

Faculty Senate Minutes #204

John Jay College of Criminal Justice

October 17, 2000

3:30 PM

Room 630 T

Present (32): Shevalatta Alford, Luis Barrios, Sandy Berger, Orlanda Brugnola, James Cauthen, Elsie Chandler, Edward Davenport, Kirk Dombrowski, Janice Dunham, Robert Fox, P. J. Gibson, Betsy Gitter, Amy Green, Edward Green, Lou Guinta, Karen Kaplowitz, Kwando Kinshasa, Maria Kiriakova, Sandra Lanzone, Gavin Lewis, James Malone, Peter Mameli, Emerson Miller, Laura Richardson, Rick Richardson, Lydia Segal, Carmen Solis, Margaret Wallace, Agnes Wieschenberg, Susan Will, Marcia Yarmus, Liza Yukins

Absent (5): Jama Adams, Marsha Clowers, Amie Macdonald, Daniel Paget, Robin Whitney

Guests: Professors Jane Davenport, Tom Litwack, Chris Suggs

AGENDA

1. Announcements from the chair
2. Adoption of Minutes #203 of the October 4, 2000, meeting
3. Update on John Jay's Financial Plan to date
4. Report on developing each college's budget priorities for the 2001-2002 CUNY Budget Request
5. Discussion about the faculty's role in recruiting students & about possible Senate initiatives

1. **Announcements from the chair**

Chancellor Goldstein has just written the college Presidents requiring that they conduct a formal, written, yearly evaluation of each department chair and specifying that the chairs are to be evaluated as chairs and not as faculty. The Chancellor's letter states that "pursuant to this memorandum, department chairpersons are to be evaluated as chairpersons and not as faculty members. The purpose of these evaluations is to assist in measuring the success of individuals as chairpersons, to help them improve their performance or, when necessary, to provide support for the decision to remove them. I expect that the presidents will evaluate department chairpersons annually, using the form attached to Vice

Chancellor Brenda Malone's Memorandum." President Kaplowitz called this a serious threat to faculty governance since chairs represent their departments and the faculty in their departments and are answerable to them and are not answerable to management: chairs are faculty both when they teach and when they function as chairs. Senator Sandy Berger said that according to the CUNY Board of Trustees Bylaws, the college president already has the power of final approval of each election of each chair and this just builds on that power. President Kaplowitz concurred that the CUNY Bylaws state that the election by a department of a chair is a recommendation to the president and also that the president has the power to remove a chair, after consultation with the department. But this new requirement is a formal evaluation, which the chair is being required to sign and, thus, is a new and troubling initiative. She said that this subject will be on the agenda of a forthcoming Senate meeting, as soon as copies of both Chancellor Goldstein's letter and the accompanying memorandum from CUNY Vice Chancellor for Faculty and Staff Relations Brenda Malone are distributed to the Senate. She added that members of the Council of Chairs have asked our Senate to take up this issue and to take a position about it.

2. Adoption of Minutes #203 of the October 4, 2000, meeting

By a motion duly made and adopted, Minutes #203 of the October 4, 2000, meeting were adopted.

3. Update on John Jay's Financial Plan to date: Professor Litwack & President Kaplowitz [Attachment A]

In response to the request of both the Faculty Senate and the Council of Chairs, both groups have received the first periodic update about John Jay's Financial Plan [Attachment A]. This document provided by Angela Martin, John Jay's Budget Director, updates the implementation, to date, of the College's budget plan for the current academic year only. John Jay's two-year plan has not been formally approved by 80th Street, but because the plan for the first year is considered to have been approved, this report which addresses only the current academic year (FY2001) can be released.

Indeed, President Kaplowitz said she has just been told that 80th Street has communicated to the College that it is requiring an additional and very substantial debt repayment by the College as well as an increased revenue (student enrollment) target by John Jay but because the situation is so fluid and because such requirements would contradict the August 31st memorandum that she and Professor Ned Benton wrote memorializing their August 29th meeting with Vice Chancellor Brabham, which the Vice Chancellor had verified as accurate, she thinks it best to not go into these possibly erroneous reports but rather provide verifiable information at our next Senate meeting and focus today on the plan update.

