without special knowledge or effort or keys. But to open the door at the bottom of the stairwell from the former library area Uoes require special knowledge because there is a push bar on the side which one must push in order to release the lock on the door. He said his review of the New York City building code suggests that this may be a violation of the building code and consequently of the fire code. Asked why the door would be designed this way, he said that it is obviously for security reasons since there is no security person there. Senator McCrie reported that he is aware of a waiver that John Jay had obtained which permits us to have a locked door with a pushbar such as Professor Corbett mentioned and so the College is, in fact, in compliance. President Kaplowitz said that it is good that we are in compliance but, on the other hand, the safety of people who do not know how to open the door is of concern. She said there are locked doors at all the exits and that she was told by the Security Director that the doors automatically unlock when the fire alarms go

off: if one pulls any fire alarm pull box all the doors will unlock and that is what one should do if there is any emergency that requires immediate egress through the nearest exit. She said, therefore, everyone should educate themselves as to the locations of the fire alarm boxes.

Senator Geiger suggested that the College determine the cost to rectify the problems in North Hall because the costs of such repairs might be an additional argument for Phase II.

Professor Corbett was thanked for his presentation.

President Kaplowitz said that the Senate's executive committee would consult with the College administration to coordinate our activities of contacting people and writing letters to have the Phase II funds released.

6. Report: JJ's budget & Base Level Equity

President Kaplowitz reported that Base Level Equity has been continued by the Chancellory and that John Jay received the largest Base Level Equity allocation (\$411,200) of any of the CUNY colleges. Indeed, John Jay's allocation is almost one-third of the entire 1995-96 Base Level Equity allocation. Our Base Level Equity allocation gives us 7 additional full-time faculty lines and 6 FTE Graduate Teaching Fellow lines. She said that the parallel and combined efforts of the Faculty Senate and of the Chairs and of the College administrators resulted in the continuation of a reallocation of dollars and of faculty lines that is to continue until the colleges are equitably funded.

Base Level Equity Allocation
(\$000)

Baruch	\$61.9
Brooklyn	0.0
city	0.0
Hunter	123.8
John Jay	411.2
Lehman	0.0
Medgar Evers	163.6
New York City Tech	101.8
Queens	0.0
Staten Island	371.3
York	247.5
Graduate Bchool	220.0
Law School	0.0
Total	\$1,701.1

However, John Jay received a disappointingly small Academic Program Planning (APP) allocation and the Senate's Executive Committee will invite Vice Chancellor for Academic Affairs Richard Freeland to a Benate meeting to discuss APP issues with him.

President Kaplowitz said that, as reported earlier in the meeting, John Jay reached its enrollment target (only John Jay and Baruch have done so this semester) and so we will receive a smaller budget cut than colleges which did not meet their targets. In other words, the mandated 3% revenue reserve that was imposed by 80th

street on all the colleges in anticipation of a possible enrollment decrease will be released for John Jay because we met our enrollment target: this means that \$748,000 that was set aside will be released for John Jay's use during the 1995-96 year. (All colleges have also had a mandated 3% tax-levy reserve in anticipation of a possible mid-year cut: John Jay's share of that reserve is \$785,600).

Senator Gitter asked why Chancellor Reynolds wants this continuous growth in the University's enrollment. President Kaplowitz explained that the State funds the University on the basis of the number of students it enrolls and so the way to get an increase in funding is to increase enrollment. An enrollment drop will be met with a funding decrease.

Senator Kinshasa asked whether his understanding is correct: that the State increases our funding if our enrollment goes up but that at the same time the State is refusing to release funds we need for a new building to accommodate our increased enrollment. He said he just wanted a reality check. The reply was that he has described the situation accurately.

7. Proposal to ratify University Faculty Senate Charter amendments

The proposed University Faculty Senate Charter amendments were approved by the University Faculty Senate in the spring and now require ratification by CUNY Faculty Senates representing at least 50% of the CUNY faculty. It was noted that almost all the amendments are stylistic, making the Charter's language gender neutral and unambiguous. A motion to ratify the amendments carried unanimously.

