

FACULTY SENATE MINUTES #142

John Jay College of Criminal Justice

September 5, 1996

3:20 PM

Room 630 T

Present (35): Yahya Affinnih, Michael Blitz, Dorothy Bracey, Effie Cochran, Elizabeth Crespo, Edward Davenport, Jane Davenport, Kojo Dei, John Donaruma, Janice Dunham, Arlene Geiger, P.J. Gibson, Elisabeth Gitter, Andrew Golub, **Amy** Green, Edward Green, Lou Guinta, Karen Kaplowitz, Andrew Karmen, Kwando Kinshasa, Sandra Lanzzone, Gavin Lewis, Tom Litwack, Barry Luby, James Malone, Ellen Marson, Mary Ann McClure, Daniel Pinello, Frederik Rusch, Adina Schwartz, Carmen Solis, William Stahl, Maurice Vodounon, Agnes Wieschenberg, Daniel Yalisove

Absent (3): Robert McCrie, Jill Norgren, Davidson Umeh

Guest: Ulana Lysniak (Physical Education & Athletics)

Agenda

1. Announcements from the chair
2. Approval of Minutes #141 of the May 23 meeting
3. Approval of the calendar of Senate meetings
4. Report on CUNY's budget
5. Report on John Jay's operating and capital budget allocations
6. Proposed resolution: Resolved, That the Faculty Senate requests that at the end of (late) registration the Director of Computer Information conduct an audit of pre-requisite enforcement and report the audit results to the Senate
7. Proposal to co-sponsor a "Student Scholar Symposium" November 8
8. Election of the Judicial Committee's faculty panel
9. Election of Senate reps to the Town Meeting Planning Committee
10. Proposal that the Senate distribute citizenship application forms to faculty for optional distribution to their students
11. Proposal that the Senate recommend to the Standards Committee that a way be adopted for acknowledging students who are ineligible for the Dean's List under the new set of criteria who nonetheless markedly improve their academic performance
12. Report on the Friday, September 27, faculty retreat: "Enhancing Learning at John Jay: A Faculty Dialogue"
13. Report on the CHOICE Program

1. Announcements from the chair [Attachment A]

Professor Pat O'Hara (Public Management), the Coordinator of the Criminal Justice Education Conference, was welcomed. He

thanked the Senate for its help in developing the Conference, which the Senate is co-sponsoring, and invited further help. The conference will be October 3-5. Professor O'Hara distributed the preliminary program and encouraged the Senate to attend and to encourage their students colleagues and their colleagues to also attend.

Senator Tom Litwack reported that in its August 5th issue, "New York Magazine" featured an article, called "Cool Courses, Great Teachers," about courses recommended for adults. The only CUNY course included in the 30 that are featured is the Literature 231: Introduction to Western Literature course being taught by Professor Karen Kaplowitz. The Senate responded with applause.

President Kaplowitz reported that 9 new Trustees, 5 selected by Governor Pataki and 4 by Mayor Giuliani, have been appointed to the CUNY Board of Trustees, after approval by the NYS Senate [See Attachment A]. President Kaplowitz noted that these expired seats could have been filled by the then Governor Cuomo and Mayor Dinkins but had not been.

2. Approval of Minutes #141 of the May 23 meeting

Minutes #141 of the May 23, 1996, Faculty Senate meeting were adopted by a motion duly made and carried.

3. Approval of the calendar of senate meetinss

The calendar of Senate meetings, as developed by the Executive Committee, was approved:

<u>Fall 1996</u>	<u>Spring 1997</u>
Thursday, September 5	Thursday, February 6
Wednesday, September 18	Wednesday, February 19
Wednesday, October 9	Thursday, March 6
Tuesday, October 22	Wednesday, March 19
Wednesday, November 6	Thursday, April 3
Tuesday, November 19	Wednesday, April 16
Friday, December 6	Friday, May 9

First meeting of the 1997-98 Faculty Senate

Thursday, May 22

[N.B. The Senate subsequently voted to change the date of the all-day Fall meeting from Friday, December 6, to Friday, December 13, because of a subsequently announced CUNY conference on December 6 on cross registration and course equivalencies. See Minutes #143.]

4. Report on CUNY's budget [Attachment B]

President Kaplowitz reported that the 1996-97 adopted budget for the CUNY senior colleges is very similar to the 1995-96 adopted budget after the mid-year cut. The Governor's proposed budget cuts

were not made by the Legislature: the lobbying efforts by individuals and by groups on behalf of CUNY were very effective. TAP [Tuition Assistance Program] was restored to the 1995-96 level and Aid for Part-Time Students was maintained as were STEP and C-STEP. The Governor's recommendation to require students receiving financial aid to maintain a 'C' average after four semesters was adopted but a C average was already a CUNY requirement.

Although the budget cuts proposed by the Governor were not enacted by the Legislature, the final budget does not cover mandatory cost increases or other operating shortfalls. Specific budgetary support was provided for named initiatives: Base Level Equity, Academic Program Planning, and Language Immersion programs [Attachment B]. And anticipated revenue from tuition is at the same level as the previous year: in other words, CUNY is expected to maintain the same level of enrollment as last year.

Unlike last year's budget allocation from 80th Street, lined out items were provided to the colleges for such expenditures as child care, services for students with disabilities, and the coordinated freshman year program. Also no mid-year cut or revenue reserves were imposed this year, unlike last year. The letter from Vice Chancellor Rothbard to the senior college presidents states: the University "will not be imposing reserves in college budgets with this allocation. Colleges are urged, however, to factor anticipated revenue developments into their financial planning and establish college-based reserves and spending controls to operate within their allocations. Colleges with projected over-expenditures or revenue shortfalls will see immediate adjustments to their respective allocation." Thus enrollments are identified and are emphasized as the main factor in the distribution of college budgets.

