

Faculty Senate Minutes #207

John Jay College of Criminal Justice

December 8, 2000

9:30 AM

Room 630 T

Present (33): Shevalatta Alford, Luis Barrios, Sandy Berger, Orlanda Brugnola, James Cauthen, Elsie Chandler, Marsha Clowers, 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 Lanzzone, Gavin Lewis, James Malone, Peter Mameni, Emerson Miller, Daniel Paget, Laura Richardson, Rick Richardson, Carmen Solis, Margaret Wallace, Robin Whitney, Susan Will, Marcia Yarmus, Liza Yukins

Absent (4): Jama Adams, Mary Ann McClure, Lydia Segal, Agnes Wieschenberg

Guests: Professors Ned Benton, Avram Bornstein, Jane Davenport, Marlene Kandel, Tom Litwack, Keith Markus, Bonnie Nelson, Larry Sullivan, Barry Spunt, Jack Zlotnick

Invited Guests: President Gerald W. Lynch, Professor Lotte Feinberg, CUNY Senior Vice Chancellor and Chief Operating Officer David H. Freed

AGENDA

1. Announcements from the chair
2. Adoption of Minutes #207 of the November 14, 2000, meeting
3. Update on John Jay's budget: Professor Tom Litwack and Pres. Karen Kaplowitz
4. Report on the actions taken at the November 21 meeting of the College Council
5. Discussion of the agenda of the December 11 College Council meeting
6. Approval of slate for candidates for the Committee on Honorary Degrees: Executive Committee
7. Proposal that the Faculty Senate establish awards for outstanding graduating CUNY BA students
8. Proposal that the Faculty Senate recommend that JJ accept American Sign Language as one of the languages that fulfills JJ's foreign language graduation requirement: Senator Lou Guinta
9. Request for comments about an RFP for the food vendor service: Senator Lou Guinta
10. Proposal that the Senate co-sponsor the March 13th Breast Cancer and Urban Women Seminar
11. Invited guest: President Gerald W. Lynch
12. Discussion & vote on candidates for honorary degrees recommended by the Committee on Honorary Degrees: Invited guest: Professor Lotte Feinberg, Chair, Honorary Degrees Committee
13. Invited guest: CUNY Senior Vice Chancellor and Chief Operating Officer David H. Freed

1. **Announcements from the chair**

President Kaplowitz reported that the President and Provost have responded positively to the Senate's request that class size not be increased if at all possible: the President and the Provost has each stated that class size will not be increased in the Spring semester. [The Senate applauded the news.]

2. **Adoption of Minutes #206 of the November 14, 2000, meeting**

By a motion duly carried, Minutes #206 of the November 14, 2000, meeting were adopted.

3. **Update on John Jay's budget: Professor Tom Litwack and President Karen Kaplowitz [Attachment A]**

A document prepared by the CUNY Office of the Budget [Attachment A] was distributed along with the 22-page budget document that this chart was part of: the entire document was provided to the Fiscal Affairs Committee of the Board of Trustees, on which Professor Kaplowitz is the faculty member.

The chart [Attachment A] shows funding per FTE students at all the CUNY senior colleges and at colleges nationwide deemed comparable to CUNY colleges by PriceWaterhouseCoopers, the auditing firm hired by the Schmidt Commission when it was preparing its report. The CUNY Budget Office decided to use those same colleges to compare funding and changes in funding between 1990 and 1998.

The most important column, Professor Tom Litwack explained, is the third column from the right: the column labeled "1998: E&G/FTE." In 1998, the most recent year for which the data was available to the CUNY Central Administration's Budget Office, John Jay students were funded at \$6,618 per FTE whereas, for example, Lehman College students were funded at \$10,124 per FTE, and CCNY students were funded at \$12,662 per FTE. Students that same year at Georgia State University were funded at \$13,111 per FTE and at Jersey City State University at \$11,572 per FTE. John Jay is funded the **least** per FTE student of the 22 colleges on the list.

What makes this chart so important, Professor Litwack noted, is that these are not numbers and data generated by John Jay's Faculty Senate nor by John Jay's administration but, rather, they are data compiled and published by the CUNY Central Administration itself and, therefore, no one at the CUNY Central Office nor within CUNY can challenge these numbers. He said that this document is the one we should use during our discussion later in the day with Senior Vice Chancellor David Freed.

Professor Litwack also reported that President Lynch had provided to the Senate a Report on the spending, thus far, of the College's non-tax levy monies and that while the Report is not as detailed as the Senate and Chairs had requested, it shows that the College spending is being curbed and that non-tax levy monies are being used this year in a manner advantageous to the entire College community. President Kaplowitz reported that she and Professor Litwack have just finished a letter in response to the Report on non-tax levy monies, a letter being sent from the two of them as well as from Professors Harold Sullivan and Ned Benton, in which they recommend more transparency in the reporting about John Jay's finances.

4. Report on the actions taken at the November 21 meeting of the College Council

The College Council approved a proposal from the Undergraduate Standards Committee regarding students' eligibility to participate in commencement exercises: as a result a new policy is in effect that restricts participation in commencement to those students who were awarded the associate or baccalaureate degree the previous August or February and to those students who are certified by the Registrar's Office as completing their degree requirements by the end of the Spring semester prior to commencement. Students whose names are in the commencement program and whose pictures are taken on the stage, in cap and gown, shaking the President's hand, do not always complete their degree requirements and yet use the photo and commencement brochure as evidence of having graduated. The Dean of Graduate Studies, James Levine, stated his resolve to ensure that a parallel policy will be in place with regard to graduate students so that the requirement for participation in commencement will be the same for all John Jay students.

