

Faculty Senate Minutes #211

John Jay College of Criminal Justice

March 21, 2001

3:15 PM

Room 630 T

Present (25): Shevalatta Alford, Luis Barrios, Orlanda Brugnola, James Cauthen, Elsie Chandler, Marsha Clowers, Edward Davenport, Kirk Dombrowski, Janice Dunham, P. J. Gibson, Betsy Gitter, Amy Green, Lou Guinta, Karen Kaplowitz, Maria Kiriakova, Peter Mameli, Emerson Miller, Daniel Paget, Rick Richardson, Lydia Segal, Carmen Solis, Margaret Wallace, Susan Will, Marcia Yarmus, Liza Yukins

Absent (12): Jama Adams, Sandy Berger, Robert Fox, Edward Green, Kwando Kinshasa, Sandra Lanzone, Gavin Lewis, James Malone, Mary Ann McClure, Laura Richardson, Robin Whitney, Agnes Wieschenberg

Invited Guest: Dean of Graduate Studies and Research James Levine

1. Announcements from the chair
2. Adoption of Minutes #210 of the March 8, 2001, meeting
3. Report from the Senate Technology Committee: Senator Lou Guinta
4. Report of the March 14 meeting of the College Council
5. Ratification of the election of Professor Sandra Lanzone as a delegate to the UFS
6. Report of the meeting between the Senate/Chairs delegation and the B&N Regional Manager
7. Invited Guest: Dean for Graduate Studies and Research James Levine
8. Discussion of the results of a National Survey of Student Engagement

1. Announcements from the chair

The University Budget Director, Ernesto Malave, will be the invited guest of the Faculty Senate at our Friday, May 4, meeting. This will be an opportunity for the Senate to make the case that our budget plan for next year, which requires John Jay to both maintain the \$1.5 million in expenditure reductions being made this year and to make a debt repayment of \$1.5 million to CUNY next year will be draconian and cause harm to our students. Also, at the request of members of the Senate at our last meeting, during the discussion about security at the College, Vice President Pignatello and Security Director Brian Murphy have been invited to the Senate and will be coming to our April 4 meeting.

2. Adoption of Minutes #210 of the March 8, 2001, meeting

By a motion duly made and carried, Minutes #210 were adopted.

3. Report from the Senate Technology Committee: Senator Lou Guinta

Senator Lou Guinta, representing the Faculty Senate's Technology Committee, which he co-chairs with Professor Bonnie Nelson, reported about a meeting of his Committee with Vice President for Development Mary DiPiano Rothlein, Public Information Director Jerry Capecci, and Web Director John Taveras, about problems involving the receiving and sending of communications at the College. He said the Committee's intent was to provide a way for faculty and administration to work together to develop solutions. He said the Committee feels that the meeting was tremendously productive and collegial and resulted in many good ideas.

He called *The Week Of* a tradition and an important method of communication at the College which helps us be and work together as a community. The meeting focused principally on the faculty's unhappiness about the lack of a weekly paper copy of *The Week Of* and also on the limited and seemingly arbitrary access by people to global phonemail and global email.

Vice President Rothlein and her colleagues agreed to make changes to the electronic version of *The Week Of* in order to make it more easily readable and accessible while at the same time working on the Committee's ideas for providing a weekly print version. Vice President Rothlein had explained that because of the College's fiscal crisis, her Office's duplicating allocation was severely cut and so her Office decided to rely entirely on an online version of *The Week Of* but when that proved unfeasible, because many people rely on a print copy, an abbreviated version of *The Week Of* began to be published every two weeks but devoid of a calendar of events and some other features. Members of the Committee explained that quite a number of announcements traditionally placed in *The Week Of* are required to be announced because of CUNY Bylaws policy and union contractual agreements and because of other mandates and also reported that events have seen a significant diminution of their audiences because of the lack of timely information.