5. Report on John Jay's operating and capital buduet allocations  
[Attachment C-1, C-2, C-3]

President Kaplowitz reviewed 80th Street's budget allocation to John Jay which was received by the College in August. The good news is that after the NYS Legislature passed a budget and 80th Street made the allocations to the colleges in August, John Jay received from 80th Street 14 new Base Level Equity faculty lines [Attachment C-1]. This is the largest allocation once again of Base Level lines [Attachment C-2].

However, despite this tremendous and needed addition to our faculty positions, John Jay received the smallest percentage increase, 2.5%, from last year's budget allocation (except for one other college, Staten Island, which also received a 2.5% increase). The colleges that received Base Level Equity lines and, thus, by definition, the colleges that are the most fiscally disadvantaged, received the smallest percentile budget increases. These are also, in many cases, the colleges that had the largest student enrollments. This is counter-intuitive because one would expect the colleges that have the greatest need for resources to bring them to (or at least toward) fiscal equity with the other senior colleges would receive the largest percentile budget increases, but the opposite is the case. In fact, other colleges had as much as a 4.8% budget increase [Attachment C-3].

For example, Lehman, which now has fewer students (both headcount and FTE) had a larger percentage increase in its budget. NYC Tech, which had a student enrollment drop last year, had a

4.8% budget increase.

There are two reasons for John Jay's comparatively small budget increase: first, the formula for allocating adjunct monies was changed in this budget allocation. Whereas \$22,000 was previously allocated for every 7 courses taught by adjunct faculty [7 adjunct courses equal one FTE faculty], this year only \$16,200 was allocated for every 7 adjunct-taught courses. This means that the colleges that rely the most on adjunct faculty, the colleges that have the highest percentage of adjunct-taught course sections, took the largest budget hit. These are the colleges that, by definition, deserve the most Base Level Equity lines since Base Level Equity is an initiative begun two years ago for the purpose of eventually providing equitable full-time teaching power at all the senior colleges. And so, at the same time those colleges received Base Level Equity lines, they lost funding through the change in the adjunct formula.

Senator Arlene Geiger noted that \$16,200 is what 7 adjunct-taught courses actually cost (it is what the adjuncts are paid). President Kaplowitz said that the \$5,800 difference for every 7 adjunct-taught sections has enabled us to offer more course sections each semester than the adjunct budget would have otherwise permitted because the difference in dollars has been used to fund all those additional adjunct-taught sections, which we have needed because of steady and dramatic enrollment increases.

President Kaplowitz explained that the other change made in this budget allocation is that the Instructional Staffing Model (ISM), which is the student-faculty ratio for each academic discipline, was recalculated in such a way that upper level courses are now funded even more generously than lower level courses have been until now. And so colleges with more upper level courses, especially in certain disciplines, get a larger budget. For example, CCNY, despite an enrollment drop, has just received an increase of \$1 million in its adjunct budget; Lehman, despite an enrollment drop, just received an increase of \$700,000 in its adjunct budget. John Jay received a decrease of more than a quarter of a million dollars in its adjunct budget despite an enrollment increase last year.

President Kaplowitz said that since we have not seen the way the ISM is now calculated, we do not yet have enough information to judge the effect of this change on John Jay. Senator Tom Litwack said that what is troubling is that the ISM was changed without consultation with faculty although this is an academic issue that faculty should be consulted about. He also said it is troubling that the ISM should be recalculated behind closed doors without the opportunity for public comment. But, he added, he thinks we should not take a position about either issue until we study precisely the former ISM and the new ISM configurations. President Kaplowitz agreed, saying she, too, is troubled by the absence of consultations and opportunity for comment and that she too thinks we should wait until we have more information. She said that she and Professor Benton, who both serve on the UFS Budget Advisory Committee, expect to obtain the new ISM from Vice Chancellor for Budget Rothbard at their next meeting with him.

She said what is also troubling to her is that 80th Street had taken the position that the implementation of Base Level Equity would have to be phased in gradually because of the dislocations that would otherwise result. And yet, the

recalculation of the adjunct funding formula was implemented overnight despite major dislocations that result and the recalculation of the ISM was implemented overnight despite the dislocations caused by that.

Senator Lou Guinta asked what the response of John Jay's administrators to all this is. President Kaplowitz said that President Lynch has called a special meeting of the College Budget Committee (the Budget part of the P&B) for September 9 and that she will report on that meeting at the next Senate meeting.

Senator Litwack asked how much John Jay's enrollment increased last year? President Kaplowitz replied that it had increased by 8.2 percent. Senator Litwack noted that despite an enrollment increase of 8.2%, our budget allocation increased by only 2.59. President Kaplowitz reported that John Jay's Budget Planning Committee, which met the previous day, has decided to conduct an analysis of the budget implications if John Jay were to decrease its enrollment from 10,200 to 6,500. John Jay's base budget is for an enrollment of 6,500. The lump sum money (money not in our base and, therefore, discretionary on the part of 80th Street) is determined by the number of adjunct faculty we need in order to teach our additional students. The ISM determines the lump sum. Senator Geiger said that we would have to fire all our adjuncts if we were to decrease our enrollment.

President Kaplowitz also noted that it would seem that our actual budget increase is even less than 2.5 percent because the chart [Attachment C-3] does not compare the same kinds of allocations. Last year, each college was cut by two reserves: one in anticipation of a mid-year cut and a second in anticipation of enrollment drops and the resulting revenue shortfalls. The mid-year cut did take place and so that cut was not restored to any college. But colleges that met their enrollment target had the revenue reserve restored and John Jay was one such college. So our actual allocation last year was higher than the figure in the left-hand column.

Senator Litwack additionally noted that colleges with larger budgets received increases which represent much more in actual dollars than colleges with smaller budgets. The Senate directed President Kaplowitz to obtain from John Jay's budget office information about the actual allocation last year, after the revenue reserve was restored, so as to determine the actual percentage change from last year's to this year's budget.