The College Council also approved a proposal from the Graduate Studies Committee to permit students applying to our MPA program, who have met specific academic criteria, to be exempted from having to take the Graduate Record Examination (GRE) when applying for admission. The rationale for this proposal is that the enrollment in our MPA program has declined since the imposition of the GRE requirement because other MPA programs in the area which do not require the GRE are now more attractive to potential students for that reason. The Dean of Graduate Studies promised to report to the College Council in the Fall on the impact of this policy change.

5. Discussion of the agenda of the December 11 College Council meeting

The only agenda items are a proposal to add an Emergency Protection concentration to the Protection Management Master's Program and the approval of four new courses (one of which is an existing course which is being expanded) for this new concentration.

6. Approval of the slate of candidates for the Committee on Honorary Degrees

The following faculty were approved as the slate for the four (4) open positions: Professors

Todd Clear (Law, Police Science)	Abraham Fenster (Psychology)
William Coleman (English)	Jack Jacobs (Government)
Peter DeForest (Forensic Science)	Maria Volpe (Sociology)
Jannette Domingo (African-American Studies)	

Secret mail ballots will be sent to all full-time faculty, as established by the College's procedure on honorary degrees: the ballots will be counted by the College's Faculty Elections Committee.

7. Proposal that the Faculty Senate establish awards for outstanding graduating CUNY BA students: Proponent: Senate Executive Committee

A proposal was presented by the Senate's Executive Committee that the Faculty Senate establish two awards for graduating students: an award for an outstanding JJ CUNY Baccalaureate student

graduating in the liberal arts/humanities and an award for an outstanding JJ CUNY Baccalaureate student graduating in the social sciences/professional sciences. The criteria proposed by the Senate's Executive Committee are: a minimum GPA of 3.5; plans to attend graduate or professional school upon graduation; endorsement by the student's CUNY BA faculty mentor. The proposal is that the Senate's Executive Committee will present its recommendation of the awardees to the Faculty Senate for the Senate's vote.

The reason for this proposed initiative is that the CUNY BA Program is a wonderful one for both John Jay students and faculty and is a terrific retention program because students may major in programs not offered by our College without having to transfer elsewhere and, thus, we serve these students and we benefit by having an intellectually and academically more diverse range of studies being undertaken. Furthermore, CUNY BA students are ineligible to receive a College's own awards, including being valedictorian or salutatorian, because while their home college is the college they began and continue their studies at, they are students of the City University. Indeed, a few years ago, the graduating senior with the highest GPA at John Jay was a CUNY BA student but another student, with a lower GPA, had to be designated the valedictorian. However, John Jay's Faculty Senate is permitted to establish and grant these awards, which would be given at John Jay's annual Awards Night Ceremony each May.

Senator Susan Will recommended that the proposal be amended to delete the requirement that the award recipients must plan to immediately attend graduate or professional school because many students are better served, she said, by not doing graduate work immediately upon graduation. This change was approved. Senator Lou Guinta recommended that the proposal be further amended whereby the Senate each year will elect an awards selection committee comprising three Senators and John Jay's Director of the CUNY BA Program: the selection committee would present its recommendation of the award recipients to the Senate for the Senate's action. Senator James Malone suggested that this Senate committee should also be charged with considering possible refinements of the criteria for selection and other necessary aspects and present these proposals to the Senate for its action. The committee would report back to the Senate in the Spring, at the earliest possible time. This proposal was also agreed to. The entire proposal, as amended, was adopted by the Senate without dissent.

The Senate unanimously elected the members of the Awards Selection Committee: Senators Marsha Clowers, Kwando Kinshasa, and Marcia Yarmus. Senator James Malone, as John Jay's CUNY BA Coordinator, will be the statutory member of the Awards Selection Committee.

8. Proposal that the Faculty Senate recommend to the College that John Jay accept American Sign Language as one of the languages that fulfills the College's foreign language graduation requirement: Senator Lou Guinta

Senator Lou Guinta, on behalf of his Department – the Department of Counseling & Student Life – introduced a proposal that the Senate recommend to the Curriculum Committee that John Jay include American Sign Language (ASL) among the languages that fulfill the foreign language graduation requirement at John Jay. (The requirement is described on p. 51 – footnote 4 – of JJ's 2000-2001 Undergraduate Bulletin.) Senator Guinta provided the Senate with a (non-exhaustive) list of more than 120 colleges in the country, including several in CUNY, which accept American Sign Language in fulfillment of their foreign language graduation requirement: other colleges on the list include Brown, Yale, Vassar, Howard, Georgetown, UCLA (San Diego), and SUNY (Buffalo).

In addition, Senator Guinta transmitted a memo from Ms. Mavis Hall, of John Jay's Office of Services for Individuals with Disabilities, urging that John Jay "accept ASL in fulfillment of its foreign

language requirements,” and he also provided an article, “American Sign Language as a Foreign Language,” by Sherman Wilcox, Ph.D., a member of the Linguistics Department at the University of New Mexico in Albuquerque.

Senator Guinta noted that proficiency in ASL is an extremely useful skill to the police and to our other professional students. President Kaplowitz and Senator Gitter noted that ASL is a linguistically complete language with its own grammar and syntax, totally unrelated to English in all aspects, and is a language with its own literature and culture. Senator Marcia Yarmus (Foreign Languages) spoke in support of the proposal.

