

Faculty Senate Minutes #229

John Jay College of Criminal Justice

Friday, May 10, 2002

9:30 AM

Room 630 T

Present (26): Marvie Brooks, Orlanda Brugnola, James Cauthen, Leslie Chandrakantha, Edward Davenport, Jane Davenport, Kirk Dombrowski, Betsy Gitter, Robert Hair, Ann Huse, Karen Kaplowitz, Kwando Kinshasa, Gavin Lewis, Tom Litwack, James Malone, Peter Mameli, Evan Mandery, Lorraine Moller, Jill Norgren, Dagoberto Orrantia, Rick Richardson, Jodie Roure, Ellen Sexton, Robin Whitney, Daniel Yalisove, Liza Yukins

Absent (13): Luis Barrios, Amy Green, Edward Green, Maki Haberfeld, Maqsood Kadir, Sandra Lanzone, Mary *Ann* McClure, Daniel Paget, Carmen Solis, Davidson Umeh, Margaret Wallace, Agnes Wieschenberg, Susan Will

Guests: Professors Ned Benton, Robert Hong, Jerry Markowitz, Bonnie Nelson, Peter Shenkin

Invited Guests: President Gerald W. Lynch, CUNY Senior Vice Chancellor & COO Allan Dobrin

Agenda of the May 10, 2002, meeting

1. Announcements from the chair
2. Adoption of Minutes #228 of the April 23, 2002, meeting
3. Discussion and vote by secret ballot on proposed May 2003 Honorary Degree candidates:
Invited guest: Professor Jerry Markowitz, Chair, Committee on Honorary Degrees
4. Proposed Resolution in support of the College's request that the *CUNY* Central Administration allocate the full amount – \$1.5 million – of the Phase II property lease revenues to John Jay
5. Report about the Faculty Senate's initiative with regard to a faculty/staff dining room and lounge
6. Discussion of the May 13 College Council agenda
7. Election to fill a vacant Faculty Senate seat on the 2002-2003 College Council
8. Report on the John Jay Technology Fee Plan due at 80th Street on April 30
9. Invited guest: President Gerald W. Lynch
10. Invited Guest: *CUNY* Senior Vice Chancellor and Chief Operating Officer Allan Dobrin

1. Announcements from the chair [Attachment A]

The proposal for a branch campus in Broward County, Florida, for the Broward County

Sheriffs Department has been withdrawn by John Jay's administrators: the CUNY Central Administration is unwilling to grant an out-of-state tuition waiver for the Florida law enforcement officers. Also, faculty who need a new computer for their office should make the request directly to Provost Basil Wilson. Written announcements were also provided [Attachment A].

2. Adoption of Minutes #228 of the April 23, 2002, meeting

By a motion duly made and carried, Minutes #228 of the April 23 meeting were adopted.

3. Discussion and vote by secret ballot on proposed May 2003 Honorary Degree candidates. Invited guest: Professor Jerry Markowitz, Chair, Committee on Honorary Degrees

Professor Jerry Markowitz, Chair of the Committee on Honorary Degrees, characterized the nominations for honorary degree candidates for May 2003 as truly outstanding. He also praised the members of the Committee: Professors Todd Clear, Jannette Domingo, Lotte Feinberg, Betsy Hegeman, Jack Jacobs, and Maria Volpe. The Senate went into executive session to discuss and vote on candidates nominated by the Committee.

By secret ballot, after the off-the-record discussion of candidates recommended to the Faculty Senate by the Committee on Honorary Degrees, the Senate approved five (5) individuals to receive an honorary degree at the May 2003 commencement. Each of the following received at least the requisite 75% affirmative votes of those Senators present and voting:

David Burnham
Robert Drinan
Carol Gilligan
Alvin Poussaint
Alice Rivlin

4. Proposed Resolution in support of the JJ administrations's request that the CUNY Central Administration allocate the full amount – \$1.5 million – of the Phase II property lease revenues to John Jay in FY2003 to supplement John Jay's operating budget

Senator Tom Litwack asked the Senate to address the issue of the lease revenues from the Phase II property. The College administration has requested the CUNY Central Administration to allocate the full amount of the lease revenues, \$1.5 million, to John Jay for the 2002-2003 academic year. He explained that when asked, Vice President Robert Pignatello said he thought it would be very helpful if the Senate were to also to write a letter supporting the request for the full \$1.5 million. President Kaplowitz noted that part of the College's allocation last year was withheld by 80th Street to repay funds the College owed to CUNY as a result of overspending and, so, only half the lease revenues were allocated to John Jay last year. Furthermore, to reduce our expenditures, the College has reduced staff through attrition, thereby saving the University money. In addition, the

title to the Phase II land was transferred to **DASNY** for John Jay from the owner by the court in response to the compelling case that John Jay needs this land, that this is for the public good: it is by overenrolling students that our overcrowding has occurred and since John Jay is shouldering the overcrowding and the additional work that result from the thousands of more students the College has enrolled, without which the title to the land and the properties that generate the revenues might very well not have been ordered transferred by the court under eminent domain, John Jay should receive the full lease revenues. And, finally, John Jay's extreme underfunding is now officially recognized by 80th Street. Upon a motion made by Senator Betsy Gitter, the Senate voted unanimously to authorize President Kaplowitz and Senator Litwack to write a letter on behalf of the Senate and to invite Professor Ned Benton to join as a signatory in his capacity as chair of the College's Budget Advisory Committee.

5. Report about the Faculty Senate's initiative to create a faculty/staff dining room/lounge

Senator Betsy Gitter reported that the Faculty Senate's buffet lunch in the Faculty Dining Room (FDR) since April 24 has been a great success, with an increasing number of faculty and staff participating each week. She reported that 80 people are now having lunch in the FDR each Wednesday and Thursday, a stark contrast to the six or seven people who ate in the FDR prior to the Senate's initiative. She reported that because of the tremendous support that the faculty and staff demonstrated by their participation in the buffet lunch in the FDR, she and Carina Quintian, Director of Career Placement, representing the HEOs (Higher Education Officers), requested a meeting with Vice President Pignatello. At that meeting, after hearing the case presented by Betsy Gitter and Carinna Quintian, Vice President Pignatello agreed to create a more attractive faculty/staff dining room/lounge and to do so in a dedicated space. Senator Gitter urged faculty to thank Vice President Pignatello for his response and for his efforts.

Senator Gitter was applauded for her efforts and for her wonderful success with this initiative which is also helping create a sense of community among the faculty and staff, which was a major impetus for this initiative. Senator Gitter said that were it not for the Faculty Senate, to which she was able to make this proposal and on whose behalf she met with VP Pignatello, none of this would have been possible. She added that it is because of the confidence that both our faculty and our staff have in our Faculty Senate that so many people supported this initiative and that the faculty's and staffs support was what was necessary to successfully make the case to the administration.

6. Discussion of the May 13 College Council agenda

One agenda item is a proposal from the Curriculum Committee that the Curriculum Committee be the body to decide on department name changes proposed by academic departments. The Senate agreed to recommend that the proposal from the Curriculum Committee be amended at the College Council so that department name changes would be proposed by the Curriculum Committee to the College Council but that the College Council be the body that makes the final determination about a proposed department name change. Another agenda item is a proposal from the Undergraduate Standards Committee that the College adopt a policy whereby faculty must submit to the Registrar's Office, along with the attendance roster, all grades each student has received in each course throughout the semester, so that those grades are available if a student

appeals a grade and the faculty member is no longer at the College or is on leave. The Senate agreed to recommend that the proposal be amended so that faculty would be required to submit the entire term's grades of all their students to their academic department only (for access in case of student grade appeals) rather than to the Registrar's Office, as is being proposed. President Kaplowitz said that prior to the College Council meeting she will inform Associate Provost Kobilinsky, who chairs both the Curriculum and the Standards Committees, of the Senate's plan to amend the proposals at the College Council and that she would brief Dean of Registration and Admissions Richard Saulnier as well. She said she anticipates that both Associate Provost Kobilinsky and Dean Saulnier will support the Senate's recommended changes.

7. Election to fill a vacant Faculty Senate seat on the 2002-2003 College Council

Professor Carol Groneman, who was elected as an at-large representative to the 2002-2003 Faculty Senate and who was elected by the Senate, on April 23, to a Senate seat on next year's College Council, has resigned her at-large seat to serve as the elected representative of her department, Thematic Studies, on next year's Faculty Senate and College Council. Thus a Senate seat on next year's College Council is vacant. Senator Carmen Solis was nominated and elected by unanimous vote to fill the seat. Thus she joins Senators Marvie Brooks, Orlanda Brugnola, Edward Green, Karen Kaplowitz, and Rick Richardson as Senate at-large representatives on next year's College Council. Senator Solis was thanked for willing to take on this additional responsibility.

8. Report on the John Jay Technology Fee Plan due at 80th Street on April 30

The Senate, having reviewed the College's Technology Fee Expenditure Plan sent to 80th Street, endorsed the plan by unanimous vote. [A copy of the plan is posted on John Jay's website and is also available from the Faculty Senate Office.]

9. Invited guest: President Gerald W. Lynch

President Lynch was welcomed and said he is pleased to be meeting with the Senate. He updated the Senate on two issues. The first is the issue of Phase II. There is ongoing interest by members of the Board of Trustees to move forward with the project, but there is frustration among many at CUNY about what exactly is happening. However, the Governor's Office states it is committed to Phase II and so, President Lynch said, we should continue under the assumption that there will be a Phase II. A number of lobbyists appear to have slowed matters down, but we are not sure of the reason for their doing so.

The second issue is that the staffing analysis that the CUNY Budget Office released this week shows that John Jay is below average in terms of staffing in all but two categories, one of which is student support services, an area President Lynch called extremely important for student retention.

He also updated the Senate on the plans for graduation which will be held this year in Madison Square Garden rather than in the Theater at Madison Square Garden.

President Kaplowitz said that some have raised the question as to whether, perhaps, Phase II should, in fact, be part of a public/private partnership if John Jay's and CUNY's opposition to that approach is, in fact, the stumbling block. President Lynch noted that the College needs the entire space. One problem is that if we were to be tempted by the public/private approach we would be working with the previous owner of the land (who was the owner prior to the eminent domain title transfer by the court), who has no development experience. In response to a question from Senator Litwack, the Legislature does not have to address the funding for Phase II again other than in another five-year capital plan for CUNY. Senator Litwack noted that he believes that because the property was obtained for public purpose under an eminent domain ruling, the Governor could not reverse the court's decision unless he petitions the court to reverse the process, which opens the process up to public view. President Lynch said that we do not know exactly who or what is slowing down the process, but there are economic and political issues. President Lynch predicted that even more problems regarding progress on Phase II would result if this issue were to be introduced into the gubernatorial election campaign.

Senator Betsy Gitter said she believes it is important that we all acknowledge the superb work that the Library faculty do. She also praised the progress on the faculty/staff dining room and lounge initiative. On another note, she expressed her displeasure at the practice that some College administrators engage in of having their staff ask a caller, such as a senior member of the faculty (as compared to an unknown person from outside the College), the purpose of a requested appointment before scheduling one or the purpose of a call before speaking to the person on the phone.

In response to the faculty/staff dining room, President Lynch spoke about the challenge of finding a permanent space. As for the excellent work of the Library faculty, President Lynch agreed, citing in particular Chief Librarian Larry Sullivan. With reference to the process of scheduling an appointment or taking a call, President Lynch said he would review this with his administrators.

Senator James Malone said that because Phase II project seems to be in stasis, it is important to determine if the College as a whole needs to take some type of political action. Senator Rick Richardson asked about space for classrooms and offices and about the intertwined issue of class size. President Lynch said the College did look at additional space near the College, but determined that that particular space was not practical. We are seeking space in the neighborhood, but we have not yet found any, he said. We are looking at different class schedules and other ways to free up space. The CUNY Central Administration has not made a funding commitment about rental space, but has said, rather, that the College should look for the space and then they and we can talk about the funding for it.

Senator Daniel Yalisove said he is concerned about the continuing problems with the air conditioning in North Hall. President Lynch responded that the air problems have never completely been fixed by DASNY [the Dormitory Authority of New York State]. He recognizes that the air conditioning is a continuing problem. Senator Yalisove said that at the very least he would like a fan in his classroom. Senator Liza Yukins said that beyond fans for classrooms, which should be provided at the very least, there often is an extremely loud noise produced in North Hall produced by the HVAC system through the vents in the classrooms and in some offices, even though there is no circulation of air. Senator Kirk Dombrowski noted that if it appears we will be in North Hall for a number of years, there should be more planning for North Hall instead of dealing with problems on an ad hoc basis and that such planning should perhaps be conducted by the College's Comprehensive Planning Committee. President Lynch said that the College has made every effort to get more money for North Hall.

President Kaplowitz commended President Lynch for his work as an ambassador for our College, but suggested that instead of focusing visits and events on and in T Building, such visits and events should also take place in North Hall. She said that during a recent meeting of the University Faculty Senate, on March 19, CUNY Senior Vice Chancellor and COO Allan Dobrin reported having visited every CUNY college at least once since starting his tenure at CUNY as Senior Vice Chancellor and COO in October. When a member of the Medgar Evers faculty asked him his assessment of Medgar Evers, Sr. VC Dobrin said he had thought that the administration building was acceptable but when he was taken by President Edison Jackson through the other building, which houses classrooms and faculty offices, he was shocked by the condition of that building. He added that Medgar Evers' facilities is his number one priority as a result of his visits to all the campuses.

Senior Vice Chancellor Dobrin had then said that there are actually three colleges that have physical plants that have tremendous needs and that he will be focusing his attention and efforts to improve conditions at those colleges: he then named the three colleges – Medgar Evers, Bronx Community College, and New York City College of Technology. Senior Vice Chancellor Dobrin praised the presidents for showing him both the good facilities and those that need tremendous remediation. President Kaplowitz said that when she asked him about John Jay, the Senior Vice Chancellor stated that John Jay is the “most space-encumbered . . . the most overcrowded campus in the University” but made no comment about the conditions of North Hall. Reading from the verbatim transcript of the UFS meeting, she quoted Senior Vice Chancellor Dobrin when speaking about Medgar Evers: “It’s my number one priority among all the campuses. Now the only issue is, ‘Who cares if it’s my number one priority?’ Hopefully it’ll be the Governor’s number one priority, too. When I talk about the differences between campuses, Medgar is one of the three that I think about the most. . . . Medgar, Bronx Community, and New York City Technical College were probably the three that were the most problematic in terms of the physical plant.”