Senator Janice Dunham said the news about our budget allocation is especially troubling in light of the numbers we had developed, Professor Ned Benton's illuminating charts, and the compelling case we were able to make to Chancellor Reynolds in May. She asked what went wrong.

Senator Dan Yalisove noted that when Chancellor Reynolds met with us in May she did say she is committed to improving John Jay's budget situation and our need for more faculty. Senator Litwack said that, technically, Chancellor Reynolds has kept her promise, which had been to remain committed to Base Level Equity. We did receive 14 Base Level Equity lines, more than any other college. And so the Chancellor kept her promise to us about Base Level Equity but she took the money away in a different manner, through the funding model. He speculated that the other colleges had also made their cases to the Chancellor and that she has tried to please all parties. Senator Dunham asked whether this means we

have to make our case to the Chancellor every year. Senator Gavin Lewis said he believes the answer is that we do.

President Kaplowitz said that we have to obtain the ISM information, perform an analysis of that information, and perhaps once again present our case, based on the new information, in writing to Vice Chancellor Rothbard and then to the Chancellor.

Senator Guinta said that Senator Dunham is articulating a level of frustration felt by us all, because we prepare white papers and we invite the Chancellor and we make a compelling case and we are still not getting our due of the budget. He said he shares Senator Dunham's frustration. Senator Litwack said we have to see the ISM before we really know how to interpret this budget allocation.

Senator Jane Davenport noted that the budget documents showing the allocation of the capital budget reveal that John Jay did not receive any money to design Phase II and she asked whether the Chancellor had been given a tour of North Hall. President Kaplowitz explained that the capital budget is lined out by Albany: it is the Legislature that decides which capital projects are to be funded and to what extent. 80th Street has no discretion in the allocation of the capital budget except insofar as 80th Street decides the priorities in the asking budget and decides which budget request items to lobby most vigorously for. She said that a key member of the Legislature in terms of funding an item such as Phase II is Assemblyman Denny Farrell, chair of the Ways and Means Committee. The Senate's executive committee has decided to invite Assemblyman Farrell to a Senate meeting, with Assemblyman Scott Stringer who has already been a guest of the Senate and who works very closely with Assemblyman Farrell.

It was noted that John Jay is the only senior college to receive no City Council or Borough President member's item for either our operating budget or for our capital budget. Asked whether we had submitted proposals for member's items, President Kaplowitz said she was told that we had but has not seen the requests. She said she would consult with Vice President Smith to gain his reading on our lone stature as the only senior college to receive no funding from either the City Council or Borough President. She added that last semester she had asked Borough President Ruth Messinger if she would be receptive to an invitation to meet with John Jay's Senate in the Fall and the response had been that if invited she would gladly come and so the Senate's executive committee plans to invite her as well.

Several senators suggested inviting President Lynch to a meeting of the Senate early in the semester to discuss the budget situation.

6. Proposed resolution: Resolved, That the Faculty Senate requests that at the end of (late) registration the Director of Computer Information conduct an audit of pre-requisite enforcement and report the audit results to the Senate

A motion asking the Director of Computer Information to conduct an audit of pre-requisite enforcement and to transmit the results of the audit to the Senate was passed by unanimous vote.

Senators reported that many of their students have not taken the prerequisites for their courses. The purpose of the requested audit

is to determine the extent and scope of the situation and to determine whether the causes of the non-enforcement (where it occurs) can be identified and corrected.

Senator Carmen Solis noted that the registration terminals are operated not by College staff but rather by John Jay students and that it is these student terminal operators who actually register their fellow students for courses. She said she has witnessed student terminal operators not only ignoring the printed prerequisite sheet that each student brings to the terminal operator but actually engage in advisement as to what courses students should take. Other Senators reported having also witnessed such activities.

7. Proposal to co-sponsor a "Student Scholar Symposium" November 8

The Dean's List this year will be at 2 PM on Friday, November 8. The Dean's List students will also be invited to a "Student Scholar Symposium" earlier that morning at which they will receive advice and information about scholarships, about graduate school and law school, and about writing personal statements, preparing for interviews, and so forth. Dr. Patricia Sinatra, who works with Vice President for Student Development Roger Witherspoon, has invited the Faculty Senate to co-sponsor the Student Scholar Symposium. The reason for the Friday Dean's List reception is both so that the evening students will no longer have to choose between missing the reception or cutting class and also as an added inducement to attend the special program of information about scholarships and graduate and professional study.

Senator Litwack, and other senators, supported the idea of providing such a program and of no longer putting evening students in a lose-lose situation in terms of having to choose to cut class or miss the reception. However, Senator Litwack spoke against the proposal because evening students, many of whom are our most dedicated and serious students, will be unable to attend a Dean's List reception scheduled for 2 o'clock in the afternoon because they are at their jobs. He noted that to hold a Dean's List reception in the afternoon would also be a slap at our in-service students. Senator Dorothy Bracey agreed with both objections.

President Kaplowitz said that Dr. Sinatra had explained that because the Jewish Sabbath is celebrated at sundown on Friday night, it was thought that the Dean's List reception should not be on a Friday night.

Senator Litwack said that a Dean's List reception scheduled early in the Fall, before the clock is moved back, and late in the Spring, after the clock is moved forward, will enable a reception to be held from approximately 4:00 to 6:30 PM, which would accommodate all: observers of the Sabbath could attend the first half of the reception and evening students could attend at least the second half. Senator Betsy Gitter agreed and said that since this semester's Dean's List reception is already set for November, she suggested that a group of faculty could organize a celebration for students, if any, who cannot attend this semester's event because of the Sabbath and she offered to coordinate such an event if needed: the Senate supported this suggestion.

Senator Litwack said that if provision for an evening reception is not made, the Senate should not co-sponsor the event. A motion was made to sponsor the event, conditional on the scheduling of an

evening Dean's List reception. The motion passed by unanimous vote.

[N. B. In response to the Faculty Senate's position, Vice President Witherspoon and Dr. Sinatra printed an additional invitation, which they included in the mailing, inviting students to a second Dean's List reception on November 8, from 5:30 to 7:00 PM, for evening students.]