Vice President Amy Green spoke in support of the proposal but asked which department would give courses in ASL. Senator Guinta said the Senate does not have to make that decision and, indeed, the proposal does not call for ASL courses to be given: students who transfer to John Jay having taken ASL courses at another college currently are required to then take yet another language at John Jay because John Jay does not accept ASL in fulfillment of our foreign language graduation requirement although we do accept other languages that are not offered at John Jay that students take elsewhere before transferring here. Senator James Malone said that since Senator Guinta’s proposal is to recommend this policy to the Curriculum Committee for its action, the Curriculum Committee might wish to take up the issue of whether ASL should be offered and, if so, by which department(s).

Senator Robert Fox suggested it is more appropriate to send the proposal to the Foreign Languages Department with the request that that Department make the proposal to the Curriculum Committee. Senator Guinta responded that he brought this issue to the Faculty Senate so that the Senate may make the recommendation to the Curriculum Committee because his Department, Counseling & Student Life, asked him to do so.

President Kaplowitz explained that in 1995, she, because of her involvement in disability issues, and Senator Betsy Gitter, who is an expert in ASL and whose research is in this field, together brought a similar proposal to the Faculty Senate but their proposal had been in the form of a recommendation to the Foreign Languages Department: the Senate unanimously voted to recommend to the Foreign Languages Department that it recommend that ASL be added to the languages that fulfill our foreign language graduation requirement but the Foreign Languages Department declined to take action on the Faculty Senate’s unanimous recommendation. Six years have passed and still no action has been taken. Senator Fox urged that the Senate first make the recommendation to the Foreign Languages Department. Senator Elsie Chandler said that as a lawyer she wonders whether a failure to act on the recommendation would put the College in the position of having failed to comply with the Americans With Disabilities Act (ADA) now that this issue has been raised, since it clearly also affects hearing impaired students who are proficient in ASL as well as in English.

Senator Gitter said that if there is a strong feeling that the Senate does not want to seem to be conducting an end run around the Foreign Languages Department, then we should vote to write to the Foreign Languages Department, urging them to make the recommendation to the Curriculum Committee. Senator Yarmus said that her Department is meeting the following week and that this, as far as she is concerned, should be the first item on the agenda. Senator Gitter suggested that if no affirmative action is taken by the Foreign Languages Department by April, the Senate should then make the recommendation directly to the Curriculum Committee at that time. She noted that individual departments do not have the authority to set College graduation requirements: rather, the College Council, usually upon the recommendation of the Curriculum Committee or the Graduate Studies Committee, has the authority to do so. Senator P. J. Gibson agreed and urged that the Senate’s letter to the Foreign Languages Department include, as attachments, the documents provided by Senator Guinta.

A motion was made to request the Foreign Languages Department to recommend to the Curriculum Committee that ASL be added to the languages that fulfill John Jay's foreign language graduation requirement and that if the Foreign Language Department chooses to not do so, the Senate will send the recommendation directly to the Curriculum Committee by April. The motion was carried without dissent (there was one abstention).

9. Request for comments about the food vendor service: Senator Lou Guinta

Senator Lou Guinta reported that an RFP is being developed for the food service provider and vending machine operator. The goal, he said, is to bring the College more revenue through this source. A five-member committee is working on this initiative: the members include himself, VP Witherspoon, and Student Council President Ali Knight. He said that the committee has encouraged the students to participate actively in this process as they are the primary constituents of the campus food service. He is inviting the faculty to provide their ideas and recommendations and wishes regarding pricing, type of food, etc. . He urged the Senators to let him know their wishes. Senator Liza Yukins said that one request she would like to immediately voice is that vegetarian meals be provided daily.

10. Proposal that the Faculty Senate co-sponsor the March 13 Women's History Month Breast Cancer and Urban Women Seminar

The Faculty Senate has been invited to be a co-sponsor of a Women's History Month event that is being offered for students, faculty, and staff: a Seminar on Breast Cancer and Urban Women. The March 13th event is in the Theater Lobby at 3:15 PM and is being presented by "The Judges and Lawyers Breast Cancer Alert." The moderator will be the Honorable Judith S. Kaye, Chief Judge of the NYS Court of Appeals. The panelists will be the Hon. Jacqueline Silbermann, Administrative Judge for Matrimonial Matters Statewide; the Hon. C. Virginia Fields, Manhattan Borough President; and the Hon. Jeanette Gadson, Brooklyn Deputy Borough President. The John Jay event is being organized by Professor Suzanne Iasenza (Counseling & Student Life). The Senate vote was unanimous.

11. Invited guest: President Gerald W. Lynch

President Lynch was welcomed and reported that he and the Provost had gone to see Vice Chancellor Louise Mirrer about getting funds to retain the substitute faculty for the Spring 2001 semester. He said they had received no response from the Vice Chancellor despite having sent follow-up memos and, as a result, he and the Provost had decided this morning that the time had come, in the absence of any response, to notify the substitute faculty that they can not be rehired for the Spring semester. He said it is not impossible that funds might still come in, but he thinks that he has to inform the substitute faculty of the uncertainty of the situation. He added that the College is on target in terms of meeting the goals of our expenditure reduction and debt repayment program and that 80th Street has assured us that the College is spending responsibly.