President Kaplowitz said that later, after his presentation to the UFS and the Q&A session, she privately asked Vice Chancellor Dobrin if he has been in North Hall, and he had replied that he has not been, that he has only been in T Building. She urged President Lynch to ensure that officials from 80th Street and other appointed and elected officials be taken into and on tours of North Hall, when classes are in session, on Mondays through Thursdays, especially during the extremely crowded periods, and especially when change of classes occur at 9:30 AM and at 10:55 AM so they can see first-hand the various physical plant problems, including the overcrowding, that exist there. In this way, they can work to ameliorate the problems and work even harder to press the case for Phase II. President Lynch agreed that guests should be taken to see North Hall and said he often does so.

Senator Kirk Dombrowski asked President Lynch about the consultant who is coming to the Senate today to discuss fundraising by John Jay. President Lynch said if faculty have any ideas about where we can raise funds, since we cannot get any more contributions from our alumni, faculty should let the administration know, because we are trying to obtain more money for the College.

President Kaplowitz asked President Lynch whether he has questions for the Senate, and he asked what the faculty think about offering courses during January intersession in order to generate more credits, a course of action the Chancellor is promoting. He said that the students seem to like the idea, adding that teaching during the January session would be completely voluntary on the part of faculty. President Kaplowitz noted that there had been an interest among Law and Police Science faculty a few years ago because of a possible exchange program in January with a college in Europe but that John Jay could not participate because we did not offer January courses. She said she

believes the faculty would support and be interested in such a program as long as we do not let students take more than one course, because a four-week semester would require tremendously intensive reading and writing by the students.

Senator Jodie Roure said a January intersession program would benefit students from a financial aid point of view, noting that currently students who need to generate additional credits for financial aid reasons have to go to another campus during the winter session and that it would be easier for them to come here. President Lynch said this would mean more work for all of us, but he is willing to do it if the faculty support the idea. Senator Roure said there is another reason such an initiative would be good for our students: she explained that she sees about 40 students a day and they are all asking her what kinds of activities they can engage in during January because they do not have activities during January in their own communities.

President Lynch said he is pleased to hear such positive comments and reasons to do this that he had not thought of, adding that the framework would, of course, have to be decided by the Curriculum Committee and by the College Council. Senator Lorraine Moller suggested considering the possibility of offering thematically organized courses in January since January courses would be an excellent time to incorporate the museums and other historical and cultural institutions of *NYC* in courses. Senator Gitter praised that suggestion and also noted that very intensive study of foreign languages has been found to be very effective and, therefore, language courses might be particularly appropriate for a January session. President Lynch called the comments and suggestions creative and thoughtful and he assured the Senate that there would be full consultation with the faculty before any action is taken.

**10. Invited Guest: Senior Vice Chancellor and Chief Operating Officer Allan Dobrin
[Attachment B & C]**

Vice Chancellor Dobrin was introduced and welcomed. He joined the Senate and the other faculty for lunch and for informal discussions and then the Senate meeting formally resumed.

President Kaplowitz: Again, welcome to the Faculty Senate and thank you so much for accepting our invitation, especially given how extraordinarily busy you are. I haven't mentioned this before, but shortly before Allan Dobrin joined *CUNY* in October as the Senior Vice Chancellor and Chief Operating Officer, I received a call from Mark Leeds, who had been the Director of the Mayor's Office for People With Disabilities. The Faculty Senate had worked with Mark Leeds and with his staff to make T Building, especially, but North Hall, also, accessible for people with disabilities and I subsequently worked with him on several projects. Mark Leeds called to say to me: "CUNY is incredibly, incredibly lucky to be getting Allan Dobrin because not only is he brilliant but he's also an absolute mensch." To call a person a mensch is Mark Leeds' highest compliment, and having had the pleasure of working with him and seeing him in action, I too, in describing Allan Dobrin, use both the word "brilliant" and the term "mensch," which for me, also, is the highest possible compliment. As for this group that you are meeting with today: the Faculty Senate is the official voice of the faculty and comprises elected representatives of the faculty, elected by both their academic departments and by the faculty at large. And there are also other faculty who have come here today to hear you and, perhaps, if they wish, to ask questions of you. Of course you know Professor Ned Benton very well.

Senior Vice Chancellor Dobrin: Yes, indeed.

President Kaplowitz: Everyone has a copy of your cv as well as the press release that 80* Street issued at the time of your appointment [Attachment B] but perhaps you'd like to describe your background before coming to CUNY as the Senior Vice Chancellor and Chief Operating Officer. But I would like to draw particular attention to the fact that you are a graduate of Queens College, as am I. Then – shall we be informal – Allan – ?

Sr. Vice Chancellor Dobrin: Absolutely, Karen.

President Kaplowitz: – and then, Allan, we would like to tell you about John Jay, from our perspectives, and there will undoubtedly be questions of you and you may wish to ask questions of us.

Sr. Vice Chancellor Dobrin: That would be nice. I assumed I'd be asked questions but if I get to ask questions of you, that would be terrific. Let me tell you what I'd like to do: I'd like to spend a few minutes telling you about myself because if I have an audience I may as well talk at least a little about myself [The Senate responds with laughter]; then I'd like to tell you what I think is the major responsibility I have at this University; then I'd like to spend a few minutes speaking about technology not because I've been the [City] Commissioner of Technology but because I consider the topic to be very important for CUNY; I'd like to talk a little bit about possibly a new funding model; I want to talk a little bit about facilities, which is an interesting conversation, especially here at John Jay; I'll talk a little about Governors Island, because it is interesting; and then I'll talk about exactly where we are in terms of the PSC contract, because that's very interesting.

I'm a graduate, as Karen said, of Queens College. I also did my doctoral work at the Graduate Center. My wife is a graduate of Queens College, both the undergraduate and graduate programs. I've also spent five years of my life teaching at various times in the Executive Master's Program at Baruch. So I'm really a *CUNY* person. I got lost for a while in between [The Senate responds with laughter] and among other jobs I spent ten years at the Board of Education, where I was the Director of Management and I also, for a while, ran the Special Ed program in the City, which sounds like running a school but it's actually 170,000 kids and a \$2.5 billion budget, which is almost twice the budget of CUNY and so it's a pretty big program.

Then I came to work for the City. I was Deputy Operations Director for [Mayor Ed] Koch, and then I stayed around and was Director of Productivity and Deputy Operations Director for [Mayor] David Dinkins. Then for reasons that escape me to this day, [Mayor] Rudolph Giuliani asked me to stay: I had never met a Republican so I had assumed I would be fired but for some reason at the first meeting Peter Powers and Richard Schwartz asked that I be assigned to work full-time for the transition. I've never asked them to this day why they asked me to. Then I quickly did ten jobs for them in seven years. I've been at CUNY for six months now. This is the second longest I've ever held a job! – [The Senate responds with laughter] – and so I'm very excited by that. For the last Mayor, I was First Deputy Director of Operations, I was Acting Youth Service Commissioner, I was Chief of Staff of the Deputy Mayor, I was Deputy Executive Director of Bellevue Hospital. Then I was First Deputy Director of Operations and then I was Commissioner, for three years, and CIO for the City of New York – Commissioner of the Department of Information Technology and Telecommunications. So I got to do the Y2K project and that was a fair amount of fun.

Actually, in truth, I don't know if I should tell this story – a headhunter called me about two years ago and asked if I would be interested in being Chief Operating Officer at CUNY. I really liked being a Commissioner: it was a great, great job. And yet the *CUNY* position was the only thing in the world I said I would even talk about and I said I would talk about it. The day the headhunter came to see me was the day the Mayor announced he had cancer and in my value system you don't go to your boss the day he announces he has cancer and tell him you might be leaving. We had a lovely lunch and I said I absolutely would not do this. And I felt badly about this because I knew that this would be for me – if you believe in fate – that this would almost be fate to be able to come back to *CUNY* and provide some service for my University. So, *CUNY* did hire someone else and life went on but the person hired lasted six months – so I've already been here longer than that person has been here – [The Senate responds with laughter] – and so I got another bite of the apple. And so I leaped at it and went through a search committee and they were kind enough and the Chancellor was kind enough to select me.

The major thing that I want to be working on at *CUNY* involves the following concept and this is just reality. It is not the way I want it. I wish it were different, but this is reality. For the next couple of years, the City and the State budgets are going to be terrible. My guess is that the State budget, which for right now for us is a flat budget, which means that we basically have to cover cost of living increases, is as good as it is going to get, and I would not be surprised if we see a midterm reduction after the election. So at the very best, it's going to be flat, which means that every time we get a flat budget we lose 4% to 5% of *CUNY*'s ability to purchase things for our students. So that's a really bad thing. The City budget, on the other hand, is much worse than the State budget and getting worse by the hour. So those are two things that are just reality. None of us in this room want it to be, I don't want it to be, but we have to deal with what is reality. At the same time, the other reality is that we have over 200,000 degree-seeking students so we can't wait around while that is happening to try to move this University forward. And I generally believe that for any large organization, having been in many of them, if the organization is not moving forward then it is moving backward. So we have to keep *CUNY* moving forward.

So *CUNY* has a Master Plan and in the Master Plan lots of things are talked about, but the most important thing it talks about is having more full-time faculty at this University. I don't mean anything disparaging about adjuncts – I am an adjunct, that's what I've been most of my adult life – but in truth students are better off with a full-time professor who has the ability to have office hours, who has the ability to spend time with students, who has the ability to be on different committees, and this is a better and healthier thing for the University. So the most important thing I want to get involved in, given we don't have a lot of money, is how can we look at the parts of the business that we do that are not related to what I call our core business, which is the instructional program, and reduce the costs of those items so that we can take that money, campus by campus, and move that money to the instructional side of the house. And if we can do that, that is a good thing, especially if we can do that in a way that doesn't have services get worse on the other side of the house.

I spend most of my life talking about doing more with less – actually, you rarely can do more with less – you're lucky if you can do more with the same or if you can do the same with less. So hopefully we'll do more with the same. So that's the big piece of what I want to try to do, and as part of that, try to get revenue. When the Chancellor prepared the State budget [request] this year, we talked about raising about \$35 million – \$25 million in different revenue areas, which I'll talk about in a few minutes – and about \$10 million in the first year of productivity.

Let me quickly talk about how we're trying to get the productivity. Fortunately for me I have

four partners on this – I have Ned and I have Karen who are two of the four faculty advisors on productivity – we are really trying to do this as a University. So the big piece of this is that everything we do in this University we do twenty times in terms of backroom processing – we do everything at every campus – and so if personnel papers are processed, we process them at 20 different places; similarly, we do timekeeping in 20 different places. There is an opportunity here which you wouldn't have at *SUNY* because we are so geographically close that we can combine backroom administrative operations. And so we are going to do a pilot program in the Bronx: we will look at each administrative operation and pick a lead campus to handle each of the responsibilities.

Let me give you an example. Take backroom personnel processing: every campus has a number of people who do that. In the Bronx there are three campuses and the question is whether it would be possible to have one campus do backroom personnel processing and pick up some economies of scale, pick up the efficiency of the different seasonality that runs through it, and so where you may have five people doing this on each campus, you might have it done at one lead campus – you try to figure out the campus that does this operation the best – and maybe you need ten people or 12 to do this operation for all three campuses. Then you'd have three to five lines to transfer back to the academic side of the house to hire some academics with that money. There are dozens and dozens of processes like that. We're in the Bronx now and going through the processes. The second phase, if that proves successful, is to break the City up into networks and do that throughout the City.

At the same time we'll redo our administrative systems so then you get another bite of the apple five years from now because we'll say: for the backroom administrative processing we now have seven networks of ten people each, now we'll do it all in one place, we'll pick, let's say, Queens College. Because we'll now have good systems with common terms, we can electronically process things by sending it off to the one place, Queens College, to have them processed, and maybe they could do everything with 50 people instead of with 70 and we get then 20 more lines that we can use for the academic side of the house. So that is the big problem. The problem with this in the short run is that we are not going to do any layoffs or any separations and so we don't save a lot of money right away. And, in truth, if we did layoffs, which we are not going to do, we wouldn't save any money in the short run either because of severance pay and because people have time accumulated and, in fact, we'd probably lose money. So we need to do a lot of things in the next year or two that save money. Karen and Ned have been spending a lot of time with me thinking about these things.

Let me give you examples that we've been thinking about: a lot of these are things I did in my previous life. Whenever I'd get a PEG [Program to Eliminate the (Budget) Gap] when I was Commissioner – this sounds a little silly as a game but the way it works in this City is that Verizon – which is a *lovely* company – bills you for your phone bills. I used to have the City's phone bills. But it turns out that whenever you take a look at the bills, you see they make mistakes just as any big company does. So there's a whole industry out there where they come in and audit your bills and look to see if you are overcharged, they look to see if you are paying for phone lines that aren't there anymore, and every time they look they find those things. And they charge 20% and you keep the other 80% and they have the lawyers who work for them. Verizon is used to this: private industry does this all the time and they pay them. I used to do this every three years [for the City] and I used to save millions of dollars and I would give that money to OMB [Office of Management and Budget] as my PEG reduction. We are going to do the same thing here at CUNY.

We're going to look to consolidate a lot of the ways we purchase things: advertising, travel, telephone services, we'll look to have a travel agent so we can do all that and save money. When I was with the City you'd ride around the City in the winter and you'd see tennis bubbles on park land because during the winter the Parks Department rents those courts out and private people pay them \$50,000 to \$100,000 per bubble and people get to play tennis in the winter. It's no loss to the Parks Department because it's not as if at 11 PM on a winter night anyone would be playing tennis in the dark if the bubbles had not been put up and so the Parks Department gets the revenue from that. We are going to do the same thing at CUNY: we'll let a contract at CUNY and the colleges with a good number of tennis courts – I think you have only one court so this probably isn't going to matter to you – will get someone in who will not only refinish the courts for them, they'll put up the bubble, and we'll work out, as part of this, free lessons for students and free hours for students, and so it's a win for everyone and we get some revenue out of it.