Committee members, in particular Professor Anthony Carpi, proposed first that the online version of *The Week Of* be provided in a scrollable format, using html, which will make it more easily readable and more easily attainable. Vice President Rothlein and her staff agreed to do this. Secondly, Professor Carpi proposed that faculty and staff be polled, giving each person the option of choosing a weekly online version and not receiving any print copy or receiving a weekly print version. He and the other Committee members predicted that a sufficient number will opt for the online version, once it is put into the improved scrollable format. In this way we can sufficiently lower the number of print copies which would enable the College to afford to print weekly issues for those who choose that option. Vice President Rothlein agreed to that. Also, it was proposed that the online version of *The Week Of* will be archived and that, too, was agreed to. Also, upon going to the John Jay home page, instead of having to click onto the Intranet to get to *The Week Of*, a simpler method will be adopted: one will only have to click onto *The Week Of* and then type in one's identification number. John Taveras, who like many at the College is now wearing two or three additional hats, said he could not make the requested changes immediately but said he believes he can make them by the beginning of the Fall semester. Senator Guinta said he told the administrators that what is important to the faculty is that someone is actively working on solving the problems. He said he hopes that half or even three-quarters choose online copies, especially since currently 850 print copies are published every two weeks and we would need to have a sufficient number of faculty and staff opt for the online version to enable a print version to be published weekly.

Senator Guinta said he believes that everyone agrees that the decisions that had been made were done so without consultation with the faculty and that that should not have been but, he added, that is history. Senator Lydia Segal asked whether it is possible to offer another choice and that is for faculty and staff to have the option of receiving *The Week Of* via email. She said some faculty and staff who

read their email do not regularly use the Internet, for example, to read a newsletter, and it would still save money to use an email distribution. Senator Guinta called that an excellent suggestion and noted that he had neglected to report that one of the Committee's suggestions was very similar and that suggestion is that those who opt for the online version would get an email message every week announcing that a new edition of *The Week Of* has been published and is online and then by clicking onto that email message one would be automatically hypertexted to the online version of the newest edition of *The Week Of*. This would be the way users would be reminded to click onto *The Week Of* so no one would have to try to remember to do so, which was one of the problems when the newsletter was available only online.

The access to global email generated much discussion because the official policy is that global email is for emergency announcements only. Yet examples were cited by Committee members of announcements that by no stretch of the imagination could be considered emergency or even appropriate. Further, the Committee reported that many faculty do not like receiving as many global emails as is currently the case. Professor Bonnie Nelson proposed one global email message, perhaps a week, announcing events and news to supplement *The Week Of*. In terms of global phonemail, it was explained by Vice President Rothlein that that source of communication is under the purview of Vice President Pignatello to whom, she said, she would communicate the perception reported by the Committee that access to global phonemail seems also to be arbitrary and that the nature of the messages often are neither appropriate nor emergencies. It was suggested that a weekly print version of *The Week Of* with a calendar of events, supplemented by the weekly global email announcement, might very well obviate the need for many of the global email and phonemail messages.

The Committee made the point very strongly that at a time of budget difficulties, when people are most stressed and distressed, lack of communication combined with the perception that lines of communication are unfairly and arbitrarily limited transforms an already bad morale problem into a terrible morale problem. The three guests expressed their understanding of this analysis.

Senator Guinta also urged faculty to attend the Faculty Development Day on March 30, which the Senate's Technology Committee planned and organized and which will provide hands-on training in many areas for everyone, whether a computer novice or an expert. He reported that Professor Emeritus John Cammett, who was long John Jay's Dean of Faculty, will be honored at the reception at the end of the day with the presentation of a Presidential Medal by President Lynch.

President Kaplowitz praised Senator Guinta for his leadership of the Committee and he praised Professor Bonnie Nelson, the co-chair, and all the members of the Committee.

4. Report of the March 14 meeting of the College Council

The College Council approved the Curriculum Committee's proposal to permit the Law and Police Science to have the right, as it had requested, to remove the "or permission of the course section instructor" waiver of the course prerequisites of all that department's courses. Also nominations were made for various College Council committees.

5. Ratification of the election of Professor Sandra Lanzone as a delegate to the UFS

Because one of the five delegates to the University Faculty Senate representing full-time faculty

had to resign her seat because of conflicts between the UFS plenary meeting times and her teaching responsibilities, a call had gone out for nominations for a replacement: the call was widely made both through *The Week Of* and through global email. Professor Sandra Lanzone, who has been serving as an alternate UFS delegate, was the only nominee. Therefore this was an uncontested election. A motion ratifying the election of Professor Lanzone as a delegate representing John Jay's full-time faculty for the duration of her predecessor's term, which ends May 2002, was unanimously approved.