He spoke briefly about the mixed reaction to the December 6th New York Times feature article about him, "College Leader's Message to Police: Use Us," in which he faulted the NYPD's recruitment methods. He said there might be a silver lining to the responses to the story: several agencies have said that because of the article they are sending permanent recruiters to John Jay. He also reported that the

College's next international conference, in June 2002, will be held with Scotland Yard in London. Vice President Amy Green asked how we could fund such an ambitious conference given our financial crisis. President Lynch replied that we will be reaching the conclusion of the fiscal crisis and, furthermore, we should be able to get private financing to support the conference. Professor Litwack and Senator Yarmus both told President Lynch that they thought his comments in the New York Times article had been appropriate. President Lynch recalled the policing commissions of the late 1960s which all stated that the police need a college education and here we are, 30 years later, and still haven't achieved this.

Senator Gitter reported that some retirees have left the College feeling that their years of service and their leaving had not been duly acknowledged and she urged President Lynch to try to redress this situation. Senator Janice Dunham agreed and added that for purely practical reasons, in terms of John Jay's future fundraising efforts, it is extremely important to maintain good relations with our retirees.

President Kaplowitz said that because of statements various people have reported having heard from certain John Jay administrators, she would like to place on the record the fact that the Faculty Senate has **never** taken the position that John Jay has too many HEOs. She noted that various guests of the Senate, such as CUNY Budget Director Malave and Chancellor Matthew Goldstein, have been very critical of John Jay's internal allocation of lines but that Professors Litwack and Benton and other faculty responded, as our Faculty Senate Minutes show, by stating that John Jay is severely understaffed across the board. Indeed, she said, the Faculty Senate has long been arguing that John Jay needs more faculty **and** more staff to serve our students. Furthermore, she said the faculty feel very strongly that it is extremely inappropriate that student aides, rather than HEOs, staff the Registrar's Office, the Personnel Office, and similar offices, including the academic departments, where grades and other confidential materials abound. President Lynch said he had not personally heard such assertions attributed to the Faculty Senate but he appreciates receiving this clarification for future reference should the topic arise.

President Lynch spoke about fundraising and plans for the Steven Smith Center for computer and internet security. Vice President Amy Green asked President Lynch his opinion of an idea brought forward at the Senate that a proportion of each new grant at the College support our Library, which is so underfunded. President Lynch said that after hiring new faculty, new funding for the Library is his highest priority. Senator Rick Richardson spoke about the importance of substance abuse programs at the College and the need for a certificate program in this area. President Lynch said he wishes this were possible but said there have always been turf struggles which have prevented this.

Professor Litwack said that it is his information that the College is accruing a greater deficit than had been anticipated because of increased expenditure of the adjunct budget and he asked President Lynch to comment. President Lynch said that because of his commitment to not increasing class size it had become necessary to hire more adjuncts for the Spring semester. Vice President Amy Green said she wants President Lynch to know how much the faculty appreciates his commitment to not raising class size. She said that when this had been announced to the Senate before President Lynch arrived there had been a big round of applause. [The Senate repeated its applause.]

President Lynch was thanked and he expressed his appreciation at being invited. He wished the Senate a good meeting with Senior Vice Chancellor David Freed.

12. Discussion and vote by secret ballot on candidates for honorary degrees recommended by the Committee on Honorary Degrees: Invited guest: Professor Lotte Feinberg, Chair, Committee

Professor Lotte Feinberg, Chair of the Committee on Honorary Degrees, presented candidates on

behalf of the Committee, the other members of which are Professors William Coleman, Peter DeForest, Jannette Domingo, Betsy Hegeman, John Kleinig, and Jerry Markowitz. The Senate, by secret ballot, approved by the requisite 75% or higher affirmative vote of those Senators present and voting the following five persons who were among those recommended by the Committee on Honorary Degrees to receive an Honorary Degree at John Jay's May 31, 2001, commencement:

Ossie Davis
Morris Dees, Esq.
Lucas Douglas, Ph.D.

Jessye Norman
Patricia Williams, Esq.

**13. Invited guest: CUNY Senior Vice Chancellor and Chief Operating Officer David H. Freed
[Attachment A, B]**

Senior Vice Chancellor David H. Freed was welcomed and introduced. He reports directly to Chancellor Goldstein and three vice chancellors report to him: the vice chancellors for budget, for facilities, and for faculty and staff relations and he is responsible for managing the daily operations of the University, including the Chancellor's office and administrative information technology. Previous to coming to CUNY July 1, VC Freed had been president of Overlook Hospital in New Jersey and before that he was senior vice president at Medical College Hospitals and at the Hospital at Hahnemann University in Philadelphia. Prior to that he was vice president of the Mount Sinai Medical Center in Manhattan. His master's degrees are in business administration and in health services administration from New York University.

The Senior Vice Chancellor spoke about the projects he is working on, including a university-wide computing plan which he characterized as not equivalent to centralized control. He spoke about the gap between CUNY's budget and the dreams and goals enshrined in the University's and colleges' master plans and said that soon upon arriving at CUNY he saw that Albany is not going to close that gap for us, so he has begun work on efficiency plans to save money in administrative areas. He is also working on an investment policy for the University, in addition to the development of a new model for the allocation of funds to the senior colleges.