8. Proposal that the Faculty Senate continue to enlist faculty in a voter registration drive of John Jay students

The Senate has issued a letter (accompanied with voter registration forms) each year since 1992 inviting faculty to distribute the voter registration forms to their students for their use and for the students' neighbors, relatives, and friends. The voter registration law requires public agencies, including CUNY, to make voter registration forms widely available. A motion directing the President of the Senate to again send such a letter to the faculty on behalf of the Senate passed by unanimous vote. President Kaplowitz said she will send the letter upon ascertaining whether CUNY has yet changed its policy of not permitting faculty to collect completed and sealed registration forms from students.

9. Report on CUNY Board of Trustees, June 26 actions [Attachment E]

Senator Karmen criticized the CUNY Board of Trustees' decision to reduce the number of degree credits from 128 to 120 and from 64 to 60. He said this is a blow to the few electives we are able to give at the College.

President Kaplowitz explained that 80th Street has decided to hold a retreat for the provosts about how the 37 policies are to be implemented and this retreat has been scheduled for September 21-22. She suggested that we await a report from Provost Wilson before taking up the issues raised by the 37 resolutions. She said we also

need to know how many of our new and returning students are single remedial, double remedial, and triple remedial in order to evaluate the potential impact of the 37 resolutions on our college.

10. Election of Senate representatives to College committees

Three (of the six) current members of the Judicial Committee, which adjudicates disciplinary charges brought against students, have thus far agreed to serve again this year if elected: Elizabeth Hegeman, Richard Koehler, and Barry Latzer. The Senate re-elected them by unanimous vote and expressed its appreciation at their willingness to serve on the committee.

11. Proposed resolution: Resolved, That the Senate co-sponsor a lecture by Distinguished Professor Blanche Wiesen Cook

President Kaplowitz proposed that as one of the supporters of the nomination of Professor Blanche Wiesen Cook to Distinguished Professor of History at John Jay, that the senate co-sponsor Professor Cook's first Distinguished Professor Lecture. The other sponsors are the History Department, the Women's Studies Committee, and the Women's Center, all of which also supported the Distinguished Professorship. The Senate approved the proposed sponsorship by unanimous vote. The lecture will be on December 7 at 3:15 PM.

12. New business

Senator Solis reported problems at registration and said she is especially concerned that people at the computer terminals were giving students the wrong advice. She suggested we invite Dean Gray back to discuss these issues.

Senator Guinta said that the use of computers on campus is an issue which concerns him and he suggested that the Senate discuss policy related to computers. President Kaplowitz noted that Associate Provost Kobilinsky chairs a committee on computers formed last semester and had asked for a Senate representative, who was Professor Ira Bloomgarden, who is not on this year's Senate. She suggested that if Senator Guinta is willing to serve on this committee and Associate Provost Kobilinsky has no objection, that we elect Senator Guinta to also serve on the committee, with Professor Bloomgarden continuing to serve if he is willing, and that Senator Guinta report regularly to the Senate. Senator Guinta said he would serve if elected and the Senate so voted.

By a motion made and carried, the meeting was adjourned at 5:00 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary

Attachment A

Announcements from the chair

Freshman Academic Orientation held August 28

The first academic orientation for entering freshman, co-sponsored by the Faculty Senate and the Office of Freshman Programs, headed by Pat Sinatra, was attended by approximately 1,000 students. The first session was devoted to the skills courses the students would be starting the next day. The following faculty participated:

Robert DeLucia: Counseling
Karen Kaplowitz: English (panel moderator)
Sandra Lanzone: Communication Skills
Sydney Samuel: Mathematics
Roger Witherspoon: student support services
Kathryn Wylie-Marques: Speech

The second session of the program was devoted to the majors: the following faculty, who are the coordinators of the majors listed below, met with students interested in those specific majors:

Andrew Karmen: Criminology
Nathan Gould: Deviant Behavior
Ned Benton: Public Administration
Glenn Corbett: Fire Science / Fire Science Administration
Diane Hartmus: Criminal Justice Administration & Planning
Jack Zlotnick: Forensic Psychology
Harold Sullivan: Government / Judicial Studies
Douglas Salane: Computer Information Systems
Francis Sheehan: Forensic Science
Henry Morse: Police Science
Robert McCrie: Security Management
Robert Panzarella: Criminal Justice
Victor Williams: Legal Studies

For the third session, the freshmen chose one of three workshops:
Scholarships, Law School, and Graduate School: George Best
ESL and Foreign Students: Nydia Flores
Note Taking and Study Skills: Sandra Lanzone

The following Thematic Studies Program faculty participated in the freshman academic orientation for entering TSP students:

Michael Blitz
Geoffrey Fairweather
Elisabeth Gitter
Donald Goodman
Gerald Markowitz
Doris Torres

Students entering the SEEK Program had an academic orientation developed by SEEK Dean Rubie Malone and provided by SEEK faculty.