Thus, the delegation representing full-time faculty now and next year are Professors Haig Bohigian, Jane Davenport, Karen Kaplowitz, Sandra Lanzone, and Maria Rodriguez. The delegate representing adjunct faculty beginning May 2001 is Professor Rick Richardson, who will succeed Professor Holly Clarke. The alternate delegates this year and next are Professors Ned Benton and Edward Davenport.

6. Invited Guest: Dean for Graduate Studies and Research James Levine

Dean for Graduate Studies and Research James Levine was welcomed and said he felt honored to be given the opportunity to meet with the Senate and to share information about Graduate Studies which the faculty may not know. He noted that the end of this year will mark his completion of four years as Dean of Graduate Studies and eight years as a member of the faculty here. He said he is delighted to speak about the graduate programs. He distributed copies of the 18-page Graduate Studies' "End of the Year Report for 1999-2000."

Dean Levine explained that we offer five Master's Programs, all of which are John Jay programs: Forensic Psychology, Forensic Science, Criminal Justice, Public Administration, and Protection Management. Three of these programs are combined with the corresponding undergraduate program to comprise the BA/MA Program for outstanding students and, he added, this is really a kind of honors program, which has between 75 and 100 students who must have a 3.5 GPA to become part of the program and who must maintain a 3.5 GPA to stay in the program. He calls it a wonderful program and urged the faculty to direct their really stellar students towards this program. The tremendous incentive is that the student receives two degrees, a baccalaureate and a master's, for approximately 132 credits as opposed to the 120 credits needed for a baccalaureate degree and the 36 or 39 or 42 credits needed for a master's. The BA/MA program has been approved by the State Education Department and so it is entirely legitimate, he added.

Dean Levine explained that "we" also have a Ph.D. program in Criminal Justice: he said that quotation marks are required around the "we" because technically speaking this doctoral program is under the auspices of the Graduate School and University Center but it is administered, largely taught, and housed by John Jay College of Criminal Justice, although there are a few faculty from other senior colleges who teach in the program and our students, in turn, take a few courses in other doctoral programs. The Executive Officer of the doctoral program is Professor Mary Gibson, who works very, very closely with him: they share resources, information, and strategies so that both programs – the master's and the doctoral – are supported.

Dean Levine said the College is in the process – and the faculty will be hearing much more about this – of developing two additional graduate programs. One is a proposed master's program in forensic computing. A steering committee, widely representative of the College, was formed a little less than a year ago and from that committee two people were asked and agreed to develop a draft letter of intent: Professor Sam Graff (Mathematics) and Professor Richard Lovely (Sociology). This draft letter of intent will be presented to the steering committee next week on March 26. If that goes well, the proposal

will go to the Committee on Graduate Studies and if it goes well there it will go to the College Council for its vote, hopefully at the College Council's May meeting. And then, of course, it goes to 80th Street, back to us, then back to 80th Street, then a full proposal has to be developed which the Board of Trustees must approve and then it is sent to Albany for approval. He said he hopes that relatively soon we will have that program here because it will be a very solid program academically and will address the entire field of cybercrime, cybersleuthing, cybercriminology, which he called a very, very important field.

The second program the College is working on is a Ph.D. sub-program in Forensic Psychology. Our forensic psychology master's program has been very, very successful by almost any criteria: numbers of students applying, qualifications of students applying, numbers who graduate, and what happens to them upon graduating: they obtain good jobs in this burgeoning area. We are now trying to develop this at the Ph.D. level. This would be a sub-program of the doctoral program in psychology; there are now about nine sub-programs, including experimental psychology, social psychology, and so forth. This curricular path is even more complicated than that for a master's program but there is a lot of support for the program. Professor Barbara Stanley of our Psychology Department has chaired our internal committee and she and the other committee members have put a lot of work into this project. Dean Levine said he is very, very optimistic that this, too, will come to fruition.

Meanwhile we develop new courses in our current programs that serve needs that were not previously served: some such courses created in the last two years are in crime mapping (an important area in criminology and in criminal justice research); for the first time we will be offering a course in sex crimes; eyewitness identification; and domestic violence. And, Dean Levine reported, new faculty are continuously being added to the graduate level and, he said, the beauty of teaching at John Jay is that one does not necessarily have to be in a particular department that is running a program to teach in that program. Anybody who has ideas relevant to the missions of those programs, even if one is in a department that seems a bit removed, can certainly come forward to him or to one of the program directors to discuss the possibility of teaching a course in a master's program.