President Kaplowitz said that although this document [Attachment A] is dated September 29th and we had a Senate meeting on October 4th, she had not received the document until after our October 4th Senate meeting. She and Professor Litwack had promised to share information with the Senate as soon as they received it and today's Senate meeting is the first opportunity they are able to do so.

The document [Attachment A] is divided into five categories: within each category the first column is a list of the ways the College will reduce expenditures this year; the second column shows the anticipated dollar savings (in 000's of dollars) for each method of reducing expenditures; and the third column shows the dollar savings (in 000's of dollars) achieved thus far through each method during this fiscal year (which ends June 30, 2001).

The first category is “Full-Time Staff Savings” and does not involve faculty. The first item in this category is a transfer of 7 administrative personnel onto the Income Fund Reimbursable (IFR) account, which means that the salaries of these 7 administrative – Higher Education Officer (HEO) – staff will be moved off the tax-levy payroll and transferred instead to IFR, a non-tax-levy account which derives its revenues from contracts, such as training contracts, and rental of space. The next provides that 9 administrative (HEO) positions that had been vacant as of 1999-2000 – because those people had retired or resigned or left for other reasons – will be kept vacant. The subsequent item is a total freeze on hiring any administrative personnel. The fourth is money to be saved from the tax-levy accounts by transferring the salaries of additional administrative – HEO – personnel to the IFR account in January. The next is a reduction in ECP – the Executive Compensation Plan – which includes those people who hold the position of dean or higher: \$41,000 reduction in the Executive Compensation Plan (ECP) will result from the (already announced) retirement in December of a person on ECP who will not, therefore, be receiving his salary during the Spring semester. Next is a freeze in step increases of non-teaching personnel – this freeze in steps will not affect faculty – and the last is a reduction in overtime costs.

The second category, “Temporary Services Savings,” calls for reducing the allocation and unused vacation time of College Assistants, who are part-time workers, many of whom are John Jay students. Most academic and administrative offices at the College are staffed by College Assistants and virtually all the security officers are College Assistants as well. The College Assistants will have to take their vacation time during the fiscal year rather than be paid a lump sum for their vacation time after working their full allotment of hours, as has been the practice until now: as a result, the number of hours College Assistants will be available to work will be reduced.

The third category is “OTPS Savings” – OTPS stands for “Other Than Personal [sic] Services” – and refers to reduced expenditures for things and services (as opposed to people). This reduction is quite substantial and most will be from the Vice President for Administration’s budget, as the footnote indicates. However, many services directly related to the College’s academic functions – such as media services, duplicating, computing, and instructional supplies – are the responsibility of the Vice President for Administration and are paid from his portion of the OTPS budget (not from the Provost’s portion).

The fourth category, “Alternate Revenue Sources,” – which we discussed at our last Senate meeting – shows that \$350,000 of our Research Foundation grant overhead monies (of about \$850,000 we had last year and anticipate having this year) will be contributed to reducing expenditures and \$140,000 of our Auxiliary Corps Reserves money (from the bookstore, cafeteria, and so forth) will be similarly used. So approximately \$500,000 will be contributed from those two sources.

The fifth category, “Faculty Savings,” comprises keeping vacant a visiting professor position; non-reappointing the 19 substitute faculty in the Spring (after factoring in the cost of the adjunct faculty who will have to be hired to cover the courses that the faculty substitutes were to teach); money saved when faculty voluntarily take a leave without pay or a sabbatical leave (at half pay); and deferring the hiring of 19 full-time tenure track faculty, searches for whom were to begin this semester so that the 19 could be on our faculty and teaching in September 2001.

As the document shows, of the anticipated \$3,137,800 reduction this year in our tax-levy budget expenditures, \$2,613,800 (or 83.3%) had been achieved as of September 29. (An additional two pages of the document provide particulars of the plan’s implementation in terms of specific positions.)

President Kaplowitz reminded the Senate that this is the plan for this year. Our plan for next year requires not only maintaining this reduction in our expenditures but, in addition, paying 80th Street back \$1.5 million in debt repayment. Although 80th Street in July reduced our budget allocation for this year by \$1.5 million for this year’s half of our \$3 million debt repayment, 80th Street also decided to give us a

subsidy for this year of \$1.5 million to cover that amount. So, in fact, while this year we are reducing our expenditures by approximately \$1.5 million, next year we will have to not only maintain that reduction but additionally repay \$1.5 million as well.