We hired a group of senior retired executives who will put together a program of advertising for us – different kinds of advertising we can do on campuses, without turning campuses into something crazy – each campus will make a decision as to how much they want to do this. Is it better to have no advertising? Absolutely. No question about it. Is it better to have some advertising and raise some revenue that we can use to hire more faculty? Probably. But we want to give every campus the opportunity to make some revenue doing things like that. Examples: I used to make \$75 million each year for the City just with the advertisements on the sides of phone booths. Are there too many of them? Probably. Should we have some advertisements to get some revenue? Probably.

We're going to take a look at sponsorships for the CUNY website the way Channel 13 does: there could be a little message in the corner saying that this website is brought to you by the Mobil Corporation. Would I rather not have that and not even have that little drop there? Sure. If we get a couple of million dollars by doing that so we can hire more faculty then we'll put a little logo saying: "Brought to you by Mobil." Energy management: there are lots of things we can do going back and forth between oil and gas depending upon temperature, depending upon the spot price in the market. There is potentially between \$5 million and \$10 million doing that. People have privately told me that some of our campuses are buying oil below the market price, below what the people buy it for: what does that tell us? It tells us that we don't measure the oil when it comes in because this is what is called a skell industry – I don't know what it means but it doesn't sound good – [The Senate responds with laughter] – and I have a feeling that what is going on is that they're selling it below the market because when they deliver the oil here, we don't have any meters to check how much oil we're getting and so we're not getting as much oil as we're paying for. And so we can put meters in to make sure that does not occur.

We're going to look at voiceover IP, which involves having a lot of the internal communications across the campuses travel over the Internet – which means we wouldn't have to pay for all the costs of switching with Verizon. We're going to do an excellent mail program. We've never done that historically. There are all kinds of ways of saving money with zip plus five and there are other smart things we can do. We're going to do some restructuring in the Central Administration. I have UAPC [University Admissions Processing Center] with a central data system, I have 57th Street with a central data system: there are a lot of ways that we can do consolidation and save money centrally. Between all of us we have about 50 things we now have on our list and we have a milestone chart against each one of them and we're going to do each one of them in the next year. So that's how we're going to do the productivity piece.

At the same time, as you know, we've done three things to try to get more revenue beyond those productivity savings: one is that the Board of Trustees approved a Technology Fee, which most universities have – at *SUNY* the Technology Fee is \$500 a year. We're going to do it at \$75 a semester for full-time students and \$37.50 for part-time students. People are making an investment in their lives. Much to my surprise, when we did this and I thought we'd have students marching all over the place, with the exception of two students at Hunter and one at Queens College, every student we talked to, every student who testified, said "Thank you, it's about time CUNY did this. We've always felt we were disadvantaged compared to students at other places." This morning from 7 AM to 11 AM I read all the Technology Fee Plans from all the colleges and with four exceptions they are terrific – there is really a tremendous amount of technology we are going to be able to buy and for the first time you'll have replacement cycles: every three or four years, depending on your view of the world, you'll get new PCs. All PCs will be current. We'll purchase software and online Library resources. These are great plans for students as well as plans to work with the faculty to make the faculty computer-literate. This is terrific stuff. And the students will be much more prepared for the world at a very, very modest price for them.

We're going to end the last semester free tuition: we're going to do it over a period of time, we're not going to do it during the first year. Is it better to have a last semester free? Sure. Would it be good to have the first semester free, also? Sure. But I haven't found a human being who can explain to me clearly why the last semester free policy was created in the first place – in fact I've been given five different reasons but no one can get a consensus as to why it was done. Is it good to have it? Sure. The question is: would we rather have the last semester free – in the last year it came to \$9 million a year – or would we rather have \$9 million worth of more full-time faculty? I think we are better off with the faculty. And no one ever funded the last semester free. We just take it from the budget at the beginning of the year and hire fewer faculty because we have this policy. It certainly is not a graduation incentive, which is what I've mostly heard, because there's no time limit because if it takes you 35 years to graduate you still get the last semester free. So it clearly wasn't that.

And the last piece we want to do has to do with the real variance when we look across the campuses in terms of the summer school programs and so we want to try to give everyone a nice management challenge to increase summer school enrollment 5% this year and 5% next year because that raises another couple of million dollars.

When you add it all up, it comes to about \$35 million. The vast majority of that will go for new hires and technology and it keeps the University moving forward. Remember: it's \$70 million over two years, \$100 million over three years. It's not the way we want: it would be much better to get a couple of hundred million from the government but that's not going to happen this year. And my guess is that it's not going to happen next year. So it's a way to keep the University moving forward.

We're going to do a couple of things in technology. The first thing we did was to set **up** an IT [Information Technology] Steering Committee: I went to all the presidents and I said, "Give me the person who you trust on technology – I don't care if it's your IT director or your provost or your vice president – because this person will be speaking for you. This is not going to be the kind of committee where we come back to the presidents and say this is what we think, what do you think. We're going to make the decisions." So we're going to change the way we do recruitment, we're going to change all the civil service in IT hiring, we're developing standards that will go across the University, we're going to start buying common licensure. We took a look at licensure: everybody is

paying a different price. If you're Hunter, you pay one price; if you're Hostos, you pay three times as much. We can get the best price anyone gets and improve what we buy as a University. We'll get a better price than anybody gets and there's millions of dollars in savings in doing that. So all those issues will run through the IT Steering Committee. I did this in the City. The quality of the people at CUNY and the work they are producing is the best I have seen. I'm very, very impressed with their quality.

The reason I took the last job I had before this one at CUNY is that I wanted to do what is called E-Government. E-Government basically says that you change the paradigm about how government services are delivered. The analogy I use is the banking industry. You are actually a good group because not all of you, but most of you, are close to my age and will understand this. Remember the paradigm of the banking industry: the paradigm of the banking industry was that in order to do your banking you went in your vehicle, you went to a place called a bank, you went between 9 AM and 3 PM, Monday through Friday, and if you got through 1:30 PM on Friday and you didn't get money for the weekend you couldn't get your own money. When I talk to people who are 25 years old about this they look at me as if I'm from Mars. "What do you mean: you couldn't get your own money?" The fact is that the City and probably CUNY did give people an hour and a half for lunch on Fridays so they could go to the bank. It seems absurd now because they did change the paradigm. The paradigm became that you do your banking 24/7. You get your money whenever you want, you do online banking, and I haven't set foot in a bank in 15 years. I guess they're still there and I guess they have tellers but I don't know. That has added, probably, two hours to my life [each week], which means I can work two more hours, which is probably what I do, or I could spend two more hours with my family. In either case, that's better than spending two hours in the bank and those of you who remember, recall that it wasn't great standing in line for those two hours.

If you think about government, government delivers services in the old paradigm: except for emergency services, you go to a government office between 9 AM and 5 PM and you wait on a line. So the idea here is that you take all the government services and you put them online so that you can do your government business, whether you need a birth certificate or a death certificate or a marriage license, whatever it is, online and you never have to go to a government service.

And then after about six months after that, I realized I was really doing something dumb. Because all I was doing was recreating the government that was created in 1898 at the time of consolidation when, instead, I had an opportunity in cyberspace to create a new government. So we created a portal and said let's mix it up in a different way.

Let me give you two examples. If you have a cable complaint, what agency would you go to? You don't know the answer, nobody knows the answer. There's no reason for anyone to know the answer. The answer is my old agency, the Department of Information Technology and Telecommunications. So, instead, you create an agency for complaints: you know you have a complaint, you go there, you find "cable" by looking at a list presented in alphabetical order. Another example: if you wanted to find a basketball program for your child, where would you go? Parks and Recreation? Perhaps. The YMCA? But what agency do you go to get to the Y? You'd have to know that the agency you'd go to has changed its name, it's now DYCD – the Department of Youth and Community Development – and then you'd find out about all the non-profits. You'd also want to go to the Board of Education because you'd want to find out about after-school programs and beacon programs. You'd want to go to the Police Department because you'd want to find out about the PAL centers. You'd want to go to NYCHA to find out about all the housing authorities. Nobody knows all this. I know this because I have no life – [The Senate laughs] – but

nobody else knows this. For you as a New Yorker, what do you care? It makes no sense.

So with the portal we decided to reorganize everything. We created a Department of Recreation, and so you click on “basketball” and enter the information that you live in Flushing and there you’ll see listed all the basketball programs in Flushing. It doesn’t matter which agency is running the programs, you don’t care. And you can register online and you can find the hours of operation, you can email them. It’s a whole new way to organize the government. If you want to open up a restaurant, you don’t want to go to six places to get a permit, so we put in one place the ability to get all the permits. Then the next thing the City provides is that when you enter all the information online for the first permit, the system will populate all the other permits so you only have to enter the information once.

But then after we did all this, I realized that I was still doing the wrong thing because people don’t even care about the level of government, nor should they, that provide for permits for a restaurant. You get all your permits and everything is done and you think it’s really efficient, but then a little icon comes up telling you to not forget that you need to get a liquor license and that you have to start all over with the State of New York. People don’t want that either, so we started meeting with the State and with the Feds and talked about how you do this even across all levels of government. So that was the vision of E-government.

The other two pieces, one, which we’ll do here, too, is, you create an intranet so that you do all your business online instead of doing your business on paper: the idea is to get rid of all the paper. So if you have expenses, you put it online, and you do your personnel processing online. The City, when I was there, started a program on personnel processing. CUNY is not as bad as the City, believe it or not, but it’s still pretty awful. When you get hired by the City you get a stack of papers this large and you’re given a week to fill them out. If you’re a smart person, you can do it in a week. Most of it is the same stuff, so you fill out the first form which asks for name, address, social security number. Every page asks for the same information. So in the near future what is going to happen in the City is that instead of being given the paper, you’ll be given a password and a URL. You’ll go online, you’ll enter your name and all your other information, and every piece of paper that needs that information will get it. Then you’re only answering the supplementary information, instead of what’s happening now, which is that after you fill out the stack of pieces of paper, you bring it downtown and then someone takes it and reviews it, then someone calls a messenger who takes the stack over to this monster called DCAS [Department of Citywide Administrative Services] and they review it and then they get a messenger who brings it back to your agency and maybe eventually you’ll get hired.

So what will happen now is that you’ll provide the information online, it gets reviewed online, there’s an acceptance port, they send it over to DCAS [Department of Citywide Administrative Services] by pressing “enter.” It all happens much more efficiently. And the latent benefit is that you don’t need so many people to do it. And then you have two choices, depending on your political philosophy: if you are a conservative, you say, okay, we’re going to take that money and return it to the taxpayers, and if you’re more liberal, like I am, you say, we’ll take that money and hire more CUNY professors, we’ll hire teachers at the Board of Ed, we’ll hire more firefighters, whatever you need. But whatever the case, it’s better to spend money on that than having bureaucrats sitting in front of lines, making people wait. So it’s a good thing. So that’s the idea of E-Government. And we’re going to do a lot of that here and we’re going to do the open portal.

The first thing I did was to ask consultants to take a look at how CUNY looks as a web

presence compared to all the other universities in the United States and compared to our competitors in the New York area. And we're about in the middle: we're not horrible. Then I asked them what would it take to make us the benchmark, to have anyone who asked what is the best web presence in the United States be told that everyone knows that the best web presence in the United States is CUNY. The answer was \$5 million! So we're going to do that with a grant CUNY received from NYC's Technology Fund. And we'll actually have the first edition of that up in the Fall, when you get back from your annual leave this summer.

That will go across the entire University and will be terrific. We'll begin to do our business over it and it will help us a little more be what we call "the integrated University." And, also, no one wants the following student: the student who gets up and says, "I'm thinking about going to John Jay. Let me go to my typewriter and send John Jay a letter. And then I'm going to wait for John Jay to send me their catalogues." No one does that. When someone says, how about John Jay, they go online. And what they see online is their impression of John Jay and we don't get another bite of the apple. That's it. So it's worth having the best presence in the country and we will. It's something we can do.

I'm going to try – I bought new kneepads – so I'm spending a lot of time with my friends in the State to try to convince them to let us build a new ERP [Enterprise Resource Program] – a HR [Human Resources] system – a financial system and a new student information system, all of it integrated. That's about a \$80 million project but I have terrific kneepads – [The Senate responds with laughter] – and the new State CIO seems like a lovely guy, and the State director of technology is sensible, so hopefully that will be successful, too. So we'll get that started.

As for a new funding model: I don't want to do the details yet because we haven't talked to the presidents but we've tried to do a more sensible funding model. As best as I can tell, what has happened is that the community college model is not terrible, in that it is defined as the relationship between the amount of money you get and the number of students you get. Which is good. That seems to me to be sensible. In the senior colleges, it has more to do with the funding you got in 1922 and then you get pluses and minuses against that. But when you take a look at what should be fair, there are real differences between what each of the colleges has gotten. So we're going to try to fix that over time. Now if this were a better budget year, I would try to fix it real fast. If there were new money, I'd just give the new money to the colleges that have been historically underfunded over the years. But I can't do that because it's a zero sum total game. I understand the difficulties of taking money away from colleges and giving it to others. So we need to do it over time. At some point if we do early retirements or through the other ways we get new money coming in, we will start reallocating it *only* to the places that have been historically underfunded. [The Senate applauds.]

President Kaplowitz: We at John Jay could write the casebook on historical underfunding.

Vice Chancellor Dobrin: I'm sure. Do you remember Raymond Cortines of the Board of Education? He went out on the first day on the job as Chancellor and he visited a school and held a press conference and at the end of the press conference he was asked what he had learned. He replied that he is going to be a hands-on Chancellor, that he is going to visit the schools regularly, that the schools will feel that he is a presence, that he will be back and back again. So someone asked him whether as Chancellor he realized that there are 1100 schools and, therefore, he wouldn't be back at this school for 7.2 years. He put his head down, understanding what he was facing.

Fortunately, we have only 20 responsibility centers here and so every week I visit a different

campus and so I've visited them all already and so I know what every one of them looks like. It's a mixed bag at CUNY. We have some terrific facilities: I spent a lot of time at Baruch yesterday, which is terrific; Kingsborough is terrific; there are a lot that are terrific. We have a number that are architectural treasures, which are a little down at the ear, such as City and Brooklyn. I was at City last week and it is really remarkable but that takes some money. You don't want to let go of those goals. And then we have a number of campuses that have great needs. Leaving out John Jay, I thought Bronx Community College had great needs; I thought New York City Tech also has great needs as does Medgar Evers. You are a special case: I don't think this is the worse facility in the world. It's not a good facility.