Dean Levine said John Jay was like the stock market in the 1990s in terms of student enrollment: we slightly doubled our graduate student enrollment in a decade, hitting a high-water mark of approximately 1140 students in Fall 1999. Then, like the stock market, we suffered a dip in enrollment during the past two or three semesters: we now have slightly fewer than 1,000 master's students. Senator Lydia Segal asked whether we know why there was this decline. Dean Levine said that two of our master's programs, which had not previously required the Graduate Record Exam (GRE) for admission imposed this requirement: Public Administration and Public Management. We have some solid impressionistic evidence that the mere requirement of having to take a difficult standardized exam is very daunting to a lot of people, to people who may have had a hard time on the SAT, to people who are in mid-career with very responsible positions and who then suddenly have to put themselves on the line with the GRE.

Right now the Graduate Studies Committee is engaged in a very intense and somewhat controversial discussion about whether to back away from the experiment which seems to be inhibiting applications and, therefore, enrollments. A piece of this is that we have seen a slight diminution in the enrollment of minority students since the GRE was imposed and there are hypotheses that minority students with negative experiences and phobias about these kinds of tests have been deterred in some ways from joining our programs. There might be other national factors and the faculty are still trying to determine the reasons for the declines. Another complication is that we have been able in recent years to keep dismissals and probations to a fairly low level. The absolutely most difficult part of his job, bar anything else, he said, is when he has to talk face to face with students who are being dismissed when they come to him to appeal the decision. All students who are dismissed do appeal; they have and deserve that right. It is traumatic for students, it's tremendously ego-deflating for them, and as much as

one tries to put a good face on it – by saying that it was a bad match, that there might be other programs that would be a better match, and that this is no reflection on the student's innate ability and certainly not on the student's character – it is a mighty blow to the student. And so we have to be very, very careful as we examine the admissions process that we don't simply admit students who we will then have to dismiss. That's why the debate is complicated and the debate will ultimately reach the floor of the College Council. He said he would welcome thoughts that the Senate might have about this and any other issues.

Dean Levine said he is tremendously helped in his job by his staff of two – it had been three but is now two because the budget crisis hit Graduate Studies as it has hit so many parts of the College: Staci Raptis, the administrative director of Graduate Studies, and Anna Wildner, assistant to the Dean. Both are terrific in carrying out the program's first responsibility which is helping students. He said that any faculty who have graduate students or know any other faculty who have graduate students who have any problem whatsoever can always come to his office with or without appointment and with the help of the two staff members he and they work with the professoriate, the bursar, security (fortunately only once or twice), and the registrar (all the time), to solve problems.

About two years ago, a graduate student center was created in 410 T next to the Graduate Studies Office: the center has a lounge (which is not big enough but bigger than what existed before which was nothing) and a computer lab (also not big enough). Both facilities are utilized non-stop and he has already bids in for expansions.

Dean Levine said his Office also tries to facilitate research in various ways: because of a minuscule budget it is done mostly through moral support and activities that don't cost much money. He said he has worked with many faculty, including many on the Senate, to help spur research. One of the activities is the faculty research in process seminar brown-bag lunch series which is held every semester in which faculty share their work whether it is at the light-bulb stage or near conclusion or having concluded. He reported that Professor Diana (Dini) Gordon, who just retired from the political science department at CCNY and who for many years had been a member of our Doctoral Program in Criminal Justice, has just been brought to John Jay by establishing a new position, that of Senior Research Scholar, which she accepted without compensation. (The only help she receives is an office in the BMW Building and a computer.) He said he knows she will want to meet as many faculty as possible and he urged the faculty to attend the seminar she is giving. There is also a Graduate Lecture Series, attended mainly by students: every semester a different master's program sponsors this series and this semester it is the Forensic Science Program. The challenge in this case is to appeal to a wide audience and so the program co-director, Professor Peter DeForest, came up with the idea of a series on forensic science and the modern mystery story.

Professor Donal MacNamara, who was a professor at John Jay over a long and distinguished career, very graciously donated \$25,000 to John Jay last November to be awarded to newer faculty members who showed accomplishment in the fields of scholarship in criminal justice or criminology, broadly defined. A committee is being established, chaired by Dean Levine, with Director of Sponsored Programs Jacob Marini, and three seasoned faculty members who will review applications for the award. The Provost will serve on the committee as an ex officio member. A formal announcement will be made in *The Weeks Of* shortly and, he hopes, through global email as well.