8. Election of the Judicial Committee faculty panel

The College Judicial Committee adjudicates charges brought against students by other students, and **by** faculty, staff, and administrators for alleged cheating, plagiarism, theft, vandalism, and other such actions. By mandate of the CUNY Board of Trustees, each case is heard by a 5-member committee comprising two faculty members who are chosen by lot from a 6-member faculty panel elected by the appropriate faculty organization; two students who are chosen by lot from a 6-member student panel elected by students; and a chair, chosen by lot from 3 chairs appointed by the President of the College from among the faculty in consultation with the faculty leadership.

The Senate elected the following faculty to serve as the 6-member faculty panel: Professors Elizabeth Crespo (Puerto Rican Studies), Edward Davenport (SEEK/English), P. J. Gibson (English), Kwando Kinshasa (African-American Studies), Delores Jones (Law, Police Science & CJ Administration), Chris Suggs (English). Professors Crespo and Jones served last year.

9. Election of Senate representatives to the Town Meeting Planning Committee

Senators Karen Kaplowitz and Carmen Solis were elected to the Town Meeting Planning Committee as representatives of the Senate.

10. proposal that the Senate distribute citizenship application forms to faculty for optional distribution to their students

In light of the national anti-immigration sentiment and anti-immigration legislative initiatives, the proposal was praised and was approved by unanimous vote.

11. Proposal that the Senate recommend to the Standards Committee that a way be adopted for acknowledging students who are ineligible for the Dean's List under the new set of criteria who nonetheless markedly improve their academic performance

Currently 1,000 students are on the Dean's List. Last semester the Standards Committee recommended more stringent criteria and the College Council approved the policy change. Beginning next semester, many fewer students will henceforth be eligible for the Dean's List. The proposal is to acknowledge in the form of a letter or a list (not a reception) those students who improve their academic performance even though they do not achieve Dean's List status.



Senator Carmen Solis spoke in support of the proposal, saying that the SEEK Department has long published two lists of SEEK Students: Dean's List students and "Honorable Mentions," which is a list of students who improved their academic standing but not sufficiently to be on the Dean's List. Senator Gitter said that for years Thematic Studies has sent letters of acknowledgment to students who improve their academic work. The proposal to send this recommendation to the Standards Committee was approved.

12. Report on the Friday, September 27, faculty retreat: "Enhancing Learning at John Jay: A Faculty Dialogue"

On Friday, September 27, a noon luncheon will be marked by brief greetings from Professor Harold Sullivan (Council of Chairs), Professor Karen Kaplowitz (Faculty Senate), Provost Basil Wilson, Vice President Roger Witherspoon, and President Gerald W. Lynch. A brief plenary in the theater will feature comments by winners of the Outstanding Teaching Award. Then small group discussions will take place in the 2nd floor classrooms. Faculty will select one topic: managing classroom problems; setting and achieving course goals; teaching inflammatory and controversial material; resource issues and pedagogy.

Then at a final plenary reports from each group will focus on recommendations and proposals. An anonymous questionnaire is being prepared for later distribution to the faculty. The questionnaire responses and the recommendations and proposals of the small discussion groups will become the basis for future agenda items of the Faculty Senate, the Council of Chairs, the College Council, the Provost's Forum, and for other appropriate entities. A reception in the President's Office will conclude the afternoon. The day will begin with meetings of the academic departments at which these issues may be discussed from a departmental perspective.

13. Report on the CHOICE Program

The CHOICE Program for in-service students involves one-day a week classes at John Jay (mid-week and on both Fridays and Saturdays) and one-day a week classes at two sites in Queens and one in Brooklyn. Almost 30,000 brochures were mailed but the mailing was unavoidably late and other unanticipated problems arose and, as a result, few courses were mounted at off-campus sites: the on-campus courses are, however, fully registered. In response to the mailing, more than 1,000 inquiries about the CHOICE program have been made to John Jay's Admissions Office by members of the New York City Police Department during the past few weeks alone. The CHOICE program will be offered again next semester and more time will be provided for advertising the program and for registering students.

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

Respectfully submitted,

Edward Davenport  
Amy Green

Co-Recording Secretaries

Announcements from the chair

5 new faculty appointed

George Andreopoulos -- Assistant Professor -- Government  
Farrukh Hakeem -- Assistant Professor -- Law, PS, & CJ Adm  
Stanley Ingber -- Professor (Tenured) -- Law, Police Science & CJ Adm  
Emerson Miller -- Lecturer -- Mathematics  
Lydia Segal -- Assistant Professor -- Law, Police Science, & CJ Adm

3 visiting professors appointed

Gilbert Geis -- Visiting Distinguished Prof. -- Law, PS, & CJ Adm  
Robert Jackall -- Visiting Professor -- Law, PS, & CJ Adm  
Jacqueline Jimenez Polanco -- Visiting Asst.Prof. -- Puerto Rican Stu

6 faculty appointed to substitute positions

Robert Daly -- Substitute Assistant Professor -- Law, PS, & CJ Adm  
Thomas Kubic -- Substitute Instructor -- Science  
Barry Rosenfeld -- Substitute Assistant Professor -- Psychology  
Caridad Sanchez -- Substitute Instructor -- Counseling  
Nilsa Santiago -- Substitute Assistant Professor -- Law, PS, & CJ Adm  
Ellen Sexton -- Substitute Assistant Professor -- Library

Bramshill exchange Professor teaching comparative criminal justice

Steve Bradley Read, the Bramshill exchange professor, is teaching graduate and undergraduate courses on comparative criminal justice this semester. Bramshill is the police training college in England.

Court of Appeals lifts stay

In August, the NYS Court of Appeals granted the petition filed by the UFS and the PSC by lifting the stay that was automatically put in place when CUNY filed a motion to appeal Judge Alice Schlesinger's May 2 ruling in favor of plaintiffs Sandi Cooper, Irwin Polishook, and four other CUNY faculty.