But you are tremendously overcrowded. I looked at the preliminary enrollment numbers and you are on your way to being even more overcrowded. Now that's a wonderful thing, because it means you're running a great program and people want to come here, which is great. Post 9/11 will, I imagine, just accelerate that interest even further. But we have to get you a good facility. And we have that in the budget and as best as I can tell everyone has approved it.

I've tortured my friend Tom Murphy [the head of **DASNY**], who wants to do this, so I know it's not him. The Governor's people tell me that this is close to getting approved now, really approved, so I'm hoping that's the case. This is the Chancellor's and my number one priority in terms of a facility. [The Senate applauds.] And so we will stay on this. Last night I went to Tom Murphy's goodbye party as the head of **DASNY** and I asked him, "Tom, what are you going to do next?" He said he was going to do consulting and so I said, "That's good: you can consult on getting John Jay's Phase II because that's our number one priority." Gerry Lynch was standing behind me and heard me and can tell you that this is what I said. They all know that Phase II is our number one priority and I believe it will happen.

As for Governors Island, I was with the Chancellor when the Deputy Mayor for Operations, Marc Shaw, called and said the Governor and the Mayor were talking and that they were going to Washington to speak with President Bush the next day. The call was about whether CUNY would be interested in being the anchor tenant on Governors Island. Naturally it's nice to have an island in the harbor. We are in the process of negotiating with everybody. Very quickly, by which I mean possibly this month, the City and the State are going to try to get control of Governors Island from the Feds. As I understand it now, after all is said and done, there has to be **an** environmental review, which means I've lost a little bit of my interest because it will take a while. But I think it is very important for the City and the State to get Governors Island.

Have any of you been on it? If you want to go, just let me know. When you're on the Island you feel like you're in a New England town and then you look out and see the best views of New York that there are. And, at the northern end of it, it looks like a college campus. The Island will be a 50-acre park – that seems to be the only thing that is for sure. Some portion of it will be for an educational program, it looks as if that educational program will be CUNY. Some portion will be revenue producing because one of the assumptions is that this will be cost neutral in terms of operating expenses. The only thing that I have seen in all of the studies of the Island that would raise sufficient money for the operating expenses is a gambling casino and if you take a look at the City's history with OTB, even if we were to do gambling we'd probably lose money.

There are a number of things we could do. But the basic deal is that as we get space on Governors Island, that would free up space at CUNY for additional high schools. The good news about that is that the high schools would be the students who took the City-wide tests for Stuyvesant

but didn't quite get in, students who are the cream of the crop who didn't get to go to a specialized high school, and that's a population to have on our campuses because these students see our programs and it becomes more likely that they would come to *CUNY* for their college studies. So it's not a bad thing in itself but – I'm talking to the right audience, I suppose – a lot of our colleges are pretty crowded. If you look at utilization rates, York, for example, is not at 100%. John Jay is the highest in terms of utilization rates of any of the colleges.

And as for the [PSC] contract: you'll now know more than anyone in the City other than the Chancellor. I called the Deputy Mayor and got him to torture Jim Hanley, who is Director of Labor Relations, who was holding it up with two things. First, we had no money for the contract because the prior administration stopped funding *CUNY*'s collective bargaining agreements – I'm always reluctant about contracts that say: there's good news, you're getting a raise but you're being laid off. I think it's just bad public policy. The City has never done that but I think it's bad public policy. So we put into the agreement that the contract had to be funded before we actually pay out the increases so we don't have to eat the University to do it. The State is always willing to fund our collective bargaining agreements; this was only a City issue. And the Mayor in the Executive Budget put in \$9 million in labor reserve to fund all the retroactive money, which was all that we need, and to put in \$12 million of the \$15 million we need for ongoing expenses, which is close enough, because we'll probably get additional aid from the State in per capita funding, which will almost take care of it. It's close enough that I would consider it funded.

And then the other issue is that it was not exactly the pattern because of some agreements made within the contract and so the Office of Labor Relations has to sign off on it and the Director of the Office of Labor Relations has been tied up with the police arbitration and just hasn't got to it. So I spoke to him two days ago and he promised me he would try to do it by today or by next Friday, at the latest. Then everybody will vote and it will be what it will be but I think it's a very good contract. I think it's good for the faculty and, more importantly, I think it's good for the students.

What I've become good at – I'm bad at a lot of things – but what I've become good at is starting new jobs because I do a lot of it. And when I start new jobs there are always lots of competing values that are all good. You pick one thing and you run every decision you make against that value. So the one I'm going to use at *CUNY*, while I'm here, is what is good for individual students. At the end of the day when you make decisions you run it against that and I think if you take a look at the contract that everyone's negotiated together, it's a really good contract if you ask: is it good for students? Because it does have nice provisions for students, such as office hours for adjuncts, which is always very important for students. It was a strange negotiation, in truth. I think that everything the faculty wanted is something I'd want, too, because it was good for students and everything that we want is good for students. And so it was unusual.

So that's who I am, that's what I'm trying to do, that's where I think the state of *CUNY* is from my side of the house. I'll be happy to take questions. My question of you is what should I know about *CUNY* that I don't know, which is a lot.

President Kaplowitz: You already know Ned Benton. I'd like to introduce Tom Litwack, who is a member of our Forensic Psychology faculty. He is both a lawyer and a clinical psychologist and is the Chair of the Faculty Senate's Fiscal Advisory Committee, and therefore, is the counterpart to Ned, who is the Chair of the College's Budget Planning Committee. Ned has provided some charts for today's meeting [Attachment C], which are in front of you and which the faculty here have.

Professor Ned Benton: I know that you are already familiar with the funding situation at CUNY but I've brought these charts in case any questions do arise about the fact and extent of John Jay's underfunding.

Sr. Vice Chancellor Dobrin: Thank you, Ned.

Senator Tom Litwack: Vice Chancellor Dobrin, you've said almost everything I had hoped to hear about the funding. You clearly recognize that we have tremendous inequities here at CUNY and that you are going to do what you can within the budget limitations to correct that. I assume that a fair amount of the savings that you hope to achieve through all those initiatives would go to reducing inequity?

Sr. Vice Chancellor Dobrin: Probably not. Let me tell you why. I'd like to be able to do that but let me tell you why I wouldn't do it. The savings at the end are going to happen on the campuses and if I say, for example, to the President of Brooklyn College that I really want you to spend your time with your staff being creative, that it's really important, that I want you to stay up nights, I want you to think in the shower, so that I can then take that money and give it to John Jay, knowing human nature they are not going to do it. But the other things, like the early retirements, are different.

President Kaplowitz: Not only early retirements, but deaths, resignations, and subsequent retirements.

Sr. Vice Chancellor Dobrin: Exactly. There are a lot of other things we **can** do that don't require that kind of creativity, but productivity won't work. Now I could take some things that we are going to do at Central to have even more productivity and we could think about doing that with some of those. That is possible. But most is going to be campus based. I can't say to Brooklyn College: "Put up the tennis bubble and give the money to John Jay."

Senator Litwack: No, no. We don't expect that. But to the extent that you are saving through centralizing operations which over time might save money centrally I know you can only do what you can do and I'm glad you acknowledge that.

Sr. Vice Chancellor Dobrin: The other thing that is going to come up is competing values. One of the things we've said, which I think is right, is that we want to use – I don't know if it is a competing value – we want to use the money to hire more full-time faculty. Now we can hire more full-time faculty all in one place or in two places or in five places, but it's a good point – with the Central money I think we can seriously think about it.

Senator Litwack: Of course, you can only do what you can do but the question for us is, given the fact that we can't expect more from the State for a long time, which I totally understand, how else can equity be achieved? Equity, for us, is particularly in the full-time faculty area, as I'm sure you know. Then the question is how can that inequity be remedied or be even close to being remedied?

Sr. Vice Chancellor Dobrin: I think over time there will be things like early retirement programs which raise a lot of money, which can be used when we make our decision as to how we want to use that money.

Senator Litwack: And that money could go, and should go –

Sr. Vice Chancellor Dobrin: Could: because I don't speak for the Board of Trustees, but that money could be used in that way.

Senator Litwack: I guess we're asking for two things, basically. You're aware of it so I'll just say it quickly and save time. One is that the funding model be objective so that at least we know where we're at objectively; in other words, so that we know in a way that is totally objective.

Sr. Vice Chancellor Dobrin: One of the things I'm committed to – I'm always objective, it's just my nature, it's a bad quality – is that I tell the truth all the time. And one of my – few – very good qualities is that my thinking is transparent: you can follow my thinking patterns easily by what I say. I lay my logic out, for better or for worse. I want the budget to be transparent. I want everyone to know that this is the budget, it is what it is, these are the assumptions we built into it, these are the reasons we built the assumptions into it, and then people can disagree and that's okay because all the tough decisions are 51/49 anyway, in terms of who's right and who's wrong. But we want everyone to understand why we did what we did and that it wasn't because someone's uncle works there, or that's my alma mater or that's not my alma mater, or that we like the president or that we don't like the president. It will have a logic to it and the logic will be transparent.

Senator Litwack: And, secondly, there will be some kind of a plan to remedy the inequity

Sr. Vice Chancellor Dobrin: I think we will have the model before we have the plan.

Senator Litwack: The model comes first. That's for sure.

Sr. Vice Chancellor Dobrin: In some ways I'm sorry I wasn't here for the last ten years because there was a lot of money in the City and in the State during the last ten years.

President Kaplowitz: CUNY's budget information is going to be on the CUNY website very soon and that is wonderful and the increased transparency is wonderful. Sherry Brabham and Ernesto Malave have been terrific as has Chancellor Goldstein and you, Allan, ever since you became Senior Vice Chancellor. But the point is not only that John Jay has been inequitably funded. There's another aspect. First of all, you said at the end of your opening remarks that we should think about your question about what you might not know about CUNY. I don't know if you know this about John Jay: do you know that there was a time when we had majors in virtually every liberal arts and science discipline – we had majors in English, History, American Studies, Sociology, Psychology, Chemistry – in virtually every discipline, except, that is, theology – and then the fiscal crisis of the mid-1970s hit.

Sr. Vice Chancellor Dobrin: There's no relation, I take it, of not having a major in theology and the fiscal crisis hitting?

President Kaplowitz: [Laughing] No. We were not struck down because of guilt, punishment, or shame.

Sr. Vice Chancellor Dobrin: Maybe shame.

President Kaplowitz: If we wanted to ascribe a theological explanation it may be that we experienced an absence of grace. But no, that wasn't the connection. But you are right, there was a connection between our loss of all our liberal arts and science majors (except Forensic Science) –

we lost 13 majors – and the fiscal crisis: the Chancellor at the time, Robert Kibbee, decided that he had to close campuses and he chose campuses that he thought would have no base of support. We were relatively new, we taught law enforcement officers, we didn't have a recognizable name (many still now think of John Jay High School in Brooklyn when they hear John Jay), and we had students from all the boroughs rather than from a concentrated, identifiable, organizable geographical area, and so we were targeted.

Sr. Vice Chancellor Dobrin: That I did know.

President Kaplowitz: Our students marched, our law enforcement students marched, the police officers on duty let the marchers go by without asking about permits, and so forth, and we prevailed but at a tremendous cost on two fronts. One, we had to give up 13 majors, every major that we offered except those majors directly related to the mission of criminal justice –

Sr. Vice Chancellor Dobrin: Is that still the case?

President Kaplowitz: Yes, that is still the case. And I think that loss and continued loss of a full offering of liberal arts and science majors hurt us as a college and continues to hurt us academically and in other ways. We made the best of the situation –

Sr. Vice Chancellor Dobrin: This was 1975,1976?

President Kaplowitz: Yes, that's correct. And as a result, the pool of students interested in attending John Jay changed and so the nature of the mix of students in our courses is very different than it used to be. For example, one of our very well known graduates is Larry Seabrook, who was a history major here in the early 1970s while working as a police officer with the NYPD. Lots of our law enforcement students chose to major in liberal arts while also taking many courses in criminal justice areas to increase their professional abilities and knowledge. And many students interested in going into criminal justice/law enforcement work, chose to major in the liberal arts while taking courses in the "mission" areas.

Sr. Vice Chancellor Dobrin: You could make the argument that having liberal arts training rather than just reinforcing police training makes sense.

President Kaplowitz: That argument was the very basis of the creation of this college as a liberal arts college at which all majors were offered. And we do still offer courses in the liberal arts: part of the agreement in 1976 permitting our College to remain open was that we could offer as many liberal arts and science courses as we could mount, given our resources and given the interests of our students but that students could no longer major in any of those disciplines. So we do offer literature courses and history courses and philosophy courses but the pool of students is such that if they are interested in these fields they do not apply here and if they are not interested but become so interested by these courses, which they are required to take as their core curriculum, that they want to major in these fields, they then transfer to one of the other senior colleges, including Baruch, which although, like John Jay, is a special mission college, offers majors in all disciplines and has, for example, terrific majors in not only English but in journalism as well, with Distinguished Professors appointed to those and to other liberal arts departments. But we have made the best of the situation and we have made many of our surviving majors extraordinary.

But there was another cost to our survival as a college: we lost almost \$3 million of our

annual base budget at the time of the loss of our liberal arts and science majors and the loss of those majors was the rationale and so the other price was the immediate cutting of our annual budget by 14.5%. Because we were one of the newer colleges, we were already underfunded compared to the four older colleges – City, Brooklyn, Queens, Hunter – and then we lost 15% of our base budget. As a result, since 1976/77, we've had a far smaller base budget than any of the other newer senior colleges. And that gap has been growing over the years. That is partly why we're so severely underfunded. The other reason for our extreme underfunding is political – we are not a college that has enjoyed a strong political base among the legislators in Albany, partly because our students come from all five boroughs in equal numbers as well as from the tri-state area.