10 new faculty join on tenure-track lines

Jama Adams - African-American Studies
Luis Barrios - Puerto Rican Studies
Gerrie Casey - Counseling
Effie Cochran - ESL/English
Amy Green - Speech and Theater
Rosalee Hamilton - Public Management
Sandra Lanzone - Counseling
Norma Manatu - Speech and Theater
Judy-Lynne Peters - Public Management
Larry Sullivan - Library

Faculty Political Action Committee formed

After the last Senate meeting, on May 24, and as authorized by the Senate, the Faculty Senate's executive committee met with media specialist Tony Schwartz about the feasibility of a media campaign on behalf of CUNY and its students. Then on June 12, a delegation of the University Faculty Senate, at the recommendation of John Jay's executive committee, met with Mr. Schwartz. Subsequently, during the summer, a group of CUNY faculty created a political action committee (PAC) to formulate a strategy for raising money and developing a media campaign. The name of the organization is T.H.E.P.A.C., an acronym for The Higher Education Political Action Committee. T.H.E.P.A.C., which is formally registered, is for the purpose of developing support for public higher education and to help elect officials who support public higher education and defeat the election of those who do not. Also planned are a massive voter registration drive. T.H.E.P.A.C.'s goal is to raise \$500,000 by the time of the 1996 elections. The steering committee of T.H.E.P.A.C. includes two John Jay faculty: Senators Daniel Pinello and Karen Kaplowitz.

John Jay testimony at BoT June 19 public hearing

Professors Ned Benton, Karen Kaplowitz, and Tom Litwack, testified at the CUNY Board of Trustees' public hearing on June 19 about the Board's planned retrenchment of faculty and staff, its planned deregistration of academic programs, and the 37 policy resolutions. Nydia Flores, John Jay's ESL director, testified in her capacity as the newly elected chair of the CUNY ESL Council. Signed up to speak but unable to get inside the hearing room were: Edward Davenport, Haig Bohigian, Janice Dunham, Jane Davenport, Carmen Solis, Nancy Guadalupe (and, perhaps, others). Assemblymembers Ed Sullivan, Chair, Higher Education Committee, and Larry Seabrook (JJ alumnus), Chair of the NYS Black and Puerto Rican Legislative Caucus, traveled from Albany to speak in opposition to the Board's agenda items. The hearing, which began at 4 PM, ended at 1:30 AM.

UFS conference dates set

The University Faculty Senate's fall conference is on Friday, December 1, and will be on "Restructuring the University." The spring conference date is Friday, March 8.

Provost's lecture series dates

The Provost's fall lecture series will feature lectures by John Jay faculty. Dates: Thursday, October 19, Wednesday, November 22, and Tuesday, December 5. All are at 3:15.

Reception for advisors of student clubs and organizations

The reception, co-sponsored by the Faculty Senate and the Office of the Vice President for Student Development, is on Tuesday, October 17, at 3:30. President Lynch, Vice President Witherspoon, and Senate President Karen Kaplowitz will honor advisors of student clubs and student organizations. Student Council members and club members will also be present.

Chancellor appoints 2 JJ faculty to CUNY Research Committee

At the recommendation of the University Faculty Senate, Professor Marilyn Lutzker (Library) and Professor Dorothy Schulz (Law, Police Science) have been appointed by the Chancellor to the University Committee on Research which determines PSC Research Grant recipients.

Town Hall meeting dates

Town Hall meetings, which are open to all members of the College community are scheduled for Monday, September 18 at 3:15; Tuesday, October 26 at 4:30; Tuesday, November 18, at 3:15.

New director of academic program planning appointed

Dr. Dympna Bowles has been appointed Director of Academic Program Planning, reporting to Provost Wilson. Before coming to John Jay this month, Dr. Bowles was head of CUNY's faculty development program at 80th Street.