Professor Litwack said that by far the largest part of John Jay's budget woes results from the chronic underfunding of the College. He said John Jay had to double its student population over the past ten years without receiving increased base budget funding and the necessary full-time positions just to be able to have a sufficient budget to operate, although the budget allocations that resulted from doubling our enrollment were primarily to hire adjunct faculty rather than full-time faculty. Senator James Malone criticized the fact that our College chose to increase our enrollment over the past decade, saying that our doing so has been a disservice to our students.

Senator Sandy Berger said that dividing our base budget by our student FTE enrollment does not give an accurate picture of what it actually costs to educate a student. He said our campus is smaller than others so we do not have some expenses which other campuses have. He asked if there is any way to get a truly accurate picture of how we are funded in comparison to the other campuses. Professor Litwack said there is a way but it requires that CUNY provide a funding model for all the campuses and he suggested that the Senate should write to the Chancellor urging that such a model be developed. Senator Betsy Gitter moved to authorize the Senate Budget Committee to draft a letter for possible transmittal to the Chancellor.

Senator Robert Fox asked if there are any guidelines for class size at the 100-level because he believes that the single most important factor in the successful education of students is class size and he would like to see a comparison of class size at the 100-level at John Jay and other CUNY colleges. He said walking around John Jay he sees very, very large classes and considers this educationally ill-advised. President Kaplowitz agreed about the problem of our very large classes but said it is a very difficult argument for John Jay to make because many CUNY campuses have extremely large sections of 100-level courses and that, indeed, some CUNY colleges have introductory courses with 500 or more students in each section.

In response to Senator Gitter's motion regarding a letter from the Senate to the Chancellor, President Kaplowitz said that she would want the Senate to have more information before sending such a letter since the situation is still fluid and also that she is concerned that we make it clear within John Jay – to the John Jay administration – that while we try to convince the CUNY Central Administration to better fund John Jay, we must also fight internally – within John Jay – for a just allocation of our budget so that our top internal funding priorities are our academic programs and our student support services. She says she wants the Senate to make it explicit to our own College administration that the Senate has a two-pronged approach: to continue to make the case for better funding of John Jay by CUNY and to also ensure the appropriate internal allocation of John Jay's budget so that our academic enterprise is treated by our College as the top priority that it must be.

Senator James Malone suggested other ways to pressure the University: he said that students could sue the University or pursue other legal avenues to gain equitable funding. NYC Board of Education Chancellor Harold Levy advocated for equitable distribution of resources for public schools throughout the State, he said, and that is why he was chosen Chancellor. He said we should look into the possibility of legal action. President Kaplowitz said that if Senator Malone wishes to submit such a proposal as an agenda item the Senate would be able to consider it.

The motion by Senator Gitter, directing the Senate's Budget Committee, while working within John Jay with regard to the fair internal allocation of our budget, to at the same time prepare a draft of a letter to the CUNY Central Administration about John Jay's fiscal situation for consideration by the

Senate at a subsequent Senate meeting, was seconded by Senator Lou Guinta. The motion was approved by unanimous vote.

4. **Report on developing colleges' budget priorities for the 2001-2002 CUNY Budget Request**

President Kaplowitz explained that the Chancellor has mandated that there be faculty consultation at each campus in the development of each college's budget priorities as part of the process by which the University develops its budget request of Albany to be submitted to the Governor and Legislature in December. The Chancellor's September 5th letter to the college presidents requires campus consultation between September 5 and October 23. She said there has not been any such consultation at John Jay to date: the P&B has not yet been consulted, nor the Senate, nor the Chairs. Chancellor Goldstein has mandated not only consultation with elected faculty governance bodies and leaders, but documentation about such consultation. President Kaplowitz said this process and the resulting document is important because it makes the case to 80th Street about each college's budgetary needs and academic and programmatic plans and priorities and, as a document that is the result of a consultative process, carries weight.