But another cost to the loss of our majors is that as a result of offering a limited spectrum of majors, we are not seen as, or perhaps I should say, we are not treated as, truly a part of the University in many ways. For example: the creation of the flagship programs and the flagship lines. We have received zero flagship lines, because we don't have majors in, for example, foreign languages, although we offer courses in foreign languages; we don't have majors in physics – the photonics flagship area – although we do have the only major in Forensic Science in the State; we don't have a teacher education program, although at one time we did; the two new areas listed in the Budget Request for FY2003 for flagship status and, therefore, for additional full-time faculty lines – art history/visual arts and biological sciences – are, again, disciplines in which we don't have majors.

We are a flagship campus in and of itself and, despite this, besides being extremely and inequitably underfunded in terms of our base budget, we are treated in a negative way in terms of other resources because we don't fit any traditional model. Four members of our Library faculty are here and they can give you specific data but the point is that our Library, which is a criminal justice specialized library, is the most severely underfunded library among the senior colleges of CUNY and yet it is the only source of information at CUNY in that field. The doctoral program in Criminal Justice is housed at John Jay because of our Library and because of our labs but we are not able to adequately serve our students or our faculty. So talking about having the best portal in the country: we have the potential to have the best programs in the country and many already are: we have the best forensic psychology program in the country – is that not right, Tom?

Senator Litwack: Yes.

President Kaplowitz: You need to know that everyone who knows Tom knows that he is absolutely, scrupulously honest. Ned Benton's graduate program in Criminal Justice Policy is the one that was rated #1 by *USNews and WorldReport*. We have an outstanding forensic science program except that Forensic Science has tremendous difficulty recruiting faculty – they have three vacant lines. Do you know why? You have to come with me one day to North Hall. The labs are so old, so inadequate, so unsafe – for our students and for our faculty – that forensic scientists choose to not come here because they feel they can't do cutting edge research here.

Sr. Vice Chancellor Dobrin: One of the things I saw across CUNY – if you asked me the worst thing I saw in terms of facilities – is that the labs are terrible almost everywhere. Which doesn't make it okay. But it does mean that John Jay is not alone in this problem.

President Kaplowitz: But the difference is demonstrable in that the other colleges are able to recruit science faculty. Science faculty visit here and then choose other places, outside CUNY, such as Rutgers, which does have state of the art Forensic Science labs. These are opportunities for greatness as well as opportunities to truly serve the people of the City and the State because of the

subjects that we do teach and these are opportunities where we are really missing the boat. We are missing the possibility of greatness because we are starved for resources.

Sr. Vice Chancellor Dobrin: The deals on the majors: is that codified anywhere or is that just a handshake?

President Kaplowitz: It was codified in 1976 by a Resolution of what used to be called the Board of Higher Education and is now called the Board of Trustees. The Board Resolution stated that the programs in Criminal Justice and related fields offered by John Jay are to be continued but that majors in liberal arts and sciences are to be eliminated.

Sr. Vice Chancellor Dobrin: The Board of Trustees meets once a month and they can change such a policy: that would not be a big deal. If State legislation had been enacted, that would be different.

President Kaplowitz: There was no State legislation, to my best recollection. But I will double-check that. As I recall, there was only a one sentence policy item that the Board approved and that was all. And when you see the various charts, the various data, published in *The Chronicle of Higher Education* college by college, John Jay is never listed, even though all the other CUNY senior and community colleges, all of them, are because John Jay does not fit into any category: there's no category for us because we are an anomaly. There is no college that offers baccalaureate degrees, masters degrees, houses a doctoral program – and hopes to soon house a second one in Forensic Psychology – and doesn't have a History major or an English major or a Psychology major. It is an absurdity. The richness of our faculty – because many of our faculty came to John Jay when we did offer a full panoply of majors in all the disciplines and we were able to teach electives enrolled in by students majoring in those disciplines – was and continues to be fabulous because the faculty also believe in the mission of this College. We did make the best of our situation but we could be so much stronger – intellectually richer and academically stronger.

Sr. Vice Chancellor Dobrin: What was the rationale at the time? I assume it was to save money.

President Kaplowitz: Yes, that was the explicit reason. But it was done, I believe, to bring us to our knees, to punish us, to say that we can continue to exist as a college but we have to pay a real and public price for winning a fight that was never expected to be waged in the first place. Bob Kibbee, the Chancellor, used to tell the story that he realized that John Jay could not be closed when a cabdriver, who picked him up at 80th Street, asked him as soon as he got into the cab, “What is going to happen to John Jay?” The message that 80th Street kept hearing from everyone was that John Jay shouldn't be closed because those are our police officers who go there and we need educated police. And when Chancellor Kibbee realized that it had gotten to the point where the cabdrivers knew about the struggle and were siding with the College and with its students, because we had been broadcasting radio commercials and magazine ads, he knew that he couldn't close John Jay. He had thought he could do so without anyone noticing, much less anyone protesting. Margaret Mead wrote to the Chancellor and permitted her letter to be quoted in full-page magazine ads and in radio ads in support of John Jay and of an educated police force. So I think it was punitive because the plan to close John Jay, which became known to everyone, made 80th Street look as if it was lacking in vision and as if it was lacking in its commitment to the people of New York.

Sr. Vice Chancellor Dobrin: It wasn't just to get rid of majors and, therefore, to get the enrollment down and thus save money?

President Kaplowitz: We did lose a tremendous number of students as a result – 25% of our enrollment in the very first year. You are certainly correct that our enrollment did decrease dramatically but I don't know that 80th Street projected that that would happen. I don't know what kinds, if any, scenarios were run.

Professor Benton: Wasn't it also that 80th Street wanted to reduce the number of duplicative colleges and programs? Since all the senior colleges were already liberal arts colleges, wasn't it a desire to have truly specialized colleges? And wasn't it the idea of having excellent English majors by having fewer of them, for example. It was a concept but not necessarily the best concept.

President Kaplowitz: Yes, but none of the other colleges lost any of their majors, not Baruch, which was a specialized college, not York, which was one of the colleges targeted for closing, along with John Jay. We're not even permitted to have a major in the liberal arts, which New York City Tech does. New York City Tech is permitted to admit 10% of its entering class each year from among those who plan to major in the liberal arts so that there can be a diversity of intellectual talents and intellectual interests among the students.

Sr. Vice Chancellor Dobrin: Has this been looked at since Jerry Ford was President?

President Kaplowitz: Ever since President Ford told NYC to "drop dead"? Every time I've raised this at the College, the administration at John Jay has said that they can not broach this with 80th Street. I haven't raised it at 80th Street. And so, as far as I know, it's never been looked at. The sense of those of us who have raised it at our campus is that there's a fear that we'd be punished by 80th Street if the College even raised this issue with 80th Street. [Several senators agreed with this interpretation of the situation.]

Sr. Vice Chancellor Dobrin: Let me ask some questions. May I?

President Kaplowitz: Absolutely. We want you to.

Sr. Vice Chancellor Dobrin: I like being at *CUNY*. I like it a lot.

President Kaplowitz: I have to tell you that your predecessor, David Freed [the first CUNY Senior Vice Chancellor and COO], was here in December as our guest and he resigned a month later. [The Senate laughs.] We don't want each Senior Vice Chancellor and COO to resign shortly after meeting with John Jay's faculty. [The Senate laughs.] So for that reason but more importantly because you are doing a terrific job and have terrific values, please stay at CUNY a very long time.

Sr. Vice Chancellor Dobrin: I really like the culture at *CUNY*. I really like people who are really smart. Everyone I deal with is really smart. It's a pleasure. I haven't always been in that situation. There's one thing I wish would happen more: I go to meetings sometimes and will give a presentation and no one will question me. There will literally be no questions. Is the history such that if you disagree, in a respectful way, or have another opinion, people get punished? What's the culture?

President Kaplowitz: You were just at the University Faculty Senate and you were asked lots of questions and lots of challenging ones by the faculty there.

Sr. Vice Chancellor Dobrin: Yes, everyone asked me lots of questions – and that was great, just

great.

President Kaplowitz: And when the Chancellor meets with the UFS, he gets lots of questions and lots of faculty challenge and disagree with him as well. It happened when Chancellor Goldstein came here and met with John Jay's Faculty Senate for several hours.

Sr. Vice Chancellor Dobrin: What I'm describing and asking about happens a lot.

President Kaplowitz: The way the faculty interact with the Chancellery is actually quite different from the way many of the presidents and other college administrators do, and there is, in fact, a history to that.

Professor Benton: That's true. Over the past decade, there have been chancellors at *CUNY* who have been very intimidating to the presidents. The presidents were expected to behave in certain ways, expected to say certain things, expected to carry certain kinds of messages, and there certainly wasn't a lot of debate. And then at the same time, there was a major initiative out of the Chancellor's Office about academic programs that was a kind of industrial model in which everyone had to produce plans and the Office of Academic Affairs had to review the plans and the plans had to have priority areas for excellence with the object of eliminating programs that couldn't demonstrate excellence or the establishment of excellence within a given timeframe. It was very formulaic and it created a lot of intellectual tension that made it difficult to have creative discussions because you were constantly painted into frameworks. I think the atmosphere is quite different now.

Sr. Vice Chancellor Dobrin: Every meeting I go to I'm going to try saying that nothing bad will happen if we have a conversation. I will say that having conversations is not a bad thing but a good thing.

Professor Benton: I would say that was not true at times during the last decade; it literally was not true.

President Kaplowitz: It was certainly far less true for the college presidents and the other college administrators than for the faculty.

Professor Benton: Karen is right in that you wouldn't find faculty getting fired for questioning or disagreeing, but if you tried to buck the conventional wisdom about the academic planning paradigm, if you questioned the notion that somehow 80th Street could figure out which programs were going to be excellent and at which point those programs were going to be excellent, then you really did not get a reception.

President Kaplowitz: This was before Louise Mirrer [became Vice Chancellor for Academic Affairs].

Professor Benton: Yes, that is true.

President Kaplowitz: And these reports Ned is describing would be sent to the campuses on a Tuesday and be due back on a Friday and so people were busy all the time doing these reports and then not see any meaningful changes. It was the equivalent of your example of standing for hours on line at a bank except at the end of the wait, you didn't get any money.

Sr. Vice Chancellor Dobrin: That's a very good metaphor.

President Kaplowitz: It's important to know this history of John Jay and to know how we got to be so underfunded to begin with and the way that the unusual nature of John Jay has made us become a kind of odd college out. And one of the things, as a result, is North Hall, which Ned has come to today's meeting especially prepared to discuss.

Professor Benton: One of the things you said in your comments to us about CUNY's buildings is that John Jay's facilities are not awful but just crowded. Have you been in North Hall?

Sr. Vice Chancellor Dobrin: No.

Senator Litwack: [Laughing]: That's why you can say that!

Sr. Vice Chancellor Dobrin: Although I have been on every campus, I have not been in every building on every campus. To be fair, in the case of John Jay, I came over and had lunch with the President and didn't do a lot of walking around. But I've been to John Jay a half dozen times.

Professor Benton: North Hall houses 70% of our classrooms. So since we have 11,000 students, we have 8,000 students taking classes in North Hall.

Sr. Vice Chancellor Dobrin: Let's go look at it.

Professor Benton: We moved the Library to this building when this building that we're in right now opened [in 1988] and the space where the Library had been was space which we proposed that we would gradually grow into. But with regard to the last part of that space we were going to grow into we submitted a plan but the City has held us up because they found what our faculty knew to be the case: there are so many firecode violations that they said we tripped the particular wire which requires that the entire building be brought into compliance in order to do the particular improvements. So we actually have empty space in North Hall that we'd like to turn into classrooms that we can't get to because in order to do something in that space we'd first have to deal with all the firecode violations. The architect that was going to do that project has now been asked to survey and tabulate all the various dangerous code violations in the building. North Hall is the building that houses the Protection Management faculty and the Fire Science faculty and so those faculty know about all these violations.

In fact, Glenn Corbett, a member of the Fire Science faculty, who you've read about in the paper, who has been involved in the investigation of the collapse of the World Trade Center buildings, points out that when he gives assignments to his students when they are learning about building codes and variations from building codes and building code violations, the students don't have to leave North Hall if the assignment involves finding examples. There's no "distance learning." The students can just stay inside North Hall and do the assignments.

Senator Kirk Dombrowski: Ironically, this is one situation in which we actually have an excellent lab for student study.

Sr. Vice Chancellor Dobrin: I'd like to be able to tell you that that was by design.

Professor Benton: I'd like to briefly take you through the photographs that I took for today's

at 445 West 59 Street. This building is too small, ill-equipped, and too dangerous to conduct **an** academic operation of this size currently situated here. During our visit, traffic congestion on the stairways, in the corridors, and in the extended distances to emergency exits made it apparent that a rapid evacuation would be very difficult if not impossible. Furthermore, there are apparently no sprinkler systems in most areas of the building. It is incongruous if not downright hypocritical to deliver fire safety education in such surroundings [Emphasis added]. Classrooms are dull, nondescript and difficult to find. Fire program classes are often in classrooms scattered throughout the building without any home base for students to congregate. The educational environment would be significantly enhanced with a new facility in which classrooms could be grouped together by academic program to the extent possible."

Among the recommendations listed at the conclusion of the external evaluators' report is the following statement:

"We recommend the administration acquire a new building for the fire programs and for most other academic programs. The new building should have adequate emergency egress and other fire protection features that are sorely lacking in North Hall and which may generate the potential for scepticism about the administration's commitment and support of fire protection at John Jay College. The new building should create an educational environment that is dramatically better than the dilapidated physical plant in which most classes are now held and in which most of the faculty have to work."

The other program review that Ned mentioned was of the undergraduate major in Criminal Justice Administration and Planning. One of the external evaluators was Le *Ann* Shelton, an attorney and architect [of the firm of Silver & Ziskind, Architects, Planners, Interior Designers at 233 Park Avenue South, New York City]. The other external reviewer was Cole Blease Graham, Jr., of the College of Criminal Justice at the University of South Carolina in Columbia, South Carolina.

The evaluators' recommendations about the physical plant, based on "comprehensive tours of the physical facilities" are as follows:

"RECOMMENDATION 5-2: The College should consider relocating all academic programs from the North building.