Criminal Justice Education Conference update

More than 250 paid registrants from more than 75 colleges and universities will attend the first Criminal Justice Education conference, on October 20 at John Jay, which was proposed by the Faculty Senate and which is being co-sponsored by the Senate, the Chairs, the Master's Program, and the Doctoral Program in Criminal Justice. Members of more than 30 criminal justice agencies from 35 states and from five countries (Australia, England, Brazil, Canada, and Israel). Speakers include: Peter Ryan, the head of all police training in England; Francis Cullen (keynote speaker), immediate past president of ACJS; Freda Adler, president of the American Society of Criminologists; Jerome Skolnick, visiting distinguished professor at John Jay. A special award will be given during the luncheon to Professor Emeritus Donal E. J. MacNamara for his outstanding contributions to criminal justice education. Concurrent panels will be presented: two sessions in the morning and two sessions in the afternoon. Greetings will be brought from four individuals: conference coordinator Eli Silverman, John Jay President Gerald Lynch, Faculty Senate President Karen Kaplowitz, and NYS Commissioner for Criminal Justice Services Paul Schectman.

The \$45 registration fee (which includes lunch and two receptions) is being waived for John Jay faculty and staff and for the faculty of the other CUNY colleges although there is a \$15 charge for John Jay employees and other CUNY faculty and students who wish to attend the luncheon. After October 1, the luncheon fee will be \$20 for John Jay employees and for CUNY faculty and students. The luncheon charge for John Jay students is \$8. Additional contributions are welcome. Conference t-shirts on sale at the B&N bookstore provide revenue to help offset conference costs.

Faculty and staff who retired or resigned from John Jay

Lou Cuevas - Counseling
 James Lee - Art, Music, Philosophy (Philosophy)
 Ann Barbeau-Gardiner - English
 Arthur Pfeffer - English
 Mary Regan - English
 Charles Kingston - Forensic Science
 Anthony Magliulo - Forensic Science
 Debra Baskin - Law, Police Science
 H. Bruce Pierce - Law, Police Science
 Theresa Capone - Library
 Joseph Balkin - Psychology
 Robert Rieber - Psychology
 Norma Brady - SEEK
 Lorell Guydon - SEEK
 Al Higgins - Alumni Affairs
 Richard Abbott - Fire Science Institute
 two members of B&G (whose names will be ascertained)

3 visiting professors here this semester**John Bowling - Law and Police Science**

Colin Shepherd - Bramshill Exchange Professor - Law and Police Science

Jerome Skolnick - Visiting Distinguished Professor - Law and Police Science

1995 Instructional Faculty & Staff Retrenchment Summary

College	Instructional		SEEK Faculty/Counselor	Instructional		Total	Percent
	Teaching			Non-Teaching			
Baruch	3	3	3	6	12	7.1%	
Brooklyn	3	0	0	8	11	6.5%	
City	36	4	4	8	48	28.6%	
Hunter	10	10	10	17	37	22.0%	
John Jay	0	0	0	0	0	0.0%	
Lehman	8	1	1	10	19	11.3%	
Evers	3	0	0	4	7	4.2%	
NYCTC	4	0	0	2	6	3.6%	
Queens	8	4	4	0	12	7.1%	
CSI	1	0	0	5	6	3.6%	
York	0	0	0	1	1	0.6%	
Graduate	1	0	0	0	1	0.6%	
Central	0	0	0	8	8	4.8%	
Total	77	22	22	69	168	100.0%	

August 15, 1995

ATTACHMENT C**The City University of New York**

**535 East Eighth Street
New York, New York 10021**

The Chancellor

September 5, 1995

**Ms. Patricia Woodworth
Director
Executive Department
New York State Division of the Budget
State Capitol
Albany, New York 12224**

Dear Ms. Woodworth;

In my August 29, 1995 letter to you, I indicated my concern about the exclusion of the Research and Technology and Facility Rehabilitation projects from the pending bond sale. I now take this opportunity to express to you the importance of the John Jay College site acquisition project, and request that it too be included in the 1995-96 bond sale.

In the last five years, John Jay College has led the University in enrollment growth. This growth, in large part, stems from emphasis being placed on the professionalization of personnel in the criminal justice system. With the heightened public awareness of problems in law enforcement, there has been a major increase in the demand for criminal justice education and related fields of study, such as forensic science. Given this trend and the commitment of law enforcement agencies to professionalization, there appears to be little doubt that John Jay College will continue to grow at a robust rate for the next decade.