The Chancellor's letter of September 5th to the college presidents states:

"CUNY's fiscal picture also improved this year, and I thank you once again for our effort in bringing about this achievement. While we obtained the largest increase in public support in over ten years, I am not satisfied and plan to escalate the campaign for our unmet needs. In that context, I invite your participation in the development of specific recommendations for inclusion in the University's FY2002 Budget Request."

The Chancellor then states that the Budget Request will "include a very strong emphasis on rebuilding CUNY's full-time faculty ranks and a clear articulation of University goals, including:

- ◇ creating a flagship environment;
- ◇ supporting academic achievement;
- ◇ improving the undergraduate experience;
- ◇ enhancing the use of technology, and
- ◇ developing a CUNY-wide economic development initiative."

Senator Gitter moved that President Kaplowitz, with other members of the Senate's Executive and Budget Committees, meet with President Lynch as soon as possible to discuss this and to ensure that consultation take place. The motion passed by unanimous vote.

5. **Discussion about the faculty's role in recruiting students and about Faculty Senate initiatives & about the newly created Recruitment Committee**

At the Fall Faculty meeting in September, President Lynch stated that in his view the solution to the College's current budget problems must be to further increase enrollment and he has set up an ad hoc committee on recruitment, which he is chairing. The College's financial plan to repay our debt includes a targeted increase in student enrollment to generate \$325,000 in additional tuition revenue.

Secretary Edward Davenport said that faculty can not in good conscience take part in recruiting

students so as to increase enrollment unless the College provides the necessary academic support for students, such as funding for the library, reasonable class size – certainly no increase in the current class size – and a sufficient number of course sections. Several senators reported that a randomly distributed survey in preparation for our Middle States re-accreditation procedure invited students to provide written comments and the students in their courses complained about overcrowding and neglect of their academic needs. The senators agreed that conditions at the College must be improved in order to improve retention and suggested that we request copies or a report of the students' written comments to ascertain a better understanding of students' perceptions. Senator Kirk Dombrowski recommended that President Kaplowitz, a member of the Recruitment Committee, report to the Committee about the Senate's sense that emphasis should be on improving conditions so as to improve student retention.

President Kaplowitz noted that President Lynch and Provost Wilson have pledged that despite our budgetary problems, class size will not increase and that the academic programs will be given top priority. She said that given these pledges and our College's financial plan for restoring our fiscal stability – which requires enrollment growth next year to help us repay our debt – there are several initiatives that the Senate could invite the faculty to participate in, some of which are recreations of earlier Senate initiatives. She suggested this course of action because CUNY's Central Administration is creating a new application process which goes into effect beginning with the Fall 2001 semester: for the first time, applicants to CUNY may apply to three (3) first-choice colleges: students who are admitted to more than one of their first three choices will have to choose which college they will attend. Thus, all CUNY colleges will be engaged in more outreach to prospective students than before because of this competitive component. (Until now, students have had no choice after they have applied.)

The Senate members expressed reservations and concerns about increasing student enrollment in light of the planned reduction of full-time faculty and the expected and planned decrease of student and other services in light of the College's grave budget situation. However, Senators also recognized the importance of student recruitment, and especially student retention, in light of not only the budget situation of the College but in light of the University's new application and admissions procedures whereby the colleges to which each student is admitted will have to compete to recruit the student. In light of these considerations, but with explicit concern about the ethical necessity of providing students who are recruited with sufficient numbers of full-time faculty, course sections, and the services students deserve – and a pledge by the President and Provost that class size will not increase – the Senate voted unanimously to invite the John Jay faculty to volunteer to participate in any of the following Faculty Senate initiatives, some of which are recreations of earlier Senate initiatives:

- a. "Adopt" a Precinct Program
- b. "Adopt" a High School Program
- c. "Adopt" a Community College Program
- d. "Adopt" a different site (such as a firehouse or correction facility)
- e. Answer telephone calls about John Jay from prospective students
- f. Answer telephone calls about one's department/program/major from prospective students
- g. Participate in an organized Phonathon to reach out to students admitted to John Jay

The "adopt" programs will not involve faculty attending college fairs or college nights or other such events, which our Admissions staff do so well. Rather, faculty who volunteer to "adopt" a site would contact the NYPD training officer – perhaps attending roll call – or a high school's director of college advisement or a person who advises associate degree students about which college to transfer to and could provide copies of the John Jay bulletin and application forms, which would be provided by our Admissions Office. These faculty would be a liaison between John Jay and the high school, or station house, or community college. Faculty who choose to do this may visit as frequently or as infrequently as they wish after making an initial contact. Such outreach would communicate our

faculty's interest in the employees or students at those institutions and our interest in having them as our students. This might result in academically better prepared students applying to and attending John Jay.