President Kaplowitz reviewed the history of John Jay College and how during the budget crisis of 1975, John Jay was targeted for closing and was required to terminate all its liberal arts majors and to specialize only on criminal justice and public service; in addition, we had to take a cut of about \$4 million of our \$11 million budget. And, so, not only was John Jay – like the other newer colleges – less well funded upon its creation than the older senior colleges, but John Jay then suffered a severe permanent budget reduction. That helps explain the reason why, as the inequities between the budgets of the older and newer colleges grew, John Jay's inequitable funding was and continued to remain the most severe of all the senior colleges. In other words, the original inequity was exacerbated over the years because of the absence of a funding allocation model for the senior colleges. Vice Chancellor Freed said he had not known that aspect of the history.

She said that despite our underfunding, we have excelled tremendously in our programs. She introduced Professor Jack Zlotnick, Chair of Psychology, who explained our Forensic Psychology program. He praised his faculty who have both law degrees and clinical psychology degrees as well as the hundreds of majors from around the country and reported that his department is developing a Ph.D. program in Forensic Psychology to supplement our baccalaureate and master's programs in the field but more full-time faculty are needed: adjunct faculty teach 50 percent of the department's course sections.

Professor Ned Benton spoke about the Inspector General program at John Jay, the only one of its kind in CUNY, explaining who its students and faculty are and what professions the program prepares its graduates for. Senator Sandy Berger explained what Forensic Science is and the nature of our program, again the only one of its kind at CUNY. He noted that Henry Lee, the famous forensic science expert witness in countless trials, is a graduate of our program. Professor Barry Spunt, Assistant Executive Officer of the Criminal Justice Doctoral Program, spoke about that exemplary program.

Senator Betsy Gitter pointed out that the faculty in departments that do not offer majors are also involved in criminal justice projects, such as Senator P.J. Gibson, of the English Department, who is a nationally renowned playwright whose dramas explore such issues as domestic violence, and Senator Marsha Clowers, of the Speech & Theater Department, who teaches in prisons and studies prisoners. She noted that we have an extraordinary – and an extraordinarily collegial – faculty. Senior Vice Chancellor Freed said that had he had this information when he was developing hospital programs in domestic violence, he would have come to John Jay for help and said that it is a shame that people outside the University often do not know about the resources at CUNY. Professor Zlotnick agreed, noting that one of our doctoral students in criminal justice is working on a dissertation in which the researcher is looking at the brains of recent cadavers to determine the degree of stress at the time of death. President Kaplowitz said the question about how we tell our story to the larger public is, as is true of so much else, inextricably tied to resources available to do so. Vice Chancellor Freed said this is clearly an area in which the University has to devote more of its resources and energies. He praised one way John Jay is doing its job through the current lobby exhibit of crime literature, which was the subject of a recent New York Times feature story. Senator Janice Dunham said the exhibit's curator is the head of John Jay's Library and is a collector of prison-related literature and, indeed, she noted, the items on exhibit are actually from his own collection. Professor Larry Sullivan, the Chief Librarian, then spoke about the depth and importance of John Jay's Library holdings.

Senator Kirk Dombrowski described the major in Deviant Behavior, which is also unique to CUNY, and which studies the cultural aspects of deviant behavior. He explained that the major draws from three departments – Anthropology, Psychology, and Sociology – but is administered by his department, Anthropology. The program draws on adjunct faculty who bring specialized skills, but more full-time faculty are needed since adjunct faculty can not administer the major. He noted that the program has 336 majors but only seven full-time Anthropology faculty.

Professor Ned Benton circulated and discussed CUNY's table [Attachment A] previously circulated to the Senate showing John Jay's allocation per FTE student compared to that of 21 other CUNY and nationally comparable institutions. He also distributed a set of tables he prepared for the meeting [Attachment B-1 – B-5] which show [see Attachment B-1] that John Jay has only 53% of the full-time faculty called for by CUNY's instructional staffing model (ISM). VC Freed said he agrees with virtually everything Professor Benton had said, adding that the solution depends partly on making a better case in Albany for the needs of our University and partly on CUNY making improvements in the internal allocation model of the University, a project which he is currently working on.

Professor Tom Litwack, Chair of the Senate's Budget Committee, said that John Jay has asked for a rational funding model and said he is certain that any such model would show that John Jay should have millions of dollars more in resources annually. He said that we are aware that any reallocation of funds following the implementation of such a rational model would have to be implemented gradually or else there would be tremendous dislocations. The Vice Chancellor said that his experience in hospital management has shown him that there is such a thing as punishment for performance, by which an institution which manages to perform well with few resources is expected to continue doing so and said that it is clear to him that John Jay is a victim of this syndrome.

Professor Benton said that in addition to our lack of resources for full-time faculty and other academic needs, such as library holdings, the overcrowding of our campus is putting such a constant strain on our physical plant, particularly North Hall, through the extreme use and wear on doors and other facilities, that there is an extreme fire and safety hazard. He said that this is despite our administration's best efforts. The Vice Chancellor said that the construction of Phase II will address those problems in the long term and that the University must find a short term solution in the meantime.

Professor Benton reported that John Jay has more on-line courses than any other CUNY campus but this year our staff member who was running that program was hired away by Princeton, and we cannot replace that person because of our hiring freeze which is a result of our budget problems. President Kaplowitz noted that some students spend several years studying at John Jay without ever having studied with a full-time faculty member, so that when the time comes for letters of recommendation, those students' instructors are no longer at John Jay to write the letters. Senator Dombrowski said that John Jay has done what was asked of us in terms of flagship programs, areas of true excellence, and yet we are one of only two colleges that did not receive a single flagship "cluster" faculty line when those lines were allocated. VC Freed said he can understand our extreme frustration.

