

**Faculty Senate Minutes #225**

**John Jay College of Criminal Justice**

**March 7, 2002**

**3:15 PM**

**Room 630 T**

**Present (27):** Luis Barrios, Marvie Brooks, Orlanda Brugnola, James Cauthen, Leslie Chandrakantha, Edward Davenport, Jane Davenport, Betsy Gitter, Edward Green, Robert Hair, Ann Huse, Karen Kaplowitz, Gavin Lewis, James Malone, Peter Mameli, Evan Mandery, Lorraine Moller, Jill Norgren, Dagoberto Orrantia, Rick Richardson, Jodie Roure, Ellen Sexton, Davidson Umeh, Margaret Wallace, Agnes Wieschenberg, Susan Will, Daniel Yalisove

**Absent (12):** Kirk Dombrowski, Amy Green, Maki Haberfeld, Maqsood Kadir, Kwando Kinshasa, Sandra Lanzone, Tom Litwack, Mary Ann McClure, Daniel Paget, Carmen Solis, Robin Whitney, Liza Yukins

**Guest:** Professor Jose Luis Morin

**Agenda of the March 7, 2002 meeting**

1. Announcements from the chair
2. Adoption of Minutes #224 of the February 20, 2002, meeting
3. Report on the February 21 College Council meeting
4. Discussion of the agenda of the March 14 College Council meeting
5. Preliminary discussion about spending priorities for John Jay for the 2002-2003 year

**1. Announcements from the chair [Attachment A]**

The CUNY Board of Trustees Committee on Facilities discussed the Phase II project [Attachment A].

**2. Adoption of Minutes #224 of the February 20, 2002, meeting**

By a motion duly made and carried, Minutes #224 were adopted.

**3. Report on the February 21 College Council meeting**

A letter of intent to establish a Master's Degree in Forensic Computing was approved. Because a letter of intent is the very first stage in a very long process in the creation of a program, the College Council voted affirmatively despite the expressed need by faculty for further understanding and explanation about the proposed program, its jurisdiction, its requirements, and its curriculum. Nominations were made for full-time faculty for the three at-large faculty positions on next year's College Personnel and Budget Committee: ballots will be mailed to all full-time faculty. A Corrections course description was revised and the creation of two courses to be offered by the Foreign Languages Department, Russian Legal Translation I & II, was approved.

**4. Discussion of the agenda of the March 14 College Council meeting**

Professor Jose Luis Morin, Chair of the Puerto Rican/Latin American Studies Department, explained the proposed changes in the program and in the minor offered by his Department, which is on the agenda of the March meeting of the College Council. He said that these changes will better reflect the focus of the Department and better organize the categories of offerings.

Also on the College Council agenda is the proposed John Jay Web Site Policy, which was drafted by an ad hoc committee appointed by President Lynch. This committee was chaired by Dean James Levine and included Professors Lou Guinta and Bonnie Nelson, who met with the Senate in April 2001 [Minutes #213] to discuss the draft policy. The committee has met in the interim to consider the changes proposed by the Senate. Some of the changes that had been agreed to seem to not have been included in the version of the proposed policy appended to the College Council agenda.

President Kaplowitz said that her guess is that the incorrect version was inadvertently included with the agenda packet and offered to consult with Dean James Levine to review the Senate's proposed changes. This was agreed to. She noted that overall, this is a good policy although it would be wise to have it vetted by the CUNY Central Administration's legal staff.

[Note: The Senate's recommended and requested changes were, in fact, inadvertently omitted from the version that had been part of the Council agenda packet and a revised document was substituted prior to the start of the College Council meeting.]

**5. Preliminary discussion about spending priorities for John Jay for the 2002-2003 year  
[Attachment B]**

Senators were given copies of budget documents distributed at a March 1 College Budget Committee meeting [Attachment B].

Senators explained the rationale for the spending priorities they had submitted in preparation for this discussion, which were included in the agenda packet. Senator Agnes Wieschenberg addressed the Mathematics Department's request for upgrades of its "antiquated" computer labs as well as the need for money for computers, college assistants, computer technicians, and for tutors for computer and upper-level mathematics courses. President Kaplowitz noted that much if not all of this request could be funded from the new Technology Fee which is specifically for student access to computer technology and which will generate \$1.4 million next year. She urged that this proposal be

submitted to the Technology Fee Advisory Committee which is being formed now and which must issue the College plan for spending the fee revenues to 80<sup>th</sup> Street by April 30.