Judge Schlesinger's ruling stated that CUNY violated its own guidelines and procedures in June 1995 when it declared financial exigency and when it approved the 37 policy resolutions including the change to 120/60 credits. Because CUNY is a public institution, as soon as it filed an appeal, which it did in May, the judge's ruling was stayed (because a public entity must be able to function).

The plaintiffs filed a petition with the Court of Appeals asking that the stay be waived and that is the petition that has been granted until the Court of Appeals hears CUNY's appeal on September 27. The effect of this waiver of the stay is that retrenchments are nullified (depending on the date of notification) as are the policy decisions, including the 120/60 credit change. CUNY is seeking the advice of the NYS Attorney General as to how the University should proceed in the meantime.

Faculty and staff retirements since May

Faculty:

John Dobbs -- Art, Music, and Philosophy  
Irving Portner -- Foreign Languages and Literatures  
Mary Stanulis -- Science

Staff:

Chris Austria -- Business Office (Payroll)  
Elsa Evans -- Office of the Associate Provost  
Terry Evangelista -- Buildings and Grounds  
Dorothy Manning -- Duplicating  
Harriet Ruderman -- Admission's Office  
Patricia Seignious -- Office of the VP for Student Development

**9 new Trustees appointed to the CUNY Board of Trustees**

The Board of Trustees comprises 10 gubernatorial and 5 mayoral appointees and 2 ex officio trustees (the UFS Chair and the USS Chair). Nine empty or expired seats have just been filled by nominations by the Governor and the Mayor and approval by the NYS Senate.

The new Trustees are: Satish K. Babbar, John J. Calandra, Michael C. Crimmins, Ronald J. Marino, Anne Attura Paolucci, Robert Price, George J. Rios, Nilda Soto Ruiz, and Richard B. Stone. Mr. Calandra, Rev. Crimmins, Dr. Paolucci, Mr. Price, and Ms. Ruiz were appointed by Governor Pataki. The other four new trustees were appointed by Mayor Giuliani.

One of the new Trustees, George J. Rios received his M.P.A. from John Jay in 1974 and was honored by the John Jay Alumni Society as Alumnus of the Year in 1993.

Biographical information about all the new trustees is available from the Faculty Senate's executive committee.

The replaced Trustees are: Herbert Berman, Gladys Carrion, Stanley Fink, Michael J. Del Giudice, William Howard, and Thomas Tam. Three seats had been empty. The trustees who continue to serve their terms are Herman Badillo, Jerome Berg, Edith Everett, Charles Inniss, Susan Moore Mouner, and James P. Murphy.

**CUNY Board of Trustees calendar of meetings**

<u>Board of Trustees Meeting</u>	<u>Deadline to sign up** for public hearing</u>	<u>Public*** Hearing</u>
Mon. Sept. 30	Fri. Sept. 20	Tue. Sept. 24
Mon. Oct. 28	Fri. Oct. 18	Mon. Oct. 21
Mon. Nov. 25	Fri. Nov. 15	Mon. Nov. 18
NO MEETINGS IN DECEMBER OR JANUARY		
Mon. Feb. 10	Fri. Feb. 7	Mon. Feb. 3
Mon. Mar. 24	Fri. Mar. 14	Mon. Mar. 17
NO MEETINGS IN APRIL		
Tue. May 27	Fri. May 16	Mon. May 19
Mon. June 23	Fri. June 13	Mon. June 16

\* All Board of Trustee meetings are at 4:30 PM in Room 104 at 535 East 80 Street and are open to the public

\*\* Sign-up deadline is 3 PM. To sign up to speak at the public hearing, telephone the Office of the Secretary of the BoT; 212: 794-5450 or 794-5377 any time up until 3 PM on the date listed above. You must give your name and the calendar (agenda) item you wish to speak about. The calendar is published a week prior to the sign-up deadline and is available in the office of the President of the Faculty Senate (x8724), in the John Jay Library, and in the Office of the President of the College. Any member of the public may sign up to speak: speaking time is limited to 3 minutes and a copy of the written statement may be submitted to the Board which may be the exact text of the oral statement or may be a more lengthy statement.

\*\*\* All BoT public hearings are at 4 PM in Room 104 at 535 East 80th Street and are open to all members of the public. They are attended by members of the Board of Trustees and members of the Chancellory.

Calendar of the committees of the Board of Trustees

The meetings of the Board Committees are in Room 310 at 535 East 80th Street and are open to all members of the public:

September

9 Fiscal Affairs 2 PM  
9 Academic Affairs 4 PM  
10 Faculty, Staff 4 PM  
10 Student Affairs 6 PM

October

7 Fiscal Affairs 2 PM  
7 Academic Affairs 4 PM  
8 Faculty, Staff 4 PM  
8 Student Affairs 6 PM

November

4 Fiscal Affairs 2 PM  
4 Academic Affairs 4 PM  
7 Faculty, Staff 4 PM  
7 Student Affairs 6 PM

January

6 Fiscal Affairs 4 PM  
6 Academic Affairs 6 PM  
7 Faculty, Staff 4 PM  
7 Student Affairs 6 PM

BoT Committee memberships announced

Committee on Academic Affairs (CAPPR):

Jerome Berg, Chair  
Anne Paolucci, Vice Chair  
Satish Babbar  
Herman Badillo  
Nilda S. Ruiz  
Richard Stone  
Sandi Cooper/ James DeJongh (faculty alternate)  
Mathew Goldstein (COPS liaison)/ Vernon Lattin (COPS alternate)  
Robert Schultz (student)  
Acting Vice Chancellor for Acad. Affairs: Anne Martin -- staff

Committee on Faculty, Staff, and Administration (FSA):