Professor Litwack said he would like to ask the Senior Vice Chancellor to think about the following question but not to answer it at this time: John Jay is being required to repay to CUNY its multi-million debt caused by John Jay's overspending its budget allocation: he asked whether, once the new funding allocation model for the senior colleges promised by Vice Chancellor Freed is in place, and once it shows that John Jay has long been severely underfunded and, therefore, John Jay would never have been in deficit if the College had been properly and fairly funded, whether the University would help John Jay by forgiving that debt.

President Kaplowitz provided a history of the base level equity initiative. Speaking candidly, said the Vice Chancellor, models are not developed in an oxygen-pure environment and, the Vice Chancellor said, he is going to have to do his best to steer the development of the model. He said it is important to realize that in addition to the need for a fair allocation model, a shortage of funds to properly support CUNY is the source of the problem. The Vice Chancellor asked whether the College has been trying to get grants and Professor Benton spoke about the recent acquisition of a grant for the Smith Center.

Senior Vice Chancellor Freed asked the Senate to invite him back to a meeting in the Spring so as to hold him accountable to his promise to develop a fair and rational funding allocation model. He said he is extremely impressed by the John Jay faculty and by this extraordinary meeting, from which he learned a tremendous amount, not only about John Jay but about CUNY-wide issues and policies. He said he is extremely grateful for having had the opportunity for this extraordinary meeting and reiterated his request to be invited back next semester. President Kaplowitz assured him that such an invitation will be extended and thanked him for his forthrightness and for his commitment to addressing the important issues we raised. [The Senate applauded the Senior Vice Chancellor enthusiastically.]

By a motion made and carried, the meeting was adjourned at 4:30 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary
&
Amy Green
Vice President

**Changes In Education and General Expenditures Per FTE at CUNY
Senior Colleges vs Peer Institutions FY 1990-1998. Rankings (in \$000's)**

(1990 Dollars Inflation Adjusted to Reflect 1998 Dollars)

	1990 FTE	1998 FTE	1990		1998		Per FTE # Change	Per FTE % Change
			E&G	E&G / FTE	E&G	E&G / FTE		
U. Texas El Paso	11,688	11,220	63,590	5,441	95,249	8,489	3,049	56.0%
San Francisco State U.	19,063	20,917	169,766	8,906	215,116	10,284	1,379	15.5%
Georgia State U.	14,363	17,172	163,186	11,362	225,150	13,111	1,750	15.4%
SUNY Purchase	3,120	2,747	37,147	11,906	35,947	13,086	1,180	9.9%
SUNY College @ Buffalo	9,738	8,535	85,274	8,757	81,834	9,588	831	9.5%
Baruch College	11,792	10,684	107,831	9,144	102,514	9,595	451	4.9%
Northeastern Illinois U.	6,114	6,459	64,305	10,518	63,194	9,784	(734)	-7.0%
Queens College	11,893	10,990	133,998	11,267	113,060	10,288	(979)	-8.7%
City College	9,494	8,256	134,279	14,144	104,541	12,662	(1,481)	-10.5%
SUNY Old Westbury	3,163	3,056	30,239	9,560	26,065	8,529	(1,031)	-10.8%
College of Staten Island	7,303	8,457	67,522	9,246	68,924	8,150	(1,096)	-11.9%
Jersey City State U.	4,557	5,408	60,654	13,310	62,584	11,572	(1,738)	-13.1%
Lehman College	6,023	6,192	70,448	11,696	62,687	10,124	(1,573)	-13.4%
Florida International U.	12,531	19,556	142,206	11,348	191,938	9,815	(1,534)	-13.5%
Brooklyn College	10,846	10,231	127,437	11,750	101,493	9,920	(1,830)	-15.6%
Chicago State U.	3,724	5,710	48,861	13,121	61,298	10,735	(2,385)	-18.2%
California State U. Los Angeles	12,773	13,898	149,447	11,700	131,667	9,474	(2,226)	-19.0%
New York City Tech	7,930	8,788	75,185	9,481	63,694	7,248	(2,233)	-23.6%
York College	3,516	4,323	39,885	11,344	35,562	8,226	(3,118)	-27.5%
Hunter College	12,588	13,463	147,123	11,688	110,519	8,209	(3,478)	-29.8%
John Jay College	5,550	8,666	55,655	10,028	57,348	6,618	(3,410)	-34.0%
Medgar Evers College	1,655	3,609	24,590	14,858	31,611	8,759	(6,099)	-41.0%