Senator Daniel Yalisove addressed his proposal that certain courses be allowed to run, that is, not be cancelled, despite a smaller enrollment than the one currently set by the Provost. He noted as an example that the Addiction Studies Program has some specialized courses which do not generate a large enrollment. He reported that one course was canceled for two years in a row.

Senator Jane Davenport reported that the Library has not had a new line since 1995 and needs three librarians: one instruction librarian, one archival and special collections librarian, and one electronic services librarian. The Library also needs clerical personnel: a full-time clerical person in the Reserve Library and one in the Technical Services division, for acquisitions and cataloging. In addition, the Library needs \$50,000 in additional part-time clerical help.

Senator Jane Davenport said the Library's needs in terms of collection-building and maintenance stem partly from budget cuts requiring cancellations of periodicals and serials, partly from cuts in monographic collecting, and partly from the inability to fund collections for new programs. Because of the need to cancel so much of the Library's serials collection during the past few years, including such titles as *Advances in criminological theory* and *Trends in organized crime*, the Library needs about \$300,000 to catch up and fill in the gaps to bring the collection up to date. In addition, electronic journal collections are needed at a cost of \$10,000. And another \$200,000 is needed to fill in the collection of monographs, which includes materials for Justice Studies, Protection Management, Forensic Science, and Forensic Computing, fields in which the Library has not been able to adequately collect thus far. Collection maintenance needs, therefore, total \$510,000.

Noting that the Library has just received the \$100,000 from the Phase II lease revenues, she reported that all of that \$100,000 will be used to fill the gaps incurred in the Library's microfilm periodical backfile, for such items as *The New York Times* and *The Wall Street Journal*.

Senator Jill Norgren reported on her proposals, which include the following:

- ▶ Significant funds for the Library
- ▶ Cap on enrollment
- ▶ An incentive plan to permit faculty to teach electives without regard to enrollment, based a formula to be developed with regard to the number of students a faculty member has taught over a period of a certain number of semesters
- ▶ Replace all faculty who retire and address staff shortage needs
- ▶ Upgrade classroom technology
- ▶ Fund a significant amount of released time for junior faculty to support research
- ▶ Increase funding for faculty travel to professional conferences

President Kaplowitz said her list includes a decrease in class size and the hiring of additional substitute full-time faculty for next year beyond what is planned as well as the hiring of additional tenure-track faculty for the year after, beyond what is planned.

She said that one of John Jay's performance measures, the successful achievement of which results in administrators on the executive pay plan (deans and above) receiving a monetary bonus, is the reduction of faculty released time. This is not, however, part of the performance indicators at other CUNY colleges: all the colleges are given the same performance goals, one of which is to increase the percentage of course sections taught by full-time faculty, but it is up to the College president, who is expected to consult with the faculty, to determine the ways those goals are to be met, conditional on the approval of the Chancellor. At a college such as ours, where virtually no

released time is given except for administrative work, it is counterproductive to meet the goal of increasing the percentage of sections taught by full-time faculty by reducing the amount of released time given to faculty; a better way of meeting that goal is to increase the number of full-time faculty.

Senator Jodie Roure said that increasing the number of lines for counselors is just as urgent as increasing the number of teaching faculty lines. President Kaplowitz explained that whenever the Senate speaks about the need for more full-time faculty lines, by definition that includes Counseling lines and Library lines.

Senator Betsy Gitter said that although the presentations, reports, and emails attached to the agenda are extremely instructive and compelling, including those not yet discussed, such as English 101 and 102 class size, the Writing Center, the ESL Center, the Science Department, and others, she is concerned that there might ultimately be very few crumbs of money and that this exercise might lead to unnecessary frustration.

Senator James Cauthen agreed and suggested that the Senate propose general categories for which monies can be spent and that those categories address ways that would help the entire faculty and student body in general rather than particular departments. As an example, he mentioned that one proposal could be that all departments conducting searches be allocated sufficient money to fund travel for candidates.

Senator Cauthen proposed that the Senate develop a process for reviewing all the proposals that have been submitted about spending priorities and grouping them in general categories for the Senate's review and vote at the next meeting. This proposal was endorsed. Senators Jim Cauthen and Kirk Dombrowski offered, as members of the Executive Committee, to cull the proposals and to prepare a list of categories for discussion and vote at the next Senate meeting.

Senator Susan Will said the College seems to be increasing enrollment rather blindly without consideration of how this is negatively affecting the College and its students and she asked whether the Senate should take a position on this issue. She apologized if this suggestion seems to be off topic. Senator Edward Davenport said this is entirely on the topic, because enrollment growth is always justified as bringing extra funds to the College in the form of overcollection. If the College has extra funds for a change, rather than being in a fiscal crisis, this is the ideal time to discuss the problems created by rising enrollment, he said. President Kaplowitz suggested we invite the Dean for Admissions and Registration, Richard Saulnier, to the Senate to provide us with an analysis of enrollment and admissions trends and plans, including academic profiles of both the applicants and the students who enroll as well as other relevant data. This was agreed to.