6. New business [Attachment B]

Professor Chris Suggs (English) asked to speak about consequences of budget cuts to the John Jay Library: he said he submitted this as an agenda item for the Senate's next meeting but would like to raise it in a preliminary way today because of the seriousness of the situation. He said that cuts in major library resources have been and are being made without adequate consultation with faculty. He said he does not blame the Library for the cuts because he knows that the budget crisis is outside the Library's control. He gave as a specific example a new major, Justice Studies, which is an approach to justice studies through the humanities and yet three on-line bibliographic services, integral to this new major and especially its required research course, were terminated during the summer: these on-line resources are in the disciplines of literature, history, and philosophy. Professor Suggs said that cancelling these subscriptions is analogous to closing science labs needed for our forensic science courses.

Professor Jane Davenport, a member of the Library faculty, distributed a written statement [Attachment B] she prepared upon learning that the Senate might be having this preliminary discussion and offered to provide a more detailed report at the next Senate meeting. She explained that the cuts to subscriptions and services had to be made during the summer and that there had been an extremely tight deadline, which made consultation problematic. Professor Suggs said faculty can be consulted over the summer because we are reachable through the Internet.

Senator Janice Dunham, also a member of the Library faculty, said the real issue is that whenever new programs such as the Justice Studies major are established, the Library states very clearly and unambiguously that the College must provide the Library with the funding that is necessary to support the new program, and, yet, she stated, although the promise to do so is always made, the commitment is almost never honored.

Professor Jane Davenport explained that on-line services are extremely expensive and, upon being asked, explained that each CUNY college must subscribe and that the cost is based on the number of student FTEs: these costs are not carried by the University and are not provided on a University-wide basis. Professor Jane Davenport thanked Professor Suggs for raising this issue since the underfunding of the Library is chronic and the problems he cites are chronic and extend to all our College's programs and majors, not just to new ones. The College has never provided the Library with sufficient money to support the programs and majors at the College, she said. The Senate agreed to continue discussion about the funding of our Library at our next meeting.

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

Respectfully submitted,

Edward Davenport
Recording Secretary
&
Amy Green
Vice President

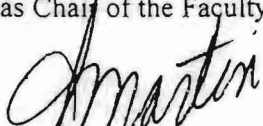
Memorandum

To : Professor Harold Sullivan as Chair of Chairs
Professor Karen Kaplowitz as President of the Faculty Senate
Professor Ned Benton as Chair of the Budget Planning Committee
Professor Tom Litwack as Chair of the Faculty Senate Budget Committee

From : Angela Martin

Re : Plan Update

Date : September 29, 2000



I am responding to your memorandum to President Lynch and Provost Wilson requesting periodic updates regarding the Plan. Although we have been advised verbally that our Plan has been accepted, as of this date, we have not received any written communication from the University Budget Office officially approving the Plan. I have, however, submitted the College's 2001/02 Budget Request which incorporated base budget savings as outlined in the Plan for the 2001/02 Fiscal Year. Pending receipt of written approval of the Plan, I am monitoring the implementation of the Plan as submitted.

To date, the University is delayed in providing Colleges with funds other than the official base budget. Additions to our base budget come in authorizations called "Certificates". We have had only the beginning base budget Certificate of July 13th; we have not received any of our lump sum funding. In the absence of further communication from the University Budget Office, I cannot report any further adjustments which either positively or negatively impact our budget Plan.