Senator Betsy Gitter congratulated Dean Levine for all his good work but said she is surprised to read in the Graduate Studies Program Annual Report for 1999-2000 that there were only five BA/MA graduates last year. Dean Levine said the number does seem surprisingly low. Senator Gitter asked how many students are enrolled in the program at this time and Dean Levine said there are about 75 BA/MA students. Dean Levine said there is a slight accounting problem: BA/MA students are

considered undergraduates at all times until they receive both degrees and sometimes various kinds of accounting issues lead to mistakes and, he said, this might explain the low number. He added we've stayed at a steady state of 70 to 75 BA/MA students over the years and they move along in a consistent pace and so this does not make sense to him. He said he will look into this to see if it was a mistake and will report his findings back to the Senate. Senator Gitter asked Dean Levine if he has considered increasing the number of students in the program: she said 75 seems a very low number for a program that has its own administration.

Dean Levine said that the criteria are fairly stringent: students must have a 3.5 GPA to be admitted and must maintain a 3.5 GPA in both the undergraduate and graduate courses in order to continue in the program. He said there is screening: students who have a 3.5 GPA are not automatically admitted to the program because students must have the maturity and the self-esteem to enable them to move through this program. The students require a lot of advisement and there is only one faculty member who does all this. On the other hand, he added, with the emphasis on excellence and speaking to the top students that is coming from 80th Street, we might want to think about expanding the enrollment within the limits of our resources so that the students don't flounder due to lack of sufficient advisement and support. Senator Rick Richardson said that as a graduate of John Jay's BA/MA program he can attest to its having been a wonderful experience because the bridge between undergraduate and graduate work is very smooth and, he added, the caliber of the students is very high.

Senator Rick Richardson asked what the timeline looks like for the proposed Ph.D. in Forensic Psychology. Dean Levine said it will take a couple of years. We have approval within John Jay: the Psychology Department set up an ad hoc committee to develop a letter of intent, which was approved; it now has to go through a special council comprising the heads of all the other Psychology sub-programs; once it is approved by them, it goes to the Graduate School, which has a very careful process for reviewing proposed programs, which means it will have to go through the Graduate School's curriculum committee, then through the Graduate Council, which is the equivalent of our College Council, and then to 80th Street. If all goes well, it will take probably two years.

Senator Chevy Alford said she is connected with a number of students in the BA/MA Program and has noticed that most are not writing a thesis, as students did in the past, but are instead doing a project and because many of these students will be continuing their studies and will have to write a dissertation for which a master's thesis is often a stepping point, we are not serving the students well by not requiring them to write a thesis. Dean Levine said Senator Alford is absolutely correct: most of the programs that allow the student to write a thesis have an alternative to the thesis. So, for example, Forensic Psychology has as a capstone experience, which is required by the State, an externship and it is the externship which probably 95% or more of the students choose to do. In Criminal Justice there is a comprehensive exam as an alternative and most of the students take that.

He said our students have written some very, very good master's theses but not very many students choose this option. There are complicated reasons for this: part of it has to do with the time students have available because so many work: going through the steps of putting together a thesis, especially if it is an empirically oriented thesis involving data collection, is daunting to many students and seems to be a way of retarding the attaining of the degree. The other side, frankly, is the faculty side of the situation: to make theses happen it is necessary to have really serious faculty supervision, which is very time consuming, a lot of hard work, a lot of hand-holding, a lot of revisions, sometimes a lot of interfacing with agencies that the student is trying to get data from, and some faculty are concerned that the formula of compensation whereby a faculty member who supervises five theses gets credit for a 3-credit course means that faculty are really almost doing this work on a *pro bono* basis, though not quite.

Senator Elsie Chandler said she would say it *is pro bono* work. She said that as somebody who supervises student theses she can report that she spends more time per each thesis than she spends on any course she teaches, including grading papers for that course. Dean Levine said some faculty, such as Professor Chandler, have been very generous with their time, which earns the gratitude of many but we may have to develop a strategy of ways in which we can work thesis supervision into the faculty member's standard workload. He added that he agrees with Senator Alford that students who complete a thesis not only have a credential but have accomplished something intellectually which positions them to really go further, especially if they harbor ambitions for a doctorate.