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

Respectfully submitted,

Edward Davenport  
Recording Secretary

&

James Cauthen  
Associate Recording Secretary

**EXCERPT:**

**BoT Committee on Facilities, Planning, and Management - Meeting of March 4, 2002**

Report provided by Karen Kaplowitz, Committee Faculty Member

Committee Members Present: Trustees Randy Mastro (Chair), Wellington Chen, Jeffrey Wiesenfeld; Faculty Member Karen Kaplowitz

Also Present: Trustees Bernard Sohmer, Alfred Curtis. Presidents Kidd, Lynch, Marti. Chancellor Matthew Goldstein, Vice Chancellor Emma Macari, Vice Chancellor Frederick Schaffer.

Report from Vice Chancellor Emma Macari:

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In response to questions from Trustee Randy Mastro about the John Jay College of Criminal Justice Phase II project, Vice Chancellor Macari and Chancellor Goldstein said they expect that the contract with Skidmore, Owen and Merrill (SOM), approved by the BoT in November 2000, will be signed by end of that week, in other words, within 5 days. They said that Randy Daniels, Governor Pataki's Secretary of State, has indicated this. Asked by Trustee Mastro what the cause of the delay is on the part of the Governor, the response was that no one knows but that the signing of the contract is imminent. Trustee Mastro requested that a friendly letter be sent to the Governor which he offered to sign. He said he is an optimistic person by nature but is not optimistic about this project at this point.

The faculty member said that as a member of the faculty of John Jay College, who teaches in the facility that is to be replaced, North Hall (a renovated shoe factory at 445 West 59" Street) and who has her office in that same facility, which houses most of the classrooms and most faculty offices and all student club offices and student services, she wants to report that the delay is demoralizing to both students and faculty. She said she is speaking as a faculty member who cares about her students.

She noted that the delay is not just one and a half years since the BoT approved SOM, but rather the delay is 14 years, because Phase II was to follow immediately upon JJ's move into Phase I (T Building at 899 Tenth Avenue) in 1988. She said the North Hall facility has such health and safety problems that she must refrain from speaking of them at this public meeting because otherwise officials will be forced to close the facility. She said John Jay has increased by 1,000 students this year and expects to increase by another 1,000 students next year. Noting that John Jay students work in professions in which they risk their lives, or are obtaining their education so they can engage in employment in which they will be risking their lives, for the public good, she said we must provide those students with **an** environment that is not only conducive to learning and teaching but one which is safe and healthy and we are not doing it.

She thanked Trustee Mastro and the BoT and the Chancellery for their hard work and tireless efforts, but said that this can not continue unresolved.

Trustee Mastro said that he believes that sending a friendly letter to the Governor, as to the likelihood of student unrest and protest as a result of this situation would be the right thing to do because the Governor should know how serious the situation is. The faculty member said she had not spoken of such possibilities but Trustee Mastro said that he can read between the lines of what she was saying. President Lynch concurred with the faculty member's comments. At Trustee Mastro's request, the Chancellery agreed that if the contract with SOM is not signed by March 8, a letter would be sent to the Governor.

Submitted by,  
Karen Kaplowitz Faculty Member, BoT Committee on Facilities, Planning, and Management

## **BULLET POINTS FOR P&B BUDGET COMPONENT 3/1/02**

### **THE FINANCIAL PLAN:**

#### **01-02: WE HAVE ACHIEVED OUR \$3 MILLION PERMANENT REDUCTION**

46 Full time Administrative positions lost through attrition (see attached chart)

Including 6 executive positions

NO faculty lines were cut to achieve savings plan

Auxiliary Corporation will contribute \$200k annually toward this reduction

#### **01-02: WE FINISH OUR \$3MILLION SHORT TERM PAYBACK**

College had to repay the University \$3Million for its overspending in 99/00 at the rate of \$1.5M per year for the past two years

The monies to repay this short-term debt came from deferred faculty hires

In 00/01 (last year) we could not hire faculty

in 01/02 (current year) we are using lease revenue and over collection to hire Substitute faculty ahead of schedule

in 02/03 (next year) we will get the \$1.5Million base budget reduction back from the University to permanently re-fill 39 tenure track positions

### **B. LEASE REVENUE**

#### **01-02: \$750K LEASE REVENUE ASSURED**

350k hire 18 substitutes for the Spring 02

100k supplement to Library

100k supplement to Student Services for recruitment and admissions assistance and brochures

100k for faculty recruitment advertising/recruitment travel/conference travel

100k for college wide OTPS needs such as math lab upgrade, science chemical cabinet

**02-03: \$750K LEASE REVENUE REQUESTED AND LIKELY**

Use to address college priorities/needs including additional substitute faculty to reduce class size  
or to lease additional space to provide not only for more classrooms but to replace student lounges and offices lost to the conversion of existing North Hall and T Building space into classrooms.