Herman Badillo, Chair  
Michael Crimmins, Vice Chair  
John Calandra  
Ronald Marino  
George Rios  
David Speidel/ Karen Kaplowitz (faculty alt.)  
Yolanda Moses (COPS)/ Frances Degen Horowitz (COPS alt.)  
Vice Chancellor for Faculty, Staff Adm: Brenda Malone -- staff

Committee on Fiscal Affairs:

Charles Inniss, Chair  
Robert Price, Vice Chair  
Satish Babbar  
Jerome Berg  
Ronald Marino  
Susan Mouner  
George Rios  
Bernard Sohmer/ Cecelia McCall (faculty alt)  
Terrence DeGrenier (student)/ Miguel Martinez (student alt.)  
Edison Jackson (COPS)/ Yolanda Moses (COPS alt.)  
VC Richard Rothbard and VC Emma Macari -- staff

Committee on Student Affairs:

Susan Mouner, Chair  
Richard Stone, Vice Chair  
John Calandra  
Michael **Crimmins**  
Nilda Ruiz  
Fred Greenbaum/ Martha Bell (faculty alt.)  
Henry Vasquez (student)  
Raymond Bowen (COPS)  
VC Elsa Nunez -- staff

BoT committee memberships announced (cont)

Board of Trustees' Chair James Murphy and Vice Chair Edith Everett are ex officio members of all BoT committees. Neither the vice chancellors nor the college presidents may vote or make motions.

P&B at-large members elected for 1996-97 term

The faculty elected Professors Zelma Henriques, James Malone, and Bonnie Nelson as the three at-large P&B members.

Criminal Justice Education Conference October 3-5

Professor Pat O'Hara (Public Management) is the Conference director. All John Jay faculty are invited: \$20, including lunch. CUNY Students can attend for free but there will be a charge for lunch.

Faculty Senate's 18th semester of Better Teaching Seminars

The Faculty Senate is presenting its 18th semester of Better Teaching Seminars. The events are at 3:15 - 5:00 PM in Room 630 T, unless otherwise noted.

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\*\* Tuesday, September 17, 3:15-5:00, North Hall &  
\*\* Wednesday, September 25, 2:00-4:00 PM, North Hall

"The Internet as a Resource for Teaching and Learning:  
A Hands-on Workshop." Presenter: Professor Ned Benton.

The participants will explore and assess actual Internet sites used in courses taught during the Spring 1996 and Fall 1996 semesters in a range of disciplines, selected from colleges and universities across the country. The emphasis will be on applications in the humanities and sciences. There are no prerequisites: computer and Internet novices are welcome. But reservations are required for the 20 places each date. To reserve a space, call ext. 8724.

\*\* Wednesday, October 17

"Ethnic Studies 123, 124, & 125: A Report From the Field: 7 Years Later"

Panelists include: Professors Jama Adams, Luis Barrios, Elizabeth Crespo, Kwando Kinshasa, Chris Suggs, and Provost Basil Wilson, and others to be announced.

In 1988, the College Council approved the Curriculum Committee's revision of the core curriculum. Among the changes was the addition of a required one-semester course in ethnic studies which students could fulfill by taking one of three courses: Ethnic Studies 123: Race and American Society: The African-American Experience; Ethnic Studies 124: Puerto Ricans and other Hispanics in American Society; or Ethnic Studies 125: Race and Ethnicity in America. Every member of the faculty is eligible to apply to teach these courses. This Better Teaching Seminar will be an assessment of these courses in light of the original goals for which these courses were designed. This assessment will also provide the opportunity for faculty to consider whether to apply to teach the courses and will provide faculty with an opportunity to discuss curriculum and other issues related to our own courses even if we are not teaching the Ethnic Studies courses. The panelists are faculty who have taught the Ethnic Studies courses.

Better Teaching Seminars (cont)

\*\* Wednesday, October 30

"Law School: How to be a Successful Applicant: Preparing For, Applying To, and Surviving Law School"

This panel discussion is designed for students who plan to attend law school and for faculty who mentor students who are preparing for law school or who wish to become mentors. The panelists are John Jay faculty, several of whom are themselves law school graduates, who are experts in this area. Also on the panel are graduates of John Jay who are currently attending law school, who will speak about their experiences of being mentored and of applying to law school, and will make recommendations based on their experiences as John Jay students, as successful applicants to law school, and as students attending law school.

This event is videotaped for evening students: the videotape will be available at the Reserve Desk of the John Jay Library under the heading "Law School: Part IV." Better Teaching Seminars on this topic held on May 4, 1995, October 26, 1995, and February 29, 1996, were also videotaped and those tapes are available at the Reserve Desk under the heading "Law School: Part I, II & III." The Library has machines for viewing the tapes.

\*\* Thursday, November 14, 1996

What are the Characteristics of a Good Teacher?"

Presenters: Professors Karen Kaplowitz and Patricia Licklider.

The discussion will be based, in part, on an anonymous survey being conducted for this Better Teaching Seminar in which John Jay students are being asked to name the five qualities that, in their opinion, characterize a good teacher. A parallel survey, also anonymous, is being conducted in which John Jay faculty are being asked to name the five qualities that, in their opinion, our students consider to be characteristics of a good teacher.

\*\* Tuesday, December 2

"Using the Case Method as a Teaching Technique"

Panelists: Professors James Levine (Government), Lotte Feinberg (Public Management), Betsy Hegeman (Anthropology) and Robert Sermier (Public Administration).

Some of the panelists use the case method instead of a text, others use it in conjunction with other curricular materials; some use it only in their graduate courses and some only in their undergraduate teaching; some create completely hypothetical cases, while others use existing cases. The panelists will explain what is entailed in using the case method, how to avoid pitfalls, how the case method meets their teaching goals, and the responses of their students to this style of learning.

\*\* Another Better Teaching Seminar will be on a date in October or November on a topic suggested by the discussions at the September 27 faculty retreat: the date and subject will be announced.