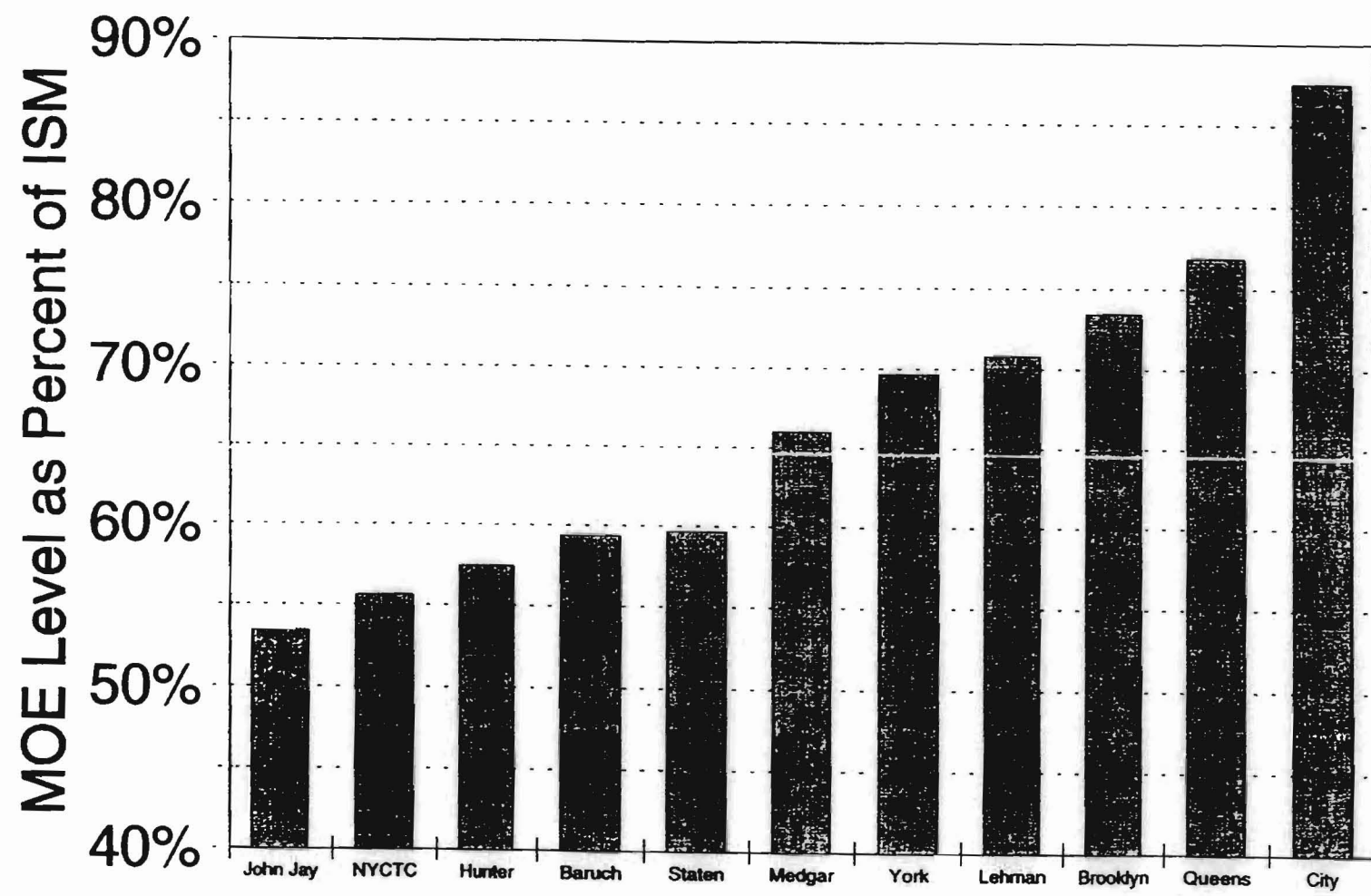
Note: Education and General expenditures include all Unrestricted Current Funds except for Mandatory Transfers and Auxiliary Enterprises.
Current Fund Expenditures include Instruction, Research, Public Service, Academic Support, Student Services, Institutional Support,
Maintenance and Operations, and Non-Mandatory Transfers. National peer group developed by PriceWaterhouseCoopers for the Schmidt Commission.
Sources: IPEDS Financial Data, Research Associates of Washington Higher Education Price Index.