**C. REVENUE OVER COLLECTION**

**01-02: ANTICIPATE APPROXIMATELY 2 MILLION AS A RESULT OF THIS YEAR'S INCREASED ENROLMENT**

Administrative and faculty representatives working on a plan to address critical Academic and Administrative needs and hold reserve for the future

**02-03: REVENUE OVERCOLLECTION LIKELY FOR 02/03 IF ENROLMENT FIGURES REMAIN STEADY**

If University keeps its current revenue collection policies, up to another \$2 million likely in 2002/03.

The college should wisely put funds aside for 2003 which may be the calendar year in which we feel the impact of 9/11/01 (State and **CUNY** reserves having been liquidated).

If the State or University does not *make* any base budget reductions in 2002/03, a share of these funds should be used to address class size and academic/student service/administrative non-teaching needs to support the increased student population.

**Of Special Note:**

**FEDERAL GOVERNMENT AUDITS OF CUNY COLLEGES INCURRING PENALTIES**

Payroll audit of employee withholding for 4 prior years costing up to 200k  
Financial aide audit of student records and payments could cost as much as 500k (TAP)

## Abbreviated Overview of JJC Budget Process for the College Personnel and Budget Committee 3/1/02

The University Budget Office submits a request to the Governor/Legislature for funding to maintain basic operations at the college (base or operating budget) and for lump sum funds for University-wide on-going special initiatives (such as the SEEK program or funding for fall and spring teaching adjuncts or College Now or Freshman Skills) as well as new funds for University-wide identified priorities and initiatives (such as the recent Faculty Hiring Initiative).

The University Budget Office issues each college a base budget figure from the year before, identifies the full time salary amount, and asks each College Budget Officer to show how many full time employees are assigned to the various areas of the college. The College must then add in how much will be needed for the July and January PSC contractual increases and the amount needed for blue collar contractual increases. The historical amount needed for these changes is approximately \$350,000 per year. Note that when the full calculation is completed, approximately 85% of what John Jay asks for is needed to address full time needs; the balance of the monies is used to address College Assistant and OTPS historical or mandatory needs.

Based on the amount received by the University, the University Budget Office decides if it can fully fund the base operating costs (did the State fund the mandatory increases, if not then can CUNY cover it or must the colleges absorb the increase)? Can CUNY fully fund the lump sums as in prior years or have the line item allocations been reduced? Can CUNY fund the new initiatives and priority programs as planned or must there be reductions here too?

When the College receives its allocation (a combination of base operating funds and lump sums) in late Summer, it must convert those numbers into a Financial Plan. The Vice Presidents divide the amount of College Assistant/OTPS funds they have been historically awarded, the Provost estimates the Fall and Spring adjunct teaching and non-teaching needs and the summer session costs are recorded. The remainder of the Financial Plan is the division of the full time costs into the Major Operating Purpose areas identified by the University and a calculation of how much is needed per month. Attachment A presents the University's Major Operating Purpose (MOP) divisions. Attachment B presents the 2001/02 base and lump sum allocation. Attachment C presents a sample page of the 2001/02 Financial Plan.

If the College's identified needs as shown on Attachment C (\$41,802) exceed the Allocation as shown on Attachment B (\$40,213) then the College had to identify where the \$1,589.0 funds would come from to address this shortfall.

We have four sources of \$2,410.0 in additional revenue:

220.0 from Summer Police Program revenue

440.0 from Auxiliary Corporation and Research Foundation reserves

750.0 from Lease Revenue from our Phase II site and

1,000.0 from 2000/01 Revenue Over Collection

As the year progresses, the University adds money to the College's base/lump sum budget in a "Certificate" or spending authority adjustment in Albany. The College's allocation is currently \$40,179.5 (the \$233k for ERI payments having been removed by the University) and our needs are \$42,839.5. We will be consuming all of the allocation, all of the \$2,410.0 in additional revenue we previously identified, and will need \$250k of any 2001/02 Revenue Over Collection we receive. We obviously have to revise our Financial Plan and are scheduled to submit it to the University in March.