A. Fire and Safety Issues

During our visit to the campus, several serious fire and safety hazards were apparent:

1. Doors separating fire compartments are fixed in an open position. It was reported that several are left open because of broken locks, latches or door frames.
2. Travel paths to exits are circuitous and difficult to follow.
3. Both classroom areas and offices appear to be at capacity. Adjunct faculty are crowded into offices, and during peak hours of attendance, students stand or sit in the hallways, blocking means of egress.
4. Due to the building configuration, the front stair is heavily used, particularly between class periods. In an actual fire emergency evacuation, there may not be

meeting and that you now have in front of you and which I've just also distributed to the members of the Faculty Senate. [The packet of photographs is available from the Faculty Senate Office.]

Sr. Vice Chancellor Dobrin: I'd like to look at the pictures but I'd like to take a walk through North Hall with you also.

Professor Benton & President Kaplowitz: That would be terrific.

Professor Benton: But on Fridays you won't see the same things you see in these photos because we have fewer students on Fridays. In the first photograph, you have students between classes and you can see the density of students in the building. The second picture shows students coming down the central stairway of the building and the concern that I have – I have a background in Fire Science and my faculty have an even greater background in this field – is that the building needs to have its vertical circulation rethought because what happens is that you've got the fourth floor people getting into the stairway, congesting with the third floor people, then congesting with the second floor people, and then congesting with the first floor people who are trying to get out. And then simultaneously, you have all the other people going up the same stairway at the same time. This is all occurring within a 10-minute time period between classes.

Sr. Vice Chancellor Dobrin: How many floors are in North Hall?

Professor Benton: There are four floors. Our concern is in the context of the trampling tragedy at City College in the early 1990s and the Happy Land fire tragedy a few years later in NYC. This is what happens when you have a panic situation, whether it's a trampling situation, or a fire, or a destruction. People from outside CUNY have come here to conduct a review of the Criminal Justice Administration & Planning major and also of the Fire Science major –

President Kaplowitz: – as required by CUNY's Board of Trustees of all majors at all the colleges –

Professor Benton: – and these people looked at North Hall and said: "This is dangerous." And they said so in their reviews.

President Kaplowitz: Ned, do you mind if I read excerpts from the reports? I brought the external reviews you mentioned.

Professor Benton: Please do.

President Kaplowitz: Allan, would you be willing to hear these excerpts?

Sr. Vice Chancellor Dobrin: I'd very much appreciate hearing them.

President Kaplowitz: This first excerpt is from an evaluation by outside evaluators that was written by the Chief of Training of the Bureau of Training of the Fire Academy of the NYC Fire Department and also by a Professor of Fire Protection Engineering at Worcester Polytechnic Institute in Massachusetts, who together visited John Jay in 1997 for the purpose of the external evaluation of the Fire Science programs. Under the category of "Facilities," the report states:

"Classes and faculty and staff offices for the fire programs and apparently for many other academic programs are located in North Hall, a former shoe factory

sufficient capacity to handle the flow. Since it unlikely that someone will actively direct occupants to alternative exits, there is the possibility of a trampling incident.

B. General Conditions

The physical facilities in the North Building do not facilitate the educational process, in general, and significantly impact the provision of the CJAP major:

1. The building is a maze of anonymous corridors, offices, and classrooms. There is little distinction between one area and the next, which tends to de-personalize departmental areas and the faculty who support it. Compared to the South building [sic], the North building lacks personality, or more specifically, an inspiring academic personality.
2. The bathrooms are heavily used and undermaintained. As the day proceeds, their condition becomes unsanitary.
3. The mechanical system appears to be undersized. Faculty report that air conditioning is problematic. Classrooms and offices are frequently either too hot or too cold.

RECOMMENDATION 5-3:

An effort should be made to construct new facilities on a site adjacent to the South building. Relocating programs from the North building to the proposed site would establish a campus-type setting for the College and thus enhance the overall academic environment for students in John Jay College.”

This external review was six single-spaced pages: the comments on the physical plant comprised more than a full page of the report, indicating the seriousness of the problems in the view of the external evaluators of this program.

Professor Benton: Karen, thank you. To continue with the photographs: the next photograph shows other students in the main stairway. If you look at the lower left hand corner, at the feet of the students, you see that those students are not walking, they are not moving. They are standing still. They are waiting for the congestion to decrease so they can start to go down the stairs. This is just the normal time between classes. This is not an emergency situation. This is not a fire drill, but if you add an element of panic to the situation, I have every reason to think there would be injury. The next photograph shows a student walking through a door: what is significant is that the photo shows that someone has taken a trash can to hold that door open; that door is a fire escape door because people use what are fire escapes for the circulation of people.

So here we have a situation in which a door that is designed to be a smoke barrier is not going to close and is not going to latch. DASNY had a project to deal with the closing and latching problems four years ago. The flaw in their project was that they installed magnetic hold-open devices in only a third of the doors; those doors worked perfectly and are still in perfect condition; they are not in the least bit deteriorated; their frames are fine. But the other two-thirds of the doors on which magnetic hold-open devices were not installed are being opened and closed by 8,000 people a day and they wear out and so if you look at the next photograph, you'll see a typical condition, which is that the doorframe has warped, the floor is uneven in the first place, and so you can push the door and it stays open by itself.

I do a walkthrough regularly. The last time I took a look was a month ago: I walked through the building to do a survey. Typically, every single fire escape had at least two doors that would not latch; you could just push your way through them which means that they do not function as smoke barriers. The smoke creates a draft and then the smoke will move with the draft and that's why the doors need to latch but they don't. And that's in addition to the doors that are purposely held open, such as with a trash can. The next photo is another example and the one after that shows an example of a doorframe that has warped: you can see where the pins are located. And so the door and other doors like this one simply can not close or be closed. And this is a fire door. This is a door that was replaced in DASNY's project within the last four years. The frame of the door gets warped because the building shifts and because of the continuing wear on the building.

The next photo shows the ceiling. If you look at the lower left hand corner of the picture someone has stuffed a piece of paper to keep that fire door open: when you have so many people trying to move around a building that is built for far fewer thousands, and when someone gets the idea of facilitating that movement by keeping a door continuously open, then other people start doing the same thing to every door they encounter so that everyone can move more quickly. And so what we have done is to defeat the fire protection system of the building. But this photo also shows the wet and stained ceiling – this is part of the ceiling on the third floor – this is where water comes in through the roof, which is above the fourth floor, goes through the fourth floor, out onto the ceiling of the third floor.

President Kaplowitz: If Ned had taken photos a little while earlier after it had rained, you would have seen large plastic buckets lining the corridors to catch the water flowing from the ceilings.

Professor Benton: I'm not being critical of the internal administrators of John Jay nor of the B&G [Buildings and Grounds] staff. They replace these things all the time; they try to keep the building clean; they try to repair the latches. These are DASNY projects: the last project was a DASNY project and the roof repair project was a DASNY project. We have been experiencing a situation that has been going on for years in which every time it rains, our B&G staff has to put out the plastic buckets to catch the water and have to put out the yellow tape so students don't walk and slip on the floors, which means that half of the doors are in the middle of a downpour. That means that the students can't use those doors and that creates more concentration elsewhere and, in fact, further damages the doors.

Sr. Vice Chancellor Dobrin: Is there any hope of fixing this building?

Professor Benton: There has to be hope that this building can be fixed because even if Phase II is started tomorrow, it will be five years before we can vacate North Hall. **DASNY** has tried to do things but when they came prepared to use non-magnetic devices on two-thirds of the doors my faculty said that not only will those doors never function with such mechanisms but the cost of repair will triple as a result.

Sr. Vice Chancellor Dobrin: What was DASNY's response?

Professor Benton: I don't deal with DASNY.

President Kaplowitz: One of the problems is the requirement that we use the lowest competitive bidder even when we know that the lowest bidder is inept and has been inept at other jobs at *CUNY*. There must be a better way of determining which contractors may and may not participate in the

bidding project. A year and a half ago we spent \$1 million repairing or trying to once again repair North Hall's air conditioning system. The vast majority of the classrooms – and most of the offices, faculty, staff, student services, and student club offices – have no windows and the rooms are between 90 degrees and 100 degrees when it's hot outside and the air conditioning is not working. The contractor who won the bid had a terrible history and we anticipated that the job would not be done properly. And sure enough, the air conditioning did not work after the job was supposedly completed. We're all anxious for fear that the system will not work again this summer or this fall.

Professor Benton: Actually, it was not the air conditioning system itself that was as flawed as the design for the air conditioning. And that system design was done by an architect hired by DASNY. The next two photos also show the roof leak problem and then you'll see a couple of photographs of boxes: these boxes are being stored in a fire exit area and they are holding open a fire exit door. The boxes also point out the problem that has been created by trying to maximize our space – when we have adjunct “office hours” we are going to have to call them adjunct “corridor hours” – and as a result we don't have storage space and so we wind up storing things needed by 11,000 students in places such as fire exit doorways. The next photograph shows students on a line waiting to get into the bookstore and as you can see this line is a double line: the students on the left are behind the students on the right – they are all on the same winding line.

The reason for the incredibly long line is that the bookstore space is too small and the bookstore's storage space is too small and so the bookstore doesn't function very efficiently. And if you look at the last photograph, you realize that the previous photo did not show the end of the bookstore line: this picture is looking from around the corner: you go around the corner and you line up along this hallway and then you circle back down that hall and finally get into the hallway shown in the previous photo. The degree of crowding is extreme.

You talked about what is best for the students and you also talked about the paradigm of wasted time caused by waiting in line: at John Jay we have both – these conditions are not best for the students and we are using their time in unproductive ways. North Hall is a building that really interferes with our ability to serve our students, places the students at risk, places our City's heroes at risk. What I wanted to convey to you is that this really, really, really is awful.

Sr. Vice Chancellor Dobrin: You're doing a very good job! [The Senate laughs]

Senator Dombrowski: And at the end of each semester, photos of those same endless lines of students can be taken outside the academic computing labs as students wait to use computers to complete end-of-term assignments.

Sr. Vice Chancellor Dobrin: What I need you to do is to show me all this but not on a Friday afternoon. On Friday afternoons I tend to be in a playful mood and so when a president complains about space I might say that I'll come over on a Friday afternoon at 4 PM to take a look because I know that most campuses are less crowded at that time. But I want to come over when I can see the situation as it really is at John Jay: it will make me a better advocate. Because it's one thing to hear and witness your passion about the situation but I'll be more effective when I have my own passion.

President Kaplowitz: We will be happy to invite you to North Hall for a walkthrough and I'd like to suggest that it be in the fall, perhaps in September, when classes are following their normal schedule, since there are only three more days before classes end this semester and it would be very difficult to arrange your schedule and ours for a walkthrough between now and Wednesday. Thank

you for making the offer and the request. But, in the meantime, Allan, would you be willing to hear brief excerpts from external reviewers of one other program – our extraordinary Master’s program in Forensic Psychology – which is housed in North Hall although most of the graduate courses are held in T Building. The undergraduate courses are held in North Hall and the labs and faculty offices are all in North Hall.

Sr. Vice Chancellor Dobrin: Absolutely.

President Kaplowitz: This report was written in June 1996 and, once again, by professionals in the field who are from outside CUNY, who conducted an assessment of the academic program, as required by BoT policy. By the way, I provided all of these objective, disinterested, expert evaluations in my oral and written testimony in support of the eminent domain petition for the land for Phase II. The external reviewers of this particular program were Bruce D. Sales of the University of Arizona, who has a doctorate in clinical psychology and a J.D., and Norman J. Finkel, Ph.D., of Georgetown University. Tom, before I read the excerpts having to do with the physical plant, could you review the number of undergraduate and graduate Forensic Psychology programs in the country?

Senator Litwack: There is no other undergraduate Forensic Psychology major in the country that I know of and for a long time we had the only Forensic Psychology Master’s program in the country but that is no longer true. But we have 400 students in our Master’s program in Forensic Psychology and, although I don’t know this for an absolute fact, we may be the largest Master’s Psychology program in any field.

Sr. Vice Chancellor Dobrin: Really?

Senator Litwack: I don’t know this, but 400 students in a Master’s program is a tremendous number of students. And, by the way, we draw students to our Master’s Program in Forensic Psychology from all over the country as well as internationally, from Japan, Costa Rica, Columbia, many from Canada, and from all over the United States.

Sr. Vice Chancellor Dobrin: To be positive for a moment: it’s remarkable to me how many students want to come here. The enrollment numbers are remarkable in spite of all of this, which doesn’t mean we shouldn’t fix this, we should fix this, but I’d be remiss if I didn’t say how remarkable your enrollment is not only despite all this but especially in light of all this. You’re really doing a remarkable job and at the end of the day everything is just verbiage other than to note the tremendous numbers of students who want to come here.

President Kaplowitz: But one of the reasons that I think our College is not paid as much attention as we need and deserve is because of the very fact that we do so well and one of the reasons for that is because our faculty is a truly splendid faculty. On the CUNY Student Satisfaction Survey – which CUNY’s OIR conducts – John Jay rates #1 among the senior colleges and the aspect of the College that receives the top rating by John Jay students is always the quality of their faculty. We’re a really dedicated faculty with tremendous credentials.

Sr. Vice Chancellor Dobrin: And you did great in this [pointing to Karen’s copies of the CUNY Budget Office’s May 2002 Draft Report on “University Expenditure Analysis (FY2001)” and the March 2002 Draft Report on “Full-Time Staffing Analysis” which had just been distributed for internal review].

President Kaplowitz: Yes, if you mean in terms of demonstrating what we've been saying for over a decade and that is how underfunded our College is.

Sr. Vice Chancellor Dobrin: But it does show how much money you devote to academic and student support services.

President Kaplowitz: To briefly quote the external reviewers of the Master's Program in Forensic Psychology:

“While we were asked to evaluate the Master's Degree Program (and we will), both evaluators felt that a first-rate Doctoral Program could be developed here, if certain conditions obtain, which currently do not.”

The evaluators then list the conditions which “do not obtain,” which include:

“facilities, such as observation rooms, . . . larger classrooms, a faculty-student lounge where discussions of forensic psychological matters can occur, more library carols; greater computer online access”

The section of the report on the physical plant states:

“Facilities

The current space is not only inadequate for teaching purposes, it is poorly configured. Classrooms of a similar size seem to dictate how one teaches, and how often one teaches, rather than pedagogy. The ‘psychologylaboratory’ would be an embarrassment at the turn of the last century –

Senator Jane Davenport: – They mean at the turn of the last century, more than a hundred years ago. This Report was written in 1996. Please don't think they're referring to the turn of this century. [The Senate responds with laughter.]