John Jay College has a critical need for an additional facility. This need is based on the deteriorating North Hall facility and the College's significant enrollment growth. Presently there is an opportunity for the College to acquire a site directly adjacent to its Phase I facility. This location is not only ideal from the standpoint of operating facilities contiguous to one another, but is the only site available in the immediate area. Also, a recent appraisal of the site puts acquisition costs at a modest level, within the \$10 million in funds reappropriated in FY 1995-96.

With the construction of Phase II, all of the College's facilities would be consolidated into one building. The vacated North Hall site could then be sold for commercial residential/retail development, thereby producing significant tax revenue for the City. Its sale would represent a considerable down payment toward new construction costs in the future, when construction funds are requested and supported by future capital outlay plans.

We should not lose this opportunity to invest in the College's future, therefore I urge you to allow immediate acquisition by providing us with bonded funds that will secure the site for John Jay.

Ms. Patricia Woodworth
September 5, 1995
Page 2

At a recent meeting, a preliminary capital review plan required in the language of the advance appropriation was transmitted to your staff for their review. In addition, my office is prepared to provide any other information you feel is necessary.

Thank you again for your time and consideration, and your support of The City University of New York.

Sincerely,



W. Ann Reynolds
Chancellor

WAR:eh

cc: Charles Foster, Chief of Education Unit
Deputy Chancellor Laurence Mucciolo
Vice Chancellor Emma Macari

5. SUPPORT OPERATIONS, Continued

existing staff. As is the typical case, student academic services are overrun with demand and doing exemplary work with scarce resources.

RECOMMENDATION 5-2: The College should consider relocating all academic programs from the North building.

A. Fire and Safety Issues

During our visit to the campus, several serious fire and safety hazards were apparent:

1. Doors separating fire compartments are fixed in an open position. It was reported that several are left open because of broken locks, latches or door frames.
2. Travel paths to exits are circuitous and difficult to follow.
3. Both classroom areas and offices appear to be at capacity. Adjunct faculty are crowded into offices, and during peak hours of attendance, students stand or sit in the hallways, blocking means of egress.
4. Due to the building configuration, the front stair is heavily used, particularly between class periods. In an actual fire emergency evacuation, there may not be sufficient capacity to handle the flow. Since it is unlikely that someone will actively direct occupants to alternative exits, there is the possibility of a trampling incident.

B. General Conditions

The physical facilities in the North Building do not facilitate the educational process, in general, and significantly impact the provision of the CJAP major:

1. The building is a maze of anonymous corridors, offices and classrooms. There is little distinction between one area and the next, which tends to de-personalize departmental areas and the faculty who support it. Compared to the South building, the North building lacks personality, or more specifically, an inspiring academic personality.
2. The bathrooms are heavily used and undermaintained. As the day proceeds, their condition becomes unsanitary.
3. The mechanical system appears to be undersized. Faculty report that air conditioning is problematic. Classrooms and offices are frequently either too hot or too cold.

5. SUPPORT OPERATIONS, Continued

RECOMMENDATION 5-3: **An** effort should be made to construct new facilities on a site adjacent to the South building. Relocating programs from the North building to the proposed site would establish a campus-type setting for the College and thus enhance the overall academic environment for students in John Jay College.

N. B. The two authors of this external review of the Criminal Justice Administration and Planning major are :

Dean Cole Blease Graham, Jr.
College of Criminal Justice
University of South Carolina

Le Ann Shelton, Esq.
Silver & Ziskind, Architects, Planners, Interior Designers
233 Park Avenue South
New York, NY 10003
(212) 477-1900

The two authors of the report visited John Jay on May 8-9, 1995

BOARD OF TRUSTEES MEETING - JUNE 26, 1995

SUBSTITUTE RESOLUTION

NO. 8. **COMMITTEE** ON LONG RANGE PLANNING: RESOLVED, That the following item be approved:

A. RESOLUTION OF THE **COMMITTEE** ON LONG RANGE PLANNING:

RESOLVED, That the Board of Trustees adopts the proposals contained in the document, University Budget Planning and Policy Options; and be it further

RESOLVED, That the Board of Trustees adopts the revised senior college schedule of tuition and fees effective for the Fall, 1995 semester; and ~~be~~ it further

RESOLVED, That the Board of Trustees authorizes the Chancellor, after consultation with the Chair, Vice-Chair, and Chair of the Fiscal Affairs Committee, to revise the community college schedule of tuition and fees effective for the Fall, 1995 semester by an amount not to exceed \$200 per semester; and be it further

RESOLVED, That the Board of Trustees authorizes the Chancellor to take such administrative actions as may be necessary to implement the budget planning and policy proposals and the revised tuition and fee schedules.