The University projects that we will collect \$2,200.0 in 2001/02 Revenue Over Collection and we have to tell the University how much we need this year to be added on a Certificate so that we end the year with a matching need & allocation. We then need to tell the University how we plan to spend and/or save the balance of these funds in 2002/03. Attachment D shows the plan formulated with faculty representatives on February 20th which has been submitted to the President for review and approval.

At the 2/20 meeting, it was agreed that we seek Presidential approval to set aside \$100k for administrative needs for the remainder of this fiscal year and to set aside \$200k for increased class sections to be taught by subs of adjuncts during the Fall 2002 Semester in order to decrease class size which has grown over the past ten years.

Please note that since 2/20, the Office of the Provost and the Budget Office have tabulated adjunct PAFs submitted and now estimate that we will need an additional \$100k due to Spring class section increases leaving only 600k in reserve.

Lastly, regarding the budget process, Attachment E is a non-prioritized listing of the VP's constituent areas priority needs. These are presented for funding consideration with any 2002/03 Revenue Over Collection.



**For Meeting with Faculty Representatives on February 20th**

- \$2.410M Short Term Revenue Available from 4 sources in 2001/02 Fiscal Year
- \$2.660M Short Term Commitments Already Identified and Proceeding
- \$ .250M Short Term Commitments Which Already Come from 2001/02 Over
- \$2.200M Estimated Revenue OverCollection from 2001/02 Fiscal Year
- \$1.500M Mandatory Needs for two Fiscal Years
- \$ .700M Reserve for Discussion Later in Spring and/or for the Future

Information which can better guide our decisions later in the Spring:

- TAP Audit results
- UAPC allocation of Freshman classes
- Rate of Spring Semester tuition for overcollection forecast

	01/02	02/03	Total
<b>Mandatory Needs</b>	<b>250</b>	<b>1250</b>	<b>1500</b>
Funds we may need to achieve what we have already committed to in 01/02	250	0	250
PSC July/January Increments (Flat budget proposed Executive Budget)	0	350	350
Financial Aide Federal Regulation Liability (minimum cost)	0	500	500
Monies to continue "self-funding" summer session	U	400	400

<b>Constituents' Wish List (not in priority order)</b>
<b>VP Academic Affairs</b>
Substitute faculty to reduce class size , @average 45k annual/10mon (\$38k each)
Writing Intensive class sections
Continuation of Library supplement
Distance Learning (digital courses developed by faculty - self funded in future)
Continuation of added Faculty Conference Travel/Presentations
Writing Center Assistant Director (sub HEO series)
Forensic Science Tutors
Tutoring Lab formerly funded by VTEA
Tutoring in PDP (professional development)
Middle States visit OTPS funds
Science Lab Chemical Storage/Maintenance/Safety (1 substitute CLT)
Intersession/Summer Session Marketing Management (future self funding)
Honors College/Honors Program and International Scholarships
(*can't be funded from tax levy monies so tax levy would assume payment of adjuncts replacing faculty on funded release time & the funds at the RF be used for scholarships
<b>VP Student Development</b>
Registrar's Clerical Assistance (1 DC37 and 1 ColAsst)
Admissions (2 sub HEO series) plus funds for recruitment travel
Disabled - Affirmative Action (sub HEO series) plus funds for college assistants
Student Services/Activities (2 sub HEO series)
Non-student necessary ADA compliance
<b>VP Professional Development</b>
Paper Production of Week Of & other news
Paramedic EMT and Defibrulator Equipment
Consultation on Publications analysis/recommendations for revenue generation
Director of Development (awaiting fundina from University)
<b>VP Administrative Affairs</b>
Elevator Repair contractual cost increase
Restoration of B&G OTPS reductions
Restoration of B&G Chief Superintendant
Restoration of B&G Custodial Positions (either part or full time)
Technology Specialist (for new technology initiatives)
Additional Security patrol officers (more than 1 patrol per building) 7 officers
Third Security manager (to replace Cedeno)
Replace Security radios
Non-teaching Staff Development/Conference Travel

Note: ALL full time positions proposed would be for no more than 4 semesters as a sub. Prospective employees will be advised in writing at time of Interview that these are short term positions only. If a vacancy becomes available in another area and the VP wishes to make that new vacancy a short term hire instead by delaying official posting and filling of the newly vacated position, the VP may do so. Suggested to fill recruiter lines with Graduate Students or hire the Intersession/Marketer as a Continuing Education Teacher (without hourly benefits).