Sr. Vice Chancellor Dobrin: I was, in fact, just about to ask which century! [The Senate laughs.]

President Kaplowitz: The report continues:

“To teach courses on forensic interviewing, counseling, and therapy, and to teach courses dealing with forensic testing, observation rooms with a one-way mirror are required, along with up-to-date and complete testing kits – yet these are either absent, inadequate, or incomplete. In addition, what is missing for faculty and graduate students is a place – a faculty/student lounge – where small meetings, discussions of forensic psychology and possible research and collaborative efforts – go on. An upgrading is needed now, and it will have to be more extensive if a Doctoral Program is started. . . .

Finally, the faculty, Master's level students, **and** particularly doctoral level students, if that comes to pass – will need more computer terminals, with access not only to PsychLit, but Westlaw or Lexis/Nexis, to efficiently access the law, forensic, psychology, criminology, sociology, bioethics, philosophy, and medical literature.

A shoe factory mentality can create an ‘in and out’ night school atmosphere [. . . which can be . . .] deadly for graduate education.”

The reviewers’ summary comment is that the John Jay faculty

“survive with gallows humor and New York toughness, in an old shoe factory building, in shoe box conditions. . . .”

Senator Daeoberto Orrantia: Karen, that report was written in 1996: how many students have been added to our College in the six years since then?

President Kaplowitz: You are absolutely right, Dagoberto: we have added more than a thousand students since then and the projected growth is that we will be adding another 1,000 in the Fall. Our two buildings are designed to hold 7,000 students and we have 11,000 students.

Senator Kwando Kinshasa: It would be interesting to see what our students could achieve if we weren’t so underfunded and if our facilities were not so terrible. A few weeks ago, the classrooms on the third floor of North Hall were very, very hot and, in addition, there was a black cloud of soot coming down from the vents in the ceilings. The class stopped, we all stared at this continuously falling cloud of black soot, and I collected it in an envelope.

Sr. Vice Chancellor Dobrin: It must have been very thick soot if you could collect it in an envelope.

Senator Kinshasa: I found out just this morning that there is a group of faculty who have put handkerchiefs over the vents in the offices so that they don’t have to spend the first 15 minutes of each day cleaning up the soot that’s fallen onto their desk, onto their books, onto their computer since the previous day. Because my office is on the third floor of North Hall, I’ve only surveyed the faculty on the third floor, but I’ve learned that this problem exists in just about every office on the third floor of North Hall and I wouldn’t be surprised if it didn’t exist on the other floors. If OSHA were to come in and look at the air quality and the related health issues, how would they respond since this affects not only the health and safety of the students but of the faculty, who are employees here? How do we know that five years from now these conditions may not make us too ill to be able to continue working, too ill even to finally move into a new building? Besides overcrowding, which is a very serious problem, we have a serious health problem here that is not being addressed.

Senator Peter Mameli: I’d like to point out that we may very well be living on borrowed time in that so far no student has chosen to make a media issue of the egregious conditions at the College. If someone were so frustrated that he or she were to bring these conditions to the media, then all the work we have done to increase enrollment because of our academic programs will be at risk.

Sr. Vice Chancellor Dobrin: Probably no one in the media would be interested in such a story but let me hear what everyone has to say and then I’ll say what I think at the end. But I think there’s only one or one and a half answers.

Senator Litwack: Just a small point to make so you are not left with a misimpression –

Sr. Vice Chancellor Dobrin: If you’re worried that I’m left with a misimpression that North Hall

is a good place, you don't have to worry about that.

Senator Litwack: No, no. If there is a fire, there are other stairwells besides the main stairwell and we're all given a map of the building showing the proper stairway to take, so if faculty do their job if there ever were a fire –

Professor Benton: – Tom, I must interrupt. When there is an emergency, that is the time when people will not, in fact, do that. They are going to try to save their own lives, they are going to go to the exits and stairwells that they perceive to be closest to the way out. During fire drills, people do attempt to get people to the correct stairwells but even then we are overloading the capacity of those stairways. But in an emergency, people would be fleeing someplace to get to someplace else and then we are going to have overconcentrated stairways.

Senator Litwack: I understand that. I was just making a point since the Vice Chancellor understands how much we need a new building, I think that's totally understood.

Sr. Vice Chancellor Dobrin: That is true.

Senator Litwack: I think we are not going to literally rebuild North Hall in terms of stairwells, as far as I know. But this does lead me to the point I wish to make, which is about the overcrowding. There is actually something that *CUNY* can do to take care of our overcrowding problem and it goes back to the issue of fair funding and it's really very simple. And *CUNY* can do this; there just needs to be the will to do it. What *CUNY* can do is to let us reduce our student population to its proper size, given our current funding; in other words, don't give us more money, since there are no new State monies that *CUNY* can expect to receive but, instead, let us have decent funding by permitting us to have the appropriate number of students given the funding we now receive. We can do this by raising our admissions standards.

The reason we are so overcrowded is that the only way we can pay our bills is by admitting student after student after student. If there ever was a fire and people were hurt, it would be the fault of *CUNY*: that's whose fault it would be because *CUNY* has put us in a position where we have to overcrowd in order to pay our bills. That's how badly funded we are! And there is an alternative without taking money away from other schools. Without getting into minor technical details, that alternative is to permit our enrollment to drop to its proper number, given our funding, and let us be equitably funded at 7,000 FTE [Full-time equivalent] students instead of our more than 8,000 FTEs.

CUNY can do that. It's just a matter of will and, quite frankly, until we have a new building, the only way to make North Hall safe in terms of the number of students in the building is to let us reduce our student enrollment without requiring us to fire people which means that our current funding can not be reduced.

Professor Benton: There is another solution, which is already on the table, which the College administration is making and that is to rent additional space.

Senator Litwack: That is true, although not all the faculty think that additional rental space is the answer since the more we increase our enrollment the more dependent on adjunct faculty we become. But the agreement that the faculty have had with VP Pignatello is that any new rental space requested by the College must be paid for by 80th Street. John Jay cannot afford to use any of its operating monies, cannot afford to use its overenrollment revenues, cannot afford to use the lease

revenues from the Phase II properties for the rental and operation of a new facility. The College is asking for 100% of the Phase II property lease revenues to supplement its operating budget, a request which the Faculty Senate just endorsed this morning and which we will communicate to the Chancellery in writing, and so monies for new rental space and for the operation of that space would have to be provided by CUNY. But, again, it comes back to the underfunding of John Jay by CUNY.

President Kaplowitz: The overenrollment policy of *CUNY* has meant that by taking in more and more students *John Jay* has received millions of dollars in CUTRA monies, overcollection revenues, each year in lump sum allocations, which we use to hire the more than 500 adjunct faculty we have – we have about **240** full-time faculty – and for other essential expenditures.

Senator Litwack: These overcollection monies are for our essential operations because we are so underfunded.

President Kaplowitz: Two years ago we were at 50 percent of adjunct-taught course sections. Now we are at 60% adjunct-taught course sections, college-wide. 60% adjunct-taught sections! And that includes Forensic Psychology, Public Management, Law, Police Science, Forensic Science – all our “mission” departments and programs. It’s not just departments such as English: in fact, our English composition courses sections are 100% adjunct-taught. I agree that adjunct faculty are wonderful and can be wonderful but you, yourself, said in your opening remarks that *CUNY*’s top priority, in terms of what is best for our students, is more full-time faculty. Each year we are moving further and further away from the CUNY Master Plan goal of 70% full-time faculty-taught course sections and 30% adjunct-taught course sections. We are down to fewer than 40% full-time taught course sections!

Sr. Vice Chancellor Dobrin: Fewer than 40%?

President Kaplowitz: Yes, someplace between 37% and 38% full-time faculty-taught course sections. Let me introduce Professor Bonnie Nelson, who is a member of our Library faculty and who also co-chairs the Faculty Senate’s Technology Committee, an extremely active committee.

Professor Bonnie Nelson: In addition to the lack of full-time faculty and the tremendous overcrowding and other safety and health issues, the College is grossly underfunded in many other ways. The Library is gravely underfunded. The Library is a very easy place to take money from when you don’t have enough money and so there have been years when we bought no books at all and we’ve cut periodical subscriptions. And we cut and we cut and we cut. That’s not the way to fund what should be the best criminal justice library in the country.

Sr. Vice Chancellor Dobrin: I don’t want to minimize the seriousness of the situation but this situation is not only at John Jay. I hear this at the other colleges as well, that there have been years when they’ve not been able to purchase books for their libraries. Ours is a terribly funded university, in general. It’s not as if there are campuses that are really well funded and campuses that are poorly funded; there are campuses that are badly funded and campuses that are terribly funded.

Professor Bonnie Nelson: We are one of the terribly funded ones and if you look at the Library expenditures, *John Jay* is always at the bottom, particularly in terms of expenditures per student FTE. In addition to that concern, which affects all the students and faculty, the members of the Faculty Senate’s Technology Committee were invited to come today with regard to a particular issue: I’m not sure this is the right time to raise the issue, however.

Sr. Vice Chancellor Dobrin: I've gotten the point that space is a problem, I've gotten the point that conditions in North Hall is a problem, and I've gotten the point that the funding is a problem. So please go on.

Professor Nelson: One of your favorite subjects is technology and it's one of ours, too. There are tensions that arise between the needs of the people who run the computer systems and the needs of the faculty. All colleges experience these tensions and we have as well this past year. Some of the tensions come in the form of the security of the network versus the privacy and the academic freedom of the faculty. The network people are concerned about viruses and hackers and rightly so, but they do not necessarily understand that keeping track of places that faculty search on the Internet and the places that faculty look at on the Internet is not necessarily appropriate.

Sr. Vice Chancellor Dobrin: You don't have to do the one to do the other.

Professor Nelson: That's right. This has come up at a few CUNY schools and one of the questions we had was whether there is any move to have any CUNY-wide policy on privacy or whether this is something each college should do for themselves. Has there been any discussion about this?

Sr. Vice Chancellor Dobrin: There have been discussions but I haven't been in the room during those discussions. This was a nightmare for me in my last job, coming up with what is called an IUP [Internet Use Protocol], for the entire City, trying to balance out the various needs. Clearly a few years ago, the feeling among corporations everywhere was that their employees should use the Internet only for business purposes rather than for personal purposes. And some large organizations began monitoring their employees' use of the Internet, looking at the URLs that their employees were visiting. My general policy about the Internet is that nothing should be different in terms of the Internet than you have in terms of bricks and mortar. So you don't worry about people looking at porn on the Internet any more than you worry about people sitting at their desks reading porn magazines: both are inappropriate and both shouldn't happen. People worry about employees doing their online banking during work hours; that's no more inappropriate than people sitting at their desks filling out their deposit and withdrawal forms and going over their bank statements: neither one should happen during work hours. My general view is that you don't spend special time following peoples' URLs. With regard to virus problems, I don't know why anyone would think they'd have to monitor people to check for viruses.

Professor Nelson: I think part of the problem is that the security issues have become very complex for computer networks and I think it would really help if there were some sort of University-wide task force to help all the colleges deal with this so that each college wouldn't have to develop its own security expertise and come up with its own ways of dealing with things.

Sr. Vice Chancellor Dobrin: A part of the IT Steering Committee is a subcommittee on security and that subcommittee on security is going to be making two sets of recommendations dealing with short-term issues: we will establish a standard virus protection, we will probably have only two virus protection programs, and people can choose between the two and we will support both; and we will have some interim standards about how to protect your data off-site in some way. And then we will have some long-term recommendations about how this needs to be done. And then we have to balance off how important that data is versus the cost of having it be totally secure. One of the things I saw in my last job, much to my surprise, is that the City had hundreds of computer systems but there are only five that really matter in so far that if they went down it would really be a problem; the rest of them would create business interruptions and annoyance. But the five that would really

create a problem if they went down are 911; Star-Fire System – which is the fire dispatch and EMS dispatching systems; DoT traffic lights; and the computer chips in the HHC [Health and Hospital Corporation] life-saving equipment. So we have to balance off how much we want to spend in a zero sum total game in terms of security. We had a real-life example of that on 9/11 when we lost [BMCC's] Fiterman [Hall] and we lost the Research Foundation there, which had a lot of important records; fortunately we had a lot of those records off-site also and we were able to bring those records over. Otherwise anyone who was on a RF grant would still be trying to get those records.

Professor Nelson: Some colleges are totally paranoid about firewalls and letting people in and others are very open.

Sr. Vice Chancellor Dobrin: We are going to have University standards for that, certainly. We'll do that out of the IT Steering Committee.

Professor Nelson: That would be extremely useful.

President Kaplowitz: Professor Robert Hong is a member of the Department of Public Management and he is also our Director of Educational Technology.

Professor Robert Hong: I'd like to follow up on Bonnie's technology questions with two related questions. Since recently, when the College purchases computers for faculty, there is something called administrative privileges, which preclude faculty from installing software on the machine. We were told by the administrators here that this is to preclude faculty from pirating software on their machine.

Sr. Vice Chancellor Dobrin: I thought the reason would be that they were womed about viruses being brought in.

Professor Hong: No. It was more an issue of bootlegging and licensing. The rationale was that if an audit was conducted by Microsoft or any other agency there would be stiff fines for anyone who bootlegged software.

Sr. Vice Chancellor Dobrin: There would be.

Professor Hong: As a Director of Educational Technology, I constantly had to call up the administration to install simple programs that I wanted to download and that process was required because I did not have administrative privileges. Finally DoIT got disgusted with me because I was making requests every day to install new software. My question to you is whether this is a policy at the University that faculty, in the pursuit of their pedagogy, who go online and see programs they would like to download for their use may not do so but instead must make appointments with the campus administration to install the software, which can cause a delay of days and, indeed, weeks. Is this a University policy or is it a College policy?

Sr. Vice Chancellor Dobrin: I think this is a College policy. I've never even heard this issue come up at any other campus. Which doesn't mean it's not important but it's just that I've not heard it, which makes me think it is a local policy but that means it should be a University issue.

Professor Hong: It is an issue that has arisen here and it's a serious one for faculty.

Sr. Vice Chancellor Dobrin: Do you know George Otte?

Professor Hong: Yes.