PREAMBLE

The Board of Trustees reaffirms its support of the fundamental mission of The City University of New York: to maintain and expand the commitment to academic excellence and to the provision of equal access and opportunity for students, faculty, and staff from all ethnic and racial groups and from both genders. This mission, contained in New York State Education Law, has enabled hundreds of thousands of citizens to achieve academic and economic advancement and remains the principal avenue of upward mobility for future generations of New Yorkers.

To achieve its mission, especially during this period of fiscal constraint, the University must remain responsive to the needs of all its **constituencies**, including the thousands of native New Yorkers who have historically benefited from a CUNY education as well as the many new and recent immigrants to the City. University planning must take into account the need to provide appropriate opportunities to enhance the academic progress and achievement of students at different levels of preparation.

The University's mission demands the strongest commitment to the needs of its urban constituents. To this end, the Board of Trustees continues to recognize the imperative need for affirmative action: it is only through sound planning that the University can maintain at each campus equal access and opportunity for students, faculty and staff from all ethnic and racial groups. The Board also continues to recognize the need for the SEEK and College Discovery Programs, as a **distinctive** set of activities and services on each campus, to provide a quality of higher educational opportunity to students who would not **otherwise** have such access.

Full achievement of its mission will **also** depend upon the University's ability to operate as an integrated educational system. The Board takes note of the call in the State budget to continue Academic Program Planning and to develop a **multi-year** plan to effect positive change by improving program quality, efficiency and system integration. The University will continue to strengthen its **collaborative** relationships with the New York City school system through the College Preparatory Initiative and other initiatives. The University will continue to **utilize** Academic Program Planning to maintain an appropriately balanced and cost-effective array of high quality degree programs and related services at all levels of undergraduate, graduate, and professional education. **It** is only as a result of such planning efforts that the University can maintain access and achieve excellence in teaching, research and service to the public.

During the past lustrum, the Board of Trustees has worked to ensure that the University remain accessible to students despite repeated reductions in tax levy support. System-wide and college-based academic planning and management initiatives have permitted the University to support substantial additional enrollment. For the immediate future, these efforts and the budget planning and policy actions put forward below will support the current high enrollment levels, as well as enhance academic standards and assure that CUNY educational programs are delivered effectively and efficiently. The Board of Trustees believes that tuition should be as affordable as possible, but recognizes that in view of State and City budgets present fulfillment of the University's mission requires a tuition increase. The Board calls upon the leadership of the State and City to recognize that projected enrollment growth cannot be responsibly sustained without commensurate financial support. Only with equitable funding can the University ensure that access to quality educational programs will continue into the twenty-first century.

UNIVERSITY BUDGET PLANNING AND POLICY PROPOSALS

1. At its February, 1995 meeting, the Board of Trustees adopted a resolution authorizing the Chancellor to implement the New York State Retirement Incentive of 1995. The college should develop options that will allow faculty to maintain continued involvement with the college after retirement.
2. The University should reduce the authorized number of total managerial positions at the colleges and the central office by up to 15 Percent by August 30, 1996.
3. The colleges should assess the potential for qualified administrative staff to teach on a limited basis as part of their regular workload in order to support increased enrollment.
4. The colleges should be guided by the long-term goal of improving the ratio of faculty to administrative support staff. In this regard, colleges should review their administrative staffing levels and rank distributions in relation to University-wide norms.
5. The University should achieve an overall increase in instructional productivity at the senior and community colleges, thereby reducing adjunct expenditures.
6. It shall be the University policy that (1) all faculty be assigned the contractual maximum for the teaching portion of their workload unless they are granted reassigned time for specific purposes or purchase reassigned time through sponsored projects; (2) each college review its reassigned time policies and practices to obtain the maximum aggregate contribution of each faculty member to instruction, scholarship, and public service; (3) there is no requirement that the instructional portion of each faculty member's workload be identical within each college or department, but rather that the instructional portion of the workload reflect the college's judgment about how each faculty member can best contribute to the overall work of the college.
7. It shall be the University's goal to maintain or increase reassigned time for research for those faculty who are actively engaged in professionally recognized research and scholarship, including junior faculty establishing their professional reputations.
8. The Board of Trustees expresses its intent to reexamine the contractual teaching workload at the senior and community colleges through the collective bargaining process.
9. The Chancellor should establish that (1) a minimum of 80 percent of weekly faculty counselor hours (24 hours) be assigned to scheduled student counseling in individual or groups sessions:
 - (2) counselors assigned to teach scheduled counseling courses should receive one hour preparation time for each weekly class hour; where appropriate, qualified counselors may be assigned to teach regular courses; (3) remaining hours are available for related administrative tasks and for participation in departmental and college governance and other activities.
10. The University should develop and shall implement a system-wide counselor workload reporting system.