To date, I calculate \$2,613.8 of the \$3,137.8 in planned reductions (83.3%) has been achieved:

Full-Time Staff Savings:	Anticipated	Achieved
	\$1,388.3	\$1,170.4
Transfer of 7 subs to IFR on 7/1/00	325.0	314.1 (A)
Retention of 9 vacancies from 99/00	445.7	438.4 (B)
Imposition of a Staff Freeze for 00/01	340.0	310.0 (C)
Additional Transfers to IFR on 1/1/01	166.6	No data (D)
Savings in ECP	41.0	40.9
Freeze non-Teaching Titles/Steps	30.0	30.0
Reduction of Overtime	40.0	37.0 (E)

Full Time Staff Savings:

- (A) One sub has served their 4th and final appointment and had to be paid accumulated annual leave
- (B) Although June 30th was the last date on payroll, accumulated annual leave was paid to some after July 1st
- (C) Nine positions have been vacated to date @ an average of \$34.4 per person
- (D) Persons to be moved have not yet been identified
- (E) 1st quarter overtime for B&G and DOIT total \$24.9 rather than \$61.9 for the 1st quarter of last year

Temporary Services Savings:	Anticipated	Achieved
	\$225.0	\$60.0
Reduction of College Asst Allocations	60.0	60.0 (F)
Elimination of Unused Annual Leave	165.0	No data (G)
 OTPS Savings:	 Anticipated	 Achieved
	\$518.8	\$446.0
Reduction of Base Allocations	300.0	296.0 (H)
Reductions to Maintenance Lump Sums	5.0	No data (I)
Reductions to Equipment & Computer Lumps	63.8	No data (I)
Non-Mandatory OTPS Reductions	150.0	150.0 (J)
 Alternative Revenue Sources:	 Anticipated	 Achieved
	\$490.0	\$490.0
RF Reserves	350.0	In hand(K)
Auxiliary Corp Reserves	140.0	In hand (K)

Temporary Services Savings:

- (F) The Provost has reduced allocations by 30k, the VP Administration by 23.5k, and the VP Legal Affairs by 6.4k
- (G) A new monthly college assistant report has been designed which now provides office administrators a running total of accumulated annual leave hours per employee. In addition, the new monthly report also includes two simple spending projections (actual average spending per pay period vs average of the allocation AND percent of allocation expended vs percent of time passed). Offices that are identified as candidates for overspending are asked to justify (to the Budget Office and to their supervising Vice President) their current overspending as well as show how their spending pattern will be decreased by year-end.

OTPS Savings:

- (H) The VP Administration has reduced allocations by \$264k, the VP Professional Development by \$16.5k, the VP Legal Affairs and Budget by \$6k, and the President and VP Students by \$5k each
- (I) As noted, the College has not received their lump sum allocations from the University
- (J) The VP Administration will reduce his allocation by an additional \$80k, the President, Provost, and the VP Students by and additional \$10k each and \$40k in items can be paid from F&E funds

OTPS expenditures will be monitored on a monthly basis to ensure that various offices are staying within their reduced allocations. Offices that appear to be spending at a rate that will exceed their budget allocation will be subject to a targeted freeze. Half the allocated amount is released for the remainder of the calendar year; subject to quarterly release of the remaining 50% in the Spring semester.

Alternative Revenue Sources:

- (K) Funds are in hand in their respective accounts. However, the University has not determined if we should send checks from these sources or charge OTPS items to these accounts rather than to the tax-levy budget

Faculty Savings:	Anticipated	Achieved
	\$515.7	\$447.4
Retain Visiting Professor Vacancy	53.3	44.5 (L)
Savings in Non-Reappointment of Subs	165.0	110.4 (M)
Leaves Without Pay/Sabbaticals	200.0	195.1 (N)
Defer Faculty Hires	97.4	97.4 (O)

I hope that the information contained in this response is acceptable for your short-term purposes. Please note that I will be on annual leave from October 2nd through the 13th but will be happy to provide you with the data in a recommended alternative format upon my return.

cc: The President
The Provost
The Vice Presidents

Faculty Savings:

- (L) The original amount was the annual salary; however, July and August annual leave was paid
- (M) The original amount was calculated in the expectation that substitutes would be teaching 3 courses each in the Spring having taught 4 each in the Fall. However, the Provost informs me that subs teach a total of 24 credits per year so they will have to be replaced for 4 courses each in the Spring semester. The total of \$338.4 in savings will be offset by 76 adjunct classes @ \$3k each (\$228k) for a lower total savings than anticipated
- (N) 14 faculty have declared sabbaticals for the year as opposed to the prior two years' average of 12 for a total additional savings of \$68.7k and 5 faculty have declared leaves without pay as opposed to the prior two year's average of 3 for a total additional savings of \$126.4k
Please note that if additional sabbaticals and/or leaves are declared for the Spring semester, we may be able to surpass the \$200k anticipated; I hope to use those funds to make up the shortage in the savings on adjunct replacements for the 19 substitutes
- (O) No data in this category means that we have not heard from the Office of Academic Affairs reversing this understanding with the University Budget Office.