Senator Carmen Solis said she has what she hopes is received as constructive criticism. She said that as a counselor, students report their experiences to her and in this way she and the other counselors are provided feedback about the way that any office treats students. She said she has recommended many honors students and other counselors have recommended their top students to the BA/MA Program, students whom they feel are qualified to partake of the program. She said she has had many students come back to her to tell her that they have been discouraged based on the treatment they report they received when they went to apply. She said that many students whom she nonetheless urged to continue in the application process chose not to do so because of the way they felt they had been treated.

Senator Betsy Gitter said this had been what she had been trying to allude to when she had raised her questions about the BA/MA Program. Senator Solis said that Senator Gitter's questions had prompted her, in one of her roles, that of an advocate for students, to feel it is her responsibility to make what she intends to be, as she has said, constructive criticism. Senator Solis asked Dean Levine to look into the issues being raised to see how that program could better serve our students. Dean Levine thanked Senator Solis for her input, saying it is extraordinarily important for someone in his position to be constantly mindful of the way things are running. He said one can never take anything for granted and that the only way he can do his job – aside from the routine supervision that goes on – and the best way for him to do it – is for him to get input. He said he receives plenty of input from students and he welcomes it: sometimes it is very flattering and sometimes quite damning. He said he knows that Senator Solis, as a counselor, deals with many, many students and that everyone on the Senate deals with many students and with some of our very best students and so he takes the comments in the spirit in which they were intended, that is, constructively.

Senator Elsie Chandler said that, as Dean Levine knows, she teaches a number of graduate courses in Forensic Psychology and she is speaking as a member of the faculty and not as the representative of her department, Psychology: she said she doesn't know whether others in her department would agree with her, adding that they probably would not. She said she is very much against standardized testing for admission to the master's program. She said that although this is her third year as a full-time member of this faculty, five years earlier she taught graduate courses here as an adjunct at a time when the GRE was not required for admission to the graduate program and, she said, she has noticed a drastic decline in terms of African-American and Latino students in her classes and she said she misses them and that it is a real loss for everyone. Also, she said, there is a decline in the number of students who come with work experience. And, so, she has students who are a lot younger, and although they are wonderful students whom she really likes, it is a plus to have students with work experience and often who are working while taking graduate courses: it really helps everyone understand the subject. She said that she believes that Forensic Psychology can't be really taught in the abstract, although she knows that some people believe it can be. She said she would hope we could do something to change the requirement of the GRE which hadn't been a requirement years ago.

President Kaplowitz said that if the Graduate Studies Committee decides to propose the removal of the GRE as a requirement for admission to certain or perhaps all programs, it will have to submit that proposal to the College Council which makes the final decision, as Dean Levine has said. The Faculty

Senate will have an opportunity to discuss this prior to the College Council meeting so we can vote in an informed way at the Council. Our Senate meetings are always scheduled so that we have a Senate meeting prior to each Council meeting so we can discuss issues that we feel are relevant to us. She said that if Dean Levine would like to discuss the issue with the Senate at such a time, he would be more than welcome to do so. He called that a very good suggestion: he said that certainly the issue of standardized testing is a swirling national controversy now, noting that the president of the University of California has just advocated doing away with the SAT exam there. It does deserve substantial discussion and he said he would be happy to return to discuss this specific issue if the Senate so wishes.

7. Report of the meeting between the Faculty Senate/Council of Chairs delegation and the B&N Regional Manager: Senator Betsy Gitter and President Karen Kaplowitz [Attachment A]

President Kaplowitz reported that a meeting with the Regional Manager, Mr. Joe Cassano, of Barnes & Nobles had been held earlier in the day. The Director of the College Division, Mr. Chris Peterson, who had been scheduled to attend, was unable to because all flights into New York area airports were cancelled this morning because of windshear and he was flying in for the meeting from Pittsburgh: he called to apologize. The representatives of the Senate were Senator Betsy Gitter and herself, and the representatives of the Council of Chairs were Professor Harold Sullivan (Chair, Council of Chairs/ Government) and Professor Michael Blitz (Chair, TSP). She asked Senator Gitter to report.