11. Counselors should be assigned for the contractual work week throughout the academic year to the greatest benefit of students, including periods when classes are not in session.
12. Each college should institute a counselor evaluation system. Evaluations shall be modeled after the college-wide student evaluations of the teaching faculty. Students shall evaluate the services they receive from counselors and, consistent with Board policy, student evaluations shall be taken into consideration in appropriate personnel decisions.
13. The Board of Trustees expresses its intent in reexamining the status and workload of counselors through the collective bargaining process.
14. Collaboration with the public schools should be expanded to include administering college assessment tests to students during their high school careers in order to address academic underpreparation prior to enrollment at CUNY.
15. It shall be University policy that, beginning in Fall 1996, students will be admitted to baccalaureate degree programs only if the remedial and ESL instruction they are evaluated as needing can be accomplished typically through a sequence of courses in each area that can be completed within two semesters. The Chancellor may approve **alternative** criteria proposed by a college based upon a demonstrated relationship between the level of student academic preparation and student success at that institution. Colleges may offer additional basic skills or ESL instruction through their adult and continuing education programs.
16. It shall be University policy that, following a review of its mission, resources and student performance, and after consultation with college governance, a senior college president may propose as an admissions criterion that a student will be admitted to its baccalaureate degree program only if the remedial courses needed in one or more basic skills area or ESL can be accomplished typically through one semester courses. The Chancellor may approve such a criterion after receiving the President's recommendation along with the view of the appropriate campus governance body.
17. It shall be University policy that senior college students not be permitted to repeat a remedial or ESL course after receiving either no credit or a failing grade twice previously in that course. In rare circumstances, a president may grant an exception to this policy.
18. Prefreshmen institutes at the senior and community colleges should be expanded and offered throughout the academic year. The University should explore with the Board of Education ways of enriching pre-collegiate and GED programs for those students who currently enter the University substantially underprepared for college-level programs.
19. Targeted ESL and basic skills immersion programs should be implemented at the senior and community colleges, including programs offered through adult and continuing education. ESL students should be placed in mainstream courses as soon as it is appropriate. The University should review policies and practices in this regard. The University should explore with SUNY ways of using **Educational Opportunity Centers** at senior and community college campuses to provide remedial education for those students who currently enter the University substantially underprepared for college-level programs.
20. The University and the colleges should establish specific admissions criteria and procedures to select from the **pool** of Special Programs-eligible students those that would most benefit from and most likely succeed in the various campus programs.
21. The University should strengthen program operations by requiring that, effective with the 1996-97 academic year, students apply for Special Programs by April and be admitted only once per year in the Fall semester. All students should attend the prefreshmen summer program. The colleges may develop plans for distinctive academic components for Special Programs; the University should insure appropriate balance of academic components among all programs.
22. The majority portion of the Special Programs budget should be allocated to provide academic support activities, such as skills immersion throughout the academic year, supplemental instruction in critical academic courses, and mandatory tutoring. **This** goal should be implemented on a phased basis during the next two years. Special program funds shall continue to support counseling and advisement services as well as supplementary student financial assistance.