**THE CITY UNIVERSITY OF NEW YORK**  
**...1996-97 State Adopted Budget**

<b>COLLEGES</b>	<b>532,518.7</b>
Baruch	49,442.2
Brooklyn	63,211.5
City	61,195.1
-Center for Worker Education	885.5
-Sophie Davis Biomedical Program	6,635.4
Hunter	64,963.2
John Jay	26,819.2
Lehman	37,210.1
Medgar Evers	18,440.0
New York City Technical	35,860.7
Queens	60,603.8
Staten Island	38,410.0
<b>York</b>	<b>20,976.6</b>
Graduate School	41,075.7
Law School	6,789.7
<b>UNIVERSITY PROGRAMS</b>	<b>391,430.6</b>
Academic Program Planning (APP)	2,998.3
Adjunct Instruction	36,187.0
Building Rentals	32,580.4
Calandra Institute at Queens College	1,085.4
Central Administration	17,453.7
Child Care	1,230.3
Collaborative Programs with BOE	5,653.1
<i>Collective Bargaining (new)</i>	5,700.0
Computer Access	2,545.3
CUSTA/Financial Aid	1,060.5
Equipment Replacement	5,659.6
<i>Faculty - APP and Base Level Equity (new)</i>	5,000.0
Freshman Year Programs	5,834.8
Fringe Benefits	166,635.6
Information Services	5,186.8
Instructional Technology	2,535.0
Internal Controls/GAAP	206.6
John Jay Lease	15,514.0
<i>Language Immersion Institute (new)</i>	500.0
Library Resources	389.5
Maintenance and Repair	1,844.2
Matching Funds/Financial Aid	1,444.3
Neighborhood Work Project	1,035.3
<b>New Buildings</b>	<b>1,500.4</b>
<b>New York City Tech Waiver/Student Svc</b>	<b>1,700.0</b>
Pipeline Program	303.0
PSC Research Awards	2,800.0
Research Collection Development	340.8
Resident Professorships	30.9
SEEK Program	11,516.1
Services for Disabled Students	2,127.7
Tuition Reimbursement	5,100.0
University Centers, Institutes, & Consort	3,976.3
Utilities Lump Sum	42,737.7
Workforce Development Initiative	1,018.0
<b>TOTAL OPERATING BUDGET</b>	<b>923,949.3</b>

**ATTACHMENT C - 1**

**1996-97 Initial Budget Allocation  
John Jay College  
August 9, 1996**

item	(\$000) Funding	FTE Positions	Adjunct FTE
<b>1996-97 Base Allocation</b>	<b>26,715.1</b>	<b>466</b>	
Academic Program Planning			
Annualization of 93-94 Allocation	388.0		
Annualization of 94-95 Allocation	110.0	6	
Annualization of 95-96 Allocation	47.4		
96-97 Allocation	236.3		
<b>Total Academic Planning</b>	<b>781.7</b>	<b>6</b>	
<b>Lump Sums</b>			
Adjunct Summer Session	258.2		
Adjunct Regular Session	2,811.9		158
Base Level Equity	329.3	14	
Graduate Teaching Fellowship	387.4		18
Child Care	137.8		
Services for the Disabled	59.4		
Centers, Institutes, and Consortia	147.0	2	
Coordinated Freshman Year Programs	291.6		
SEEK	706.9	7	
CUNY Counseling Assistantship Program	<b>54.0</b>		
Equipment Replacement	76.4		
Maintenance and Repair	50.0		
Neighborhood Work Project	50.0		
<b>Total Lump Sums</b>	<b>5,369.9</b>	<b>23</b>	<b>176</b>
<b>Grand Total Allocation</b>	<b>32,866.7</b>	<b>495</b>	<b>176</b>

Tuition Reimbursement *	170.0
Employee Waivers	169.0

1996-97 Enrollment Target	Total	Contract Courses	Net
FTE	7,792	N.A.	7,792
Headcount	10,200	N.A.	10,200

\* Excludes last semester free.



ATTACHMENT C-2

8/9/96

THE CITY UNIVERSITY OF NEW YORK  
1996-97 Budget

Colleges	John Jay Lease Adjustment	1994-97 Base Allocation	93-94 APP Annual	94-95 APP Annual	95-96 APP Annual	96-97 APP Allocation	Adjunct Summer	Adjunct Regular	BLE	GTF	Centers, Institutes & Consortia
Banuch	(191.9)	49,250.3	190.0	800.0	388.2	366.0	771.4	2,587.6	23.5	0.0	0.0
Brooklyn	(245.4)	62,966.1	75.0	410.0	85.4	505.3	1,225.4	1,349.3	0.0	0.0	650.0
City	(238.0)	60,567.1	940.0	190.0	289.5	164.2	635.5	1,612.3	0.0	0.0	818.0
-Center for Worker Education	885.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-Sophie Davis Biomedical Program	6,635.4	0.0	0.0	0.0	0.0	0.0	0.0	799.0	0.0	0.0	0.0
Hunter	(252.2)	64,963.2	320.0	220.0	315.5	291.5	724.0	3,535.8	70.6	0.0	485.2
John Jay	(104.1)	26,715.1	388.0	110.0	47.4	236.3	268.2	2,811.9	329.3	387.4	147.0
Lehman	(144.2)	37,065.9	40.0	219.0	260.1	386.6	377.8	1,618.0	0.0	0.0	185.0
Medgar Evers	(71.6)	18,368.4	110.0	135.0	136.7	49.5	144.6	604.2	164.7	137.0	20.0
New York City Technical	(139.1)	35,721.6	154.0	140.0	189.4	81.6	334.8	2,502.5	37.7	0.0	0.0
Queens	(235.1)	60,368.5	154.0	240.0	87.4	382.8	1,105.3	1,726.6	0.0	0.0	255.0
Staten Island	(149.1)	38,260.9	360.0	250.0	126.7	295.2	531.2	2,938.4	227.4	239.8	55.0
York	(81.2)	20,895.4	400.0	180.0	35.4	191.0	172.7	1,890.5	235.2	247.7	312.0
Graduate School	(159.4)	41,045.2	0.0	0.0	40.7	50.0	0.0	823.0	0.0	902.0	0.0
Law School	(28.4)	6,763.3	0.0	0.0	0.0	0.0	0.0	278.0	0.0	0.0	0.0
<b>College Total</b>	<b>(2,037.7)</b>	<b>530,480.8</b>	<b>3,131.0</b>	<b>2,864.0</b>	<b>2,002.4</b>	<b>3,000.0</b>	<b>6,290.9</b>	<b>25,087.1</b>	<b>1,088.4</b>	<b>1,913.9</b>	<b>2,927.2</b>
Central Administration	17,453.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Services	5,186.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Instructional Technology	2,535.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Internal Control/GAAP	206.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Grand Total</b>	<b>(2,037.7)</b>	<b>557,900.6</b>	<b>3,131.0</b>	<b>2,864.0</b>	<b>2,002.4</b>	<b>3,000.0</b>	<b>6,290.9</b>	<b>25,087.1</b>	<b>1,088.4</b>	<b>1,913.9</b>	<b>2,927.2</b>