ATTACHMENT B

John Jay Library budget and cancellations: facts and thoughts

October 17, 2000

The Library budget in this college has always been ridiculously low and supremely unrealistic for the mission we are expected to serve. On the annual university tabulations, we are always either at, or near, the bottom of the list of CUNY Libraries' expenditures per student. This should come as a surprise to nobody here. It is in line with all of Ned Benton's charts. Another factor people should know about is that inflation in the publishing industry is much higher than in the economy as a whole, primarily due to mergers which have taken over the industry. So each year, library dollars go a shorter distance.

The library this year is experiencing drastic cuts across the board, as is the college. Additionally, whenever new programs are added to the curriculum, additional money is promised to the library but rarely delivered; if money is given, it is a one-shot infusion, not the continuing funds that are necessary to support a program. Some of the most important resources for our programs are serial publications such as periodicals, indexes and abstracts, both on paper and in electronic format.

Many people have the impression that making libraries electronic saves money. This is far from the case. Libraries do not save money with computerized resources. They enhance services, they make research easier and faster, and accessing information is much more convenient. But there is no economy involved. Book budgets now have to be stretched to pay for electronic materials as well as printed ones, and there is no choice between them. We must have both.

During the summer, the business office notified the library of the budget target it had to adhere to this year. It was made plain that there was no leeway or flexibility: the college had to stay within the requirements that 80th Street had prescribed. It was clear that library expenditures had to be pulled back drastically and that cancellations of many serial publications were necessary if we were to make it through this fiscal year.

Cancellation projects are the most depressing exercise that librarians go through; it is demoralizing. As Larry Sullivan says, our jobs are supposed to be to *build* collections, not tear them down. When we are faced with cuts, as we were this summer, we appoint a committee of reluctant souls who go about the job of assessing possible cancellations, with our eyes on price, the college's mission, curricular balance and need, the known use of these materials by our library users, the availability of these sources elsewhere in the city -- both at nearby CUNY libraries and at nearby public libraries -- and hope that we come out with a judicious and balanced result and are still on speaking terms with each other at the end. Before deciding whether to cancel any paper subscriptions, members of the committee draw up charts of which sources we have available online. A note about the timing of cancellation projects: the renewals come due in the summer, at the break of the fiscal year. There is a tight deadline on notification if our cancellations are to be accepted by the vendors. That is why a small committee has to work quickly and in a very focused manner.

This year, the science journals took the biggest cut. Science is the most expensive

ATTACHMENT B (cont)

discipline when it comes to journals, and at John Jay, it's a small program. It's still painful. Every department, discipline, and program in this college has a valid and eloquent reason for having its relevant library resources available here for its students and for its research needs.

A couple of weeks ago, we had to cancel \$21,380 worth of microfilm periodicals that we were to receive this year to replace the paper issues on the shelves of titles for which we don't have room to shelve bound copies. Additionally, the University, at the chancellor's insistence, has just decided to purchase J-stor, an awesome and very expensive electronic database of periodical back issues. The purchase requires a contribution from those CUNY libraries that wish to have it. We could not participate because the fee could not be justified in light of all of our recent cancellations. Moreover, our purchasing of monographs this year has been put on hold indefinitely.

The bleak situation in this college's library is going to get worse before it gets any better. We are just at the beginning of having to deal with this crisis. I think we should get used to the idea that we are, after all, part of a large university with a wealth of library resources available to us across the five boroughs. Some of the wealthier college libraries in CUNY – notably Hunter – are not even very far away. Our late colleague Bob Grappone used to tell our students that they should think of Manhattan as a big university quadrangle – and that going to Hunter or Baruch to use their libraries was just a walk across the Quad.

Jane Davenport