23. The Board authorizes the Chancellor, in consultation with the Chair of the Committee on Student Affairs and Special Programs, to grant waivers to the **SEEK** and CD guidelines to encourage college presidents, after appropriate consultation, to recommend to the Board alternative structures to improve the performance of their **SEEK** and CD Programs. Waivers shall be reported to the Committee on Student Affairs and Special Programs. The University will participate in the inter-sector and State-wide reviews of educational opportunity programs proposed by the State in order to further strengthen Special Programs.
24. The University should accelerate its efforts in implementing educational technology at all levels of instruction to enhance the effectiveness of teaching and learning and to achieve appropriate economies. The Board Committees on Fiscal Affairs and Academic Programs should meet together periodically to review University efforts to expand the use of educational technology. In consultation with the Board Chair, the Chancellor shall establish a University Library and Educational Technology Task Force.
25. All college course schedules should be available on-line. Permit students should be allowed to register by phone at those colleges which have telephone registration. The University should implement common course numbering in order to streamline the permit registration process and the transfer of credit. The Board affirms the desirability of establishing a common calendar and compatible registration dates.
26. The University should encourage the colleges to utilize block scheduling, especially in the context of coordinated freshmen year Programs.
27. It shall be University policy that, effective September 1, 1996, all bachelor's degree programs will require a maximum of 120 credits for graduation; all associate degree programs will require a maximum of 60 credits. Colleges may be granted waivers from the Office of Academic Affairs for undergraduate degree programs that require additional credits for certification or accreditation from outside professional organizations or for other compelling educational reasons. This policy brings CUNY into conformity with national practices and reduces the cost of tuition by up to **\$1,080**.
28. Colleges should review through the appropriate governance body and, where appropriate, limit their practices of granting credit toward the degree for developmental coursework.
29. The University should establish a system-wide library processing service, replacing appropriate technical services activities at campus libraries. The system should be implemented on a phased basis during the next two years.
30. The University should expand the use of electronic table of contents services and electronic document delivery services, thereby permitting the reduction of serial subscriptions.
31. The Chancellor shall establish a University Library and Educational Technology Task Force, including outside members, to make recommendations regarding additional opportunities for enhancing the use of technology and for library restructuring.
32. The University should create a unit at the University Accounting Office to be responsible for tuition and fee collections system-wide. This proposal should be implemented on a phased basis during the next two years. The operation of the unit should be self-supporting through an appropriate increase in the CUNY student consolidated fees.
33. The University should create a testing unit at the University Application Processing Center to be responsible for administering skills assessment tests system-wide. Pre-allocation testing will be carried out for students seeking to attend bachelor's degree programs. This proposal should be implemented on a phased basis during the next two years. The operation of the testing unit should be self-supporting through appropriate increases in the CUNY application and student consolidated fees.
34. Overload teaching should not be permitted except in special circumstances, such as a demonstrated shortage of qualified adjunct faculty in a particular discipline. Faculty should not be permitted to take on overload teaching if they are also in receipt of unfunded reassigned time.

35. The University should provide every senior college with a lump sum for all waivers out of the State appropriation to be allocated among the various waiver categories after employee waivers are funded.
36. It shall be Board policy that, in the absence of State support, tax-levy funding for the foreign student tuition waiver program is eliminated; it is recommended that campuses seek outside funding for such tuition support.
37. The University should review its entire schedule of leased spaces and the need to continue each of these leases, as well as the potential to renegotiate the terms of each lease. This review should, where appropriate, take place within the context of reviewing and revising campus master plans.

SENIOR COLLEGE REVISED TUITION AND FEE SCHEDULE

	<u>RESIDENT STUDENTS</u>	<u>NON-RESIDENT STUDENTS</u>
Undergraduate (enrolled prior to 6/1/92)		
Full-time	\$1,475/semester	\$3,275/semester
Part-time	\$125/credit	\$275/credit
Undergraduate (enrolled after 6/1/92)		
Full-time	\$1,600/semester	\$3,400/semester
Part-time	\$135/credit	\$285/credit
Undergraduate (all)		
Non-degree	\$160/credit	\$325/credit
Masters Students including the Graduate School		
Full-time	\$2,175/semester	\$3,800/semester
Part-time	\$185/credit	\$320/credit
Excess hours	\$65/hour	\$85/hour
Maintenance of matriculation	\$250/semester	\$403/semester
Doctoral		
Level I full-time	\$2,175/semester	\$3,800/semester
Level I part-time	\$245/credit	\$425/credit
Level II	\$1,360/semester	\$3,025/semester
Level III	\$540/semester	\$1,080/semester
Law School		
Full-time	\$2,850/semester	\$4,465/semester
Part-time	\$240/credit	\$375/credit

FEE SCHEDULE ALL STUDENTS

All Resident and Non-Resident Students (including **non-degree** and senior citizens)

Application Fee

All applicants for admission.	\$40
Undergraduate transfer students	\$50
Consolidated Services Fee	\$5/semester