Senator Betsy Gitter described it as an exceedingly intense meeting, at which the faculty delegation reported strenuously that this semester was the worst semester in the history of the bookstore. The faculty delegation was relentless in arguing several points and making several suggestions, all of which were ultimately agreed to by Mr. Cassano [Attachment A]. First, the practice of blaming the faculty for every mistake the bookstore makes be replaced by a different strategy, namely that the bookstore take responsibility for its operation and performance. Second, that during the busy time of the bookstore, that is at the beginning of semesters, the clothing and gifts and other non-book items be removed from the store and temporary shelves be installed so there is more room for books and for students and so that we can hear less from the bookstore about how the lack of space allegedly is the cause of the problems (in addition to the alleged failures of the faculty). Third, there will be a professionalizing and training of the staff so that students will not be given the runaround and will not be given inaccurate and uninformed answers and so that the students and faculty will be treated in a courteous and responsive manner. Fourth, that a designated individual will be responsible for all aspects of the coursepacks, manuals, and other special textbook orders. Fifth, that the regional manager will visit the John Jay bookstore at least once a week from now on so he can observe the operation of the store, supervise the staff, and so there can be accountability. Sixth, that we could look forward to an overall improvement in service and responsiveness and, above all, professionalism.

President Kaplowitz added that the faculty delegation requested, in the strongest terms imaginable, that an experienced manager who has had experience as a manager at a different B&N College Bookstore, be hired to be the manager of John Jay's bookstore and that John Jay's store no longer serve as the training ground for individuals who have not had previous experience as a college bookstore manager and that this take place now, since the position is currently unfilled. Mr. Cassano said that he is not in a position to promise this but would do his best to see that this request is met.

Senator Gitter added that she believes it was a productive meeting, one which the regional manager certainly did not enjoy. She said she thought John Jay's message had been delivered and that we will not be hearing of these fictional faculty who seem never to get their book order in on time. She said Mr. Cassano's numbers about this proved to be very shaky when the faculty delegates began

analyzing them. President Kaplowitz reported that when Senator Gitter offered to personally check each putatively late book order with each faculty member if he would provide her with the list of faculty and courses, he declined to provide the information because, she believes, he suspected that the information would prove specious. Senator Gitter said the regional manager certainly got the message that the staff must be trained to not lie to faculty or to students, which has been the habitual strategy of the bookstore staff.

Senator Gitter said one interesting fact that emerged was that some of the problems this semester arose because there were financial problems between the B&N store and Penguin, Congressional Quarterly, and a book distributing company and that many books did not arrive not because faculty did not put in their orders but because these businesses were refusing to ship books until those problems were resolved, which the regional manager said has since been done. President Kaplowitz said that the faculty pointed out that when the store realized that the non-delivery of books was a message from, for example, Penguin, that B&N should have let faculty know because many of the titles that Penguin publishes are in the public domain and we could have ordered those books in other editions if that was what it would take to have the books on time.

Senator Rick Richardson asked if the cost of books had been raised and Senator Gitter said only with regard to the cost of coursepacks. Senator James Cauthen said he has been concerned about the long lines students must wait on just to get into the store only to then find that their books are not there and then having to repeat the process over and over: he said he has students in his courses who have told him that just the process of trying to buy books at John Jay's bookstore makes them feel it's just not worth coming to John Jay. President Kaplowitz said that Senator Cauthen's emails to her about the bookstore have been invaluable to her. She said that when the faculty delegation told the regional manager that the faculty perceive that the bookstore regularly underorders books, he said the reality is that John Jay's bookstore regularly returns 40 percent of the books to the publishers. The faculty delegates then explained that it may very well be that when students go to the bookstore and are told inaccurately, as many are, that the book is not here, their teacher did not order the book, the book is out of print, that the student then goes to another store and that's why books have to be returned by B&N. Senator Gitter said the faculty also pointed out that in many of the cases, the books are in unopened boxes, which the staff do not seemingly even know have arrived.

President Kaplowitz said that when the regional manager told them that John Jay's store is a very good store in terms of volume, that it produces \$4 million in sales annually, Senator Gitter pointed out that if the bookstore were operating professionally and efficiently it could make several million more dollars in sales, if it sold rather than returned 40 percent of the books and that out of self-interest, from a bottom-line perspective, if for no other reason, it would behoove B&N to be customer friendly, which it is not now. Senator Cauthen said he was in John Jay's B&N today and all of his books – 50 copies of each – were there on the shelves but had not been there during the first week of classes and so all his students had to buy those books elsewhere, which they did. President Kaplowitz noted that Senator Cauthen's books were published by Congressional Quarterly Press, one of the publishers that, although the regional manager spoke in an oblique manner, we understood had not been paid by B&N.