Colleges	Child Care	Disabled	Freshman Year	SEEEK	CUNY CAP	Equipment Replacement	Fuel Oil	Maintenance M/R Repair	NWP	Other	Total
Banuch	91.0	209.1	425.3	581.5	66.0	112.7	186.0	60.0	50.0	0.0	56,118.6
Brooklyn	81.2	59.4	364.5	581.4	60.0	105.8	65.0	70.0	100.0	0.0	68,733.8
City	114.6	35.6	437.4	774.9	66.0	97.0	120.0	0.0	50.0	0.0	67,352.1
-Center for Worker Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	885.5
-Sophie Davis Biomedical Program	0.0	0.0	0.0	0.0	0.0	3.7	0.0	0.0	0.0	0.0	7,438.1
Hunter	100.9	294.9	437.4	768.0	48.0	127.8	62.0	140.0	0.0	0.0	72,494.7
John Jay	137.8	59.4	291.6	706.9	54.0	76.4	95.0	50.0	50.0	500.0	32,866.7
Lehman	94.7	95.0	384.8	592.5	60.0	39.8	57.5	70.0	65.0	0.0	42,160.2
Medgar Evers	124.3	29.6	243.0	270.2	36.0	81.3	0.0	75.0	20.0	0.0	20,710.5
New York City Technical	155.0	225.8	324.0	663.9	48.0	117.3	95.0	98.0	22.0	800.0	41,604.6
Queens	108.3	71.1	336.0	585.7	48.0	117.3	95.0	98.0	30.0	0.0	65,811.0
Staten Island	143.9	245.2	364.5	351.4	30.0	84.6	85.0	40.0	40.0	1,500.0	46,139.2
York	0.0	54.6	190.4	357.0	48.0	51.9	85.0	65.0	40.0	0.0	25,079.8
Graduate School	0.0	15.7	0.0	0.0	12.0	0.0	0.0	0.0	0.0	0.0	43,200.0
Law School	77.5	3.6	0.0	0.0	0.0	5.6	0.0	30.0	0.0	0.0	7,168.0
<b>College Total</b>	<b>1,229.2</b>	<b>1,399.0</b>	<b>3,794.9</b>	<b>6,244.4</b>	<b>578.0</b>	<b>999.1</b>	<b>565.5</b>	<b>893.0</b>	<b>492.0</b>	<b>2,800.0</b>	<b>597,792.8</b>
Central Administration	0.0	0.0	0.0	0.0	12.0	93.0	0.0	29.0	25.7	0.0	17,639.4
Information Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,186.8
Instructional Technology	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,535.0
Internal Control/GAAP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	225.0	431.6
<b>Grand Total</b>	<b>1,229.2</b>	<b>1,399.0</b>	<b>3,794.9</b>	<b>6,244.4</b>	<b>588.0</b>	<b>1,092.1</b>	<b>561.5</b>	<b>922.0</b>	<b>517.7</b>	<b>3,025.0</b>	<b>623,585.6</b>

+ \$128,900 transferred from Hunter to Graduate Ctr. for the Center for Media & Learning.

\* Included in City.

# \$128,900 transferred to the Graduate Ctr. from Hunter for the Center for Media & Learning.

**ATTACHMENT C-3**

**THE CITY UNIVERSITY OF NEW YORK**  
**Initial Budget Allocations -- 1995-96 v 1996-97**

<b>Senior</b>	1995-96 Allocation	1996-97 Allocation	Difference	Percent Difference
Baruch	53,919.1	56,118.6	2,199.5	4.1%
Brooklyn	66,786.9	68,733.8	1,946.9	2.9%
City	65,267.7	68,237.6	2,969.9	4.6%
-Sophie Davis Biomedical Progr	8,075.0	7,438.1	(636.9)	-7.9%
Hunter	70,597.2	72,494.7	1,897.5	2.7%
John Jay	32,065.7	32,866.7	801.0	2.5%
Lehman	40,678.7	42,160.2	1,481.5	3.6%
Medgar Evers	20,104.2	20,710.5	606.3	3.0%
New York City Technical	39,707.6	41,604.6	1,897.0	4.8%
Queens	64,065.1	65,811.0	1,745.9	2.7%
Staten Island	44,999.7	46,139.2	1,139.5	2.5%
York	23,987.7	25,079.8	1,092.1	4.6%
Graduate School	44,045.4	43,230.0	(815.4)	-1.9%
Law School	7,298.1	7,168.0	(130.1)	-1.8%
<b>TOTAL</b>	<b>581,598.1</b>	<b>597,792.8</b>	<b>16,194.7</b>	<b>2.8%</b>

7995-96 Total **taken** from Initial Budget Allocation dated 7/20/95

7996-97 Total taken from Initial Budget Allocation dated 8/9/96 with (+650K) correction for Hunter

Source: University Budget Office 8/20/96