Source: CUNY Budget Office: October 26, 2000

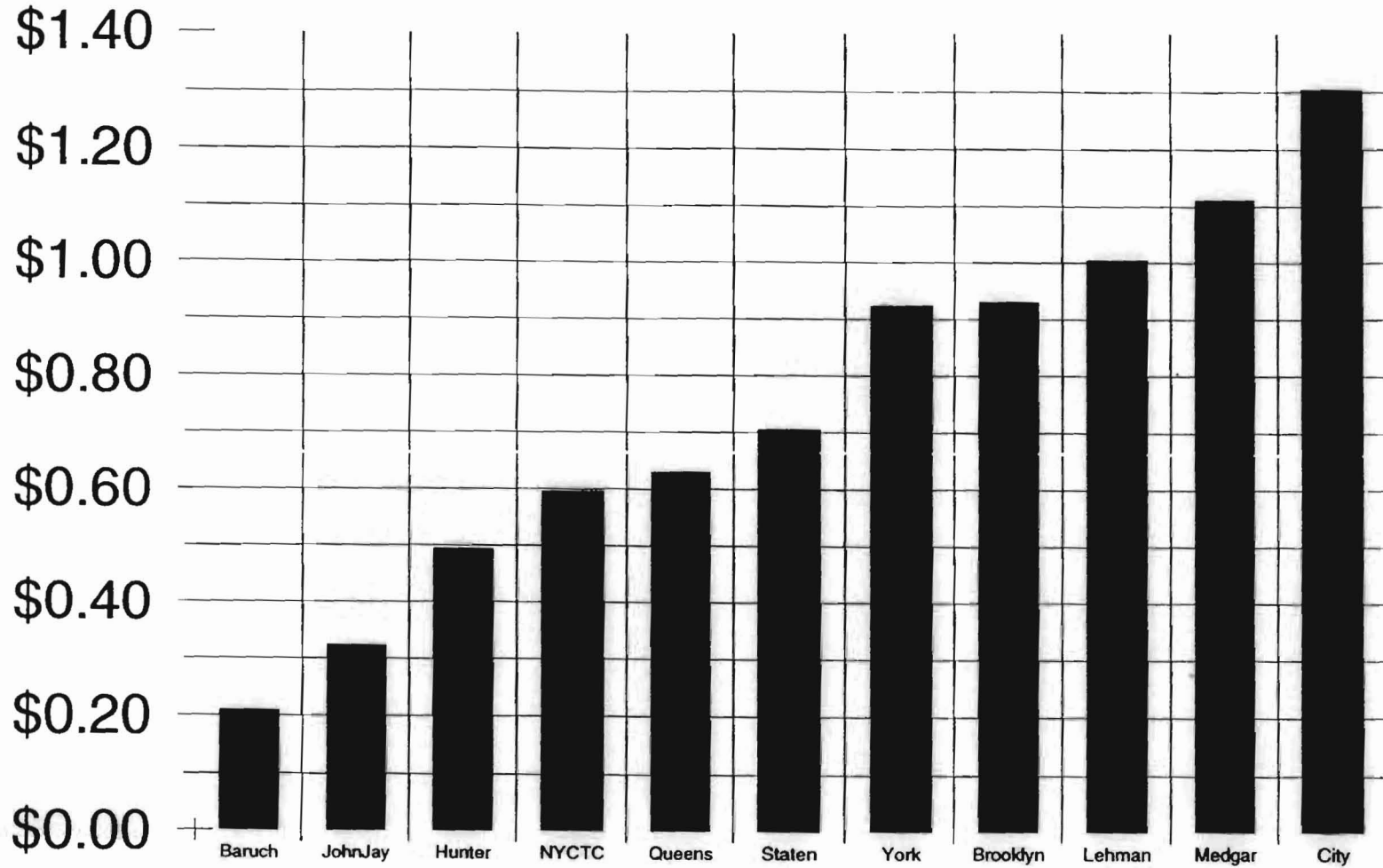
ATTACHMENT A

Professorships by Campus

Actual as Percent of ISM



State Funds Allocated to CUNY Campuses Net Allocation Per Tuition/Fee Dollar



Campus	FTE	Allocation	Revenue Target	Net Allocation	Net Allocation per FTE	Net Allocation per Revenue Dollar
Baruch	11,386	63,685,600	52,634,000	11,051,600	971	\$0.21
JohnJay	7,825	41,749,600	31,555,000	10,194,600	1,303	\$0.32
Hunter	13,217	83,504,500	55,903,000	27,601,500	2,088	\$0.49
NYCTC	8,434	49,586,500	31,083,000	18,503,500	2,194	\$0.60
Queens	10,271	73,204,500	44,929,000	28,275,500	2,753	\$0.63
Staten	7,781	54,576,400	32,004,000	22,572,400	2,901	\$0.71
York	3,782	28,651,800	14,894,000	13,757,800	3,638	\$0.92
Brooklyn	9,564	75,724,900	39,242,000	36,482,900	3,815	\$0.93
Lehman	6,005	46,841,700	23,378,000	23,463,700	3,907	\$1.00
Medgar	3,271	27,770,100	13,157,000	14,613,100	4,468	\$1.11
City	7,444	73,350,400	31,834,000	41,516,400	5,578	\$1.30

ATTACHMENT B - 4

This table compares the actual number of support positions (employees) to the number recommended based on the 1996-1997 study which applied the formulae from the community college allocation model to the senior colleges. In the table, 0% means that the model recommendation was the same as the actual condition in 1996-1997. A negative percent means that the model proposed fewer positions for a function than the campus actually employed. A positive percent means that the model proposed more positions than were actually in place.

Comparison of Actual Support Positions to Model-Recommended Positions

Campus	I&DR	ASS	SS	GA	GIS	M&O	Total
Baruch College	36%	-17%	34%	-3%	-25%	107%	29%
Brooklyn College	36%	-37%	28%	-1%	-27%	134%	38%
City College	2%	-35%	41%	23%	17%	90%	-37%
Hunter College	31%	-14%	15%	4%	21%	42%	24%
John Jay College	80%	43%	16%	32%	21%	62%	44%
Lehman College	14%	-17%	11%	15%	-6%	72%	25%
Medgar Evers	61%	35%	54%	9%	118%	-4%	31%
NYCTC	4%	10%	4%	-23%	0%	62%	11%
Queens College	7%	-42%	19%	11%	-26%	89%	22%
Staten Island	54%	43%	63%	33%	-5%	111%	61%
York College	70%	0%	71%	36%	33%	29%	40%
Total	27%	-15%	28%	9%	-3%	76%	31%

Since the model is actually used in fund allocation in the community colleges, the model recommendations should be seriously evaluated. The wide variations between recommended and actual conditions (an average 34% variance between recommended and actual) suggests that CUNY would benefit from a systematic analysis of the number of employees assigned to administrative support functions. Potential reasons for inappropriate variations in actual or reported levels of expenditure could be explained by combinations of the following conditions:

- Campuses with lower costs may have hidden some costs in other areas of the budget.
- Campuses with lower apparent costs may supplement expenses with non-tax levy funds.
- Facilities may be inefficient or require inefficient deployment of personnel.
- Organizational and program structures may be unnecessarily complex.
- Management and staff of the campus may not be performing well.
- Historical or status factors may determine funding rather than performance and need.
- Expenditures at the high-cost campus may support other functions and activities.

Education and General Expenditures Per FTE, 1998