President Kaplowitz noted that at first the regional manager thought the four faculty were interested in having their own individual mishaps fixed and he volunteered to do so but the faculty immediately explained that it was either the four faculty delegates, representing the Faculty Senate and the Council of Chairs, the elected faculty leadership, or a room of more than 100 very angry and fed-up faculty. Professor Blitz told Mr. Cassano that it is his goal in life to have B&N removed from John Jay. The faculty told him that having reviewed John Jay's contract with B&N, we know that the contract can be terminated and that the faculty are prepared to so act if B&N does not make our bookstore professional, a term used over and over, starting with this next semester. Otherwise steps would be

taken to have the termination clause invoked. The returned surveys from the faculty were pointed to and referred to, which will be kept in the Senate's files in case there is a need to formally and precisely document the situation. Mr. Cassano, by the end of the meeting, was clearly quite grateful, and said so explicitly, that we had limited the meeting to the four delegates.

Senator Rick Richardson said that some colleges have student-run bookstores which are good for students, who can exchange books, and for faculty, although such stores involve a lot of work for the students. He said the cost of books is extremely high today and many of our students come from economically disadvantaged backgrounds.

Senator Gitter added that the faculty raised the possibility of online ordering and online inventory but Mr. Cassano said they did not have the capacity for the latter.

Senator Kirk Dombrowski noted there is no one is monitoring the B&N store on a daily or weekly basis, no one who simply regularly walks through the store. He said that anyone who sees the back room where the boxes are stored and the chaos and disorder of that room knows the need for a monitor. He said someone should provide oversight. Senator Gitter said she, too, has seen the back room and spoke about it at the meeting and added that one of the agreements Mr. Cassano made is that he will be at the store at least once a week henceforth, which he hasn't been previously, at least not since a year and a half ago when we conducted our first survey in response to the terrible conditions, which were then fixed, but only temporarily. President Kaplowitz said that the faculty told the regional manager that our sense is that the temporary improvement was because a new contract was in the process of being negotiated but that upon the signing of a contract, B&N again failed in its obligations. She said Mr. Cassano was told that the faculty's patience is at its end.

8. Discussion of the results of a National Survey of Student Engagement

A motion was made to table this discussion while ascertaining the status, and obtaining the results, if available, of the student experience survey conducted by John Jay for our College's Middle States Accreditation Self-Study for purposes of discussing the two survey results in tandem. The motion was unanimously adopted.

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

Respectfully submitted,

Edward Davenport
Recording Secretary
&

Amy Green
Vice President
&

James Cauthen
Senator

ATTACHMENT A



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

899 Tenth Avenue, New York, N.Y. 10019

(212) 237-8000

April 5, 2001

To: Mr. Joseph M. Cassano, Regional Manager, Barnes and Noble College Bookstores

From: Professor Karen Kaplowitz, President, John Jay Faculty Senate
Professor Harold Sullivan, Chair, Council of Chairs
Professor Michael Blitz, Representing the Council of Chairs
Professor Elisabeth Gitter, Representing the Faculty Senate

CC: Mr. Christopher Peterson, Barnes and Noble College Division
Faculty Senate and Council of Chairs
Dr. Roger Witherspoon, Vice-President for Student Development

Re: Decisions of the March 21st 2001 Meeting on John Jay's B & N Bookstore

Thank you for meeting with us on March 21 to discuss our concerns about the operation of the John Jay Bookstore. Our recollection of the meeting is that you agreed that:

1. You will carefully consider our request that henceforth those you appoint as the managers or interim managers of the John Jay Bookstore have experience as college bookstore managers. This is of immediate concern because the managerial position is now vacant.
2. At busy times in the bookstore, particularly at the beginning of each semester, clothing, cards, and gifts will be removed to make room for temporary bookshelves. Until a better solution for the space shortage can be found, this will improve the stocking of books.
3. As regional manager, you will visit the bookstore at least once a week henceforth.
4. A single, qualified employee will be responsible for the production of coursepacks, manuals, and other such special orders.
5. Staff will be trained
 - a. to understand the college's departments and programs;
 - b. to respond truthfully and courteously to students and faculty;
 - c. to refrain from blaming faculty for problems with book orders;
 - d. to label shelves accurately and stock them correctly.
6. To maintain the high level of professionalism expected of Barnes and Noble.