Sr. Vice Chancellor Dobrin: Give George a call – he headed the Instructional Technology Taskforce – and ask him if it's a University issue and whether they're looking at it. If he says no, call Brian Cohen, who is CUNY's new CIO [Chief Information Officer], and ask him to look into this. But I haven't heard it before.

Professor Hong: I wondered if this was something that came as a directive from 80th Street.

Sr. Vice Chancellor Dobrin: Not since I've been here. Which doesn't mean that someone in 1993 didn't do it.

Professor Hong: The second question is that I know Vice Chancellor Mirrer's Office has issued directives to put together more and more distance learning classes. My question is about Blackboard which is our CMS application on our campus. The Technology Fee provides monies for the basic level for distance learning. My understanding from the product information from Blackboard is that Level 6 at the entry level does not permit us to continue courses from one semester to the next unless we go to the next level. This would be a serious flaw either moving to Level 6 or keeping Blackboard. What are we doing about these issues at the University?

Sr. Vice Chancellor Dobrin: In my new role here at CUNY one of the things I did was to hire a CIO. One of the things that happened when I came to the University was that someone said that people were so glad I was hired because now there would be a CIO. The person I hired is named Brian Cohen and he works in my office: call him and tell him I told you to call him. Tell him about the issues you've raised here and we'll try to get him to a Technology Steering Committee meeting.

Professor Benton: I have a follow-up on Bob Hong's question. Since September 11 – and I'm sure a lot of fields are having similar experiences – there's been a lot of interest in our Fire Science distance learning courses. Our faculty have done fairly well at developing distance learning courses and we've discovered we would have many, many students interested in such courses. One of our professors is the technical editor of *Fire Engineering Magazine*, in one of his other roles, and he can put free ads in the magazine, which is the major magazine in the field. He put in an ad one time describing courses at John Jay and he received a thousand responses. But we have a problem. Empire State of *SUNY* offers distance learning Fire Science courses all over the world at the in-state tuition rate but we at CUNY are not permitted to offer in-state tuition for our distance learning classes for people who reside out of state, such as in Montana, who would love to take our courses. When we inform these potential students of the tuition cost, which is the rate for out-of-state residents, suddenly they are not interested and say they will take the courses at *SUNY* Empire State.

One option is to make *SUNY* charge out-of-state tuition rates. The other option is to permit us to charge in-state tuition rates for our distance learning courses. I don't understand how we can be in the position where we are placed at such a disadvantage and, furthermore, ours is a much better program. Empire State doesn't really have the kind of faculty or the core of people that we have and yet we're placed at this ridiculous disadvantage. In terms of raising money, we can scale up these courses quite effectively. Many people who come to us don't need an entire degree program; they don't need the entire assessments and placements. They are interested specifically in our Fire Science courses; they love it that we have adjunct faculty who are, for example, Fire Department of

NY people and we have them graduated from architect and management programs and we're ready to do this. We can scale this up wonderfully but we just can't get by this particular problem.

Sr. Vice Chancellor Dobrin: Have you raised this with Louis [Mirrer] or with George [Otte]?

Professor Benton: I've raised it with Louise Mirrer. I've raised it with Ernesto Malave. I can't seem to get traction.

Sr. Vice Chancellor Dobrin: What was their response?

Professor Benton: That this is a problem and they'll consider it.

President Kaplowitz: I remember Ernesto's response when he met with our Senate in December when Ned raised it. Ernesto said that he found the issue extremely interesting and that he thought that there is no impediment to charging, for example, one dollar over the in-state-tuition fee for distance learning courses for out-of-state residents.

Sr. Vice Chancellor Dobrin: Ernesto will be at our next meeting. I'll bring it up with him at that time. It seems to me that the marginal cost of adding students in that situation is much less than the cost of tuition. It would seem to me that in this case to go back to what Karen was saying in the beginning: if you are doing online courses in English at John Jay you're like everyone else but in this case, in the case of Fire Science courses, you're not like everyone else. This is a real place in the marketplace where there is nobody else in the country who is as respected as you are.

Professor Benton: I think there are situations like Fire Science where probably our optimum revenue policy would be one in which we charged in-state tuition rates. I think, on the other hand, there may be distance learning courses in other disciplines where the optimum price point might be different. It seems to me that the policy might well be something where if you can definitely show that you are a distance learning student and are definitely not enrolled for a degree and you are not going to be using the resources of the campus, then the campus, through some process, gets to establish a standard tuition that is something more than the in-state tuition but that the sky is the limit and let the campuses then figure out what the right prices are. I suspect we don't need to charge the bare minimum tuition in Fire Science to make it work; we could probably be somewhat above that and people could choose us rather than Empire State. It's a kind of a market question and if we were just given flexibility – we're not interested in leaving money on the table – this could be a situation where if we were given the flexibility we could actually generate a lot of revenue and make an impact around the country.

President Kaplowitz: Ernesto had said he believed decisions about tuition for distance learning courses is within the purview of the **CUNY** Board of Trustees and that it is not an issue of State regs.

Sr. Vice Chancellor Dobrin: Anything that is State regs takes a while to change but for things that are up to the Trustees, if they make sense, we can go to the Trustees. At the moment the Trustees seem to be a very sensible group of people.

President Kaplowitz: I'd like to make a suggestion that was prompted by Bob Hong's questions. You have the IT Steering Taskforce comprising a designated person from each campus. The person representing John Jay is Rob Pignatello, our Vice President for Administration. But perhaps Brian

Cohen might want to occasionally convene a meeting with a couple of key faculty members from each campus to hear about IT issues from a faculty perspective because that perspective is very different from that of an administrator no matter how tuned in she or he might be. A vp's experience is so different from that of faculty and of students and perhaps issues such as Bob brought up might be of concern at other campuses. This group could be analogous to our discipline councils but would not necessarily comprise computer science faculty, although they could be included. Each faculty governance organization could select the faculty from their campus, just as was done for each Technology Fee Planning Committee. It could be an IT faculty group that could share concerns and solutions and raise questions and report back to their faculty colleagues.

Sr. Vice Chancellor Dobrin: I'll talk to Brian about that. It's hard to see a downside to such an idea, but you never know.

President Kaplowitz: Do you have any questions of us, Allan?

Sr. Vice Chancellor Dobrin: Just the question I posed at the end of my opening remarks: CUNY-wide, other than the things that I'm thinking about, are there other things that I should I be thinking about? Am I thinking about some wrong things? All, or at least most of you, have been here longer than I have, some of you a lot longer.

Senator Litwack: What kinds of things are you referring to? Efficiencies? Improvements?

Sr. Vice Chancellor Dobrin: First of all, the window is never closed, so you can respond tomorrow or you can respond three months from now. I'm interested in hearing about anything in the areas that I'm responsible for, which includes finance, computing, facilities, security.

[Senior Vice Chancellor Dobrin excused himself to take a telephone call from Chancellor Goldstein at this point.]

President Kaplowitz: You have been tremendously generous with your time. I know you have an enormous portfolio.

Sr. Vice Chancellor Dobrin: It's fun.

President Kaplowitz: You certainly seem to be enjoying yourself, which is terrific and very important. As a general question, I wanted to ask you what has surprised you or pleased you about your job. And as a more specific question, I wanted to ask you about a statement in CUNY's press release about your appointment, a statement which is repeated in the *CUNYMatters* article about your appointment, and that statement is that part of your portfolio as senior vice chancellor and chief operating officer is to transfer increased authority to the presidents. I wondered what that statement means and how you envision accomplishing that.

Sr. Vice Chancellor Dobrin: I don't think I'm surprised by anything but I think the thing that I am most pleased about is the quality of the people we have at CUNY. I know I should expect that because the basic workforce is Ph.D.s. and I've found a lot of very smart people. But generally people are very committed to the institution. They spend much less time complaining and much more time actually being smart and trying to figure out solutions for things, much more so than I've seen at any other organization that I've worked at. I won't say that I was surprised but I will say that is a nice thing to find.

On the other issue, when I was here at CUNY for three months, I figured out the central contradiction in the way we think of *CUNY* and what the management mission is at *CUNY* – and every organization has a kind of central contradiction. The central contradiction here, managerially, is that all of us here together have two values that are contradictory: the one value says the presidents should run their institutions, they should have goals and objectives at the beginning of each year, and they should be then monitored as to how they perform those goals and objectives, with rewards and punishments resulting from how they run their campuses. Because of that they should basically have the authority to run their campuses and that's a good value.

On the other hand, we have the concept of the integrated University, which means we should do more things together, we should have standards. All of that rubs against that. That's okay. It makes it a little complicated. There are some things we might want to evolve. I don't talk about a centralized versus a decentralized University because I know that's not going to add to the quality of my life. I talk about it – and this is the way I perceive it, also – in terms of shared services. So what are the things the campuses should do individually and what are the things that campuses should do in a shared way? So something like purchase of licences – it's crazy to not do something like that in a shared way rather than leave it as a campus prerogative with each campus trying to cut their best deal. Ned, Karen, and I along with others have been talking about things we can do in a shared way so as to get the best deals. And everybody benefits. So that's the balance between the integrated University and the presidents' prerogatives.

President Kaplowitz: One of the things you might want to think about, in answer to your question of us, is that I don't think we do enough as an integrated University to learn the best practices that have developed on each campus.

Sr. Vice Chancellor Dobrin: One of the things we are doing on the administrative side is that I've asked all the administrative vp's to give me a list of all the productivity initiatives they've undertaken during the last two years as well as what they plan to do next year. The major reason I did that is to take the best practices from that and to hold a couple of retreats and a couple of training dates throughout the year in order to present to each other the best things that we do so we can learn from each other. I think that doesn't happen enough in this University; people simply don't know what other people are doing.

President Kaplowitz: I think the same is true on the academic side. We don't learn from each other. It's often by chance that we meet someone from another campus and in talking learn from each other. We need some systematic, formal, or even informal form of interchange so we can share and learn from each other and not have to invent the wheel over and over again.

Sr. Vice Chancellor Dobrin: What we're going to do on the administrative side is to then have a compendium of best practices and we'll share that.

President Kaplowitz: That's wonderful. Allan, I can't thank you enough for accepting our invitation. You've been so generous with your time and with your thoughts and with your attention to our comments, certainly. Thank you. I hope we will have the chance to meet with you again in the near future, besides the North Hall walkthrough. [The Senate applauded loudly and at length.]

Sr. Vice Chancellor Dobrin: It's been a pleasure. Please invite me back. And I look forward to the tour of North Hall: I'll bring Vice Chancellor Emma Macari with me because it will make the walkthrough much more fun and more useful.

President Kaplowitz: Vice Chancellor Macari has been absolutely wonderful: she's been our guest, in this T Building room, several times over the years, each time saying that Phase II is about to become a reality.

Sr. Vice Chancellor Dobrin: I can't tell you how committed Chancellor Goldstein is to getting the new building for John Jay. And I didn't get to say it before, but with regard to North Hall: the only real solution for John Jay is to get the new building. First we have to get Phase II started, that is essential, that is our top priority. And we'll take a walk through North Hall. Once we know that the new building is started, we can determine what is the sensible thing to do and to invest in so as to get us through the period until the new building is ready. That's what we'll do. I have to get back to 80th Street now. Thank you for having me. [The Senate again applauded loudly and with great enthusiasm.]

By a motion duly made and adopted, the Senate adjourned at 4:00 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary

&

James Cauthen
Associate Recording Secretary

Announcements from the chair

Broward County Sheriff's Department BA and MPA branch campus initiative cancelled

The proposal that John Jay offer baccalaureate degree programs and an MPA program in person and through distance learning at a branch campus for the members of the Sheriffs Department of Broward County, Florida, has been withdrawn by the John Jay administration. President Lynch reported that the CUNY Central Administration will not grant an out-of-state tuition waiver for the Florida law enforcement officers, a non-negotiable condition stipulated by the Broward Sheriffs Department for its participation in the proposed John Jay branch campus.

Student Council election results announced

The results of the Student Council elections for the four officer positions were announced after the polls closed on April 23. During the three days of voting, approximately 2,000 students cast votes. The elected Student Council officers are:

President: Christopher Santana
Vice President: Dacia Simpson
Secretary: Carla Mair
Treasurer: Miguel Estrella

JJ consultant for fundraising campaign to conduct interviews and meet with Faculty Senate

In response to Chancellor Goldstein's mandate that every CUNY college president engage in a vigorous fundraising campaign for his or her college, John Jay has hired the consulting firm of CCS Associates. Mr. Shea Lerner, who was with UJA for seven years, and who is a Director of CCS, is conducting a 3-month study to ascertain perceptions about John Jay in order to develop a feasibility report about John Jay's potential for engaging in a fundraising campaign. He is conducting lengthy interviews with the more than 100 people identified by the John Jay administration. At the request of Vice President Mary Rothlein, Mr. Lerner has been invited to meet with the Faculty Senate to report on this process and to ask and answer questions. He is being invited to the Senate's May 22 meeting so he can meet with the new (that is, next year's) Faculty Senate, since the fundraising campaign would begin next year. Vice President Rothlein and John Jay's Development Director, Jacqueline Hurd Daniels, who was hired in October, have also been invited to attend the May 22 Senate meeting. Mr. Lerner, VP Rothlein, and Director Daniels have requested to again meet with the Senate in the early Fall to discuss the goals and plans for the College's fundraising campaign which are to be developed as a result of the interviews and the resulting feasibility report.

Senate initiative for a revitalized Faculty/Staff Dining Room & Lounge continues

The Senate initiative to create a sense of community among faculty and staff and to revitalize and improve the Faculty/Staff Dining Room and Lounge, co-sponsored by the Council of HEOs, began on April 24. The twice-weekly buffet lunch, which is from 11:45 AM through 2:30 PM every Wednesday and Thursday, will continue throughout the semester.

CUNY Board of Trustees Public Hearing to be held on any topic of interest to the public

The CUNY Board of Trustees holds a hearing in each borough once a year for the general public on any issue. The Queens public hearing is Thursday, June 6, from 5 PM to 8 PM. To sign up to speak, call the Secretary of the BoT at 212: 794-5377/5450 by 4:30 PM on Tuesday, June 4. The hearing is at the Queens Borough Hall, 120-55 Queens Boulevard, Kew Gardens. Speakers have three (3) minutes and may provide written testimony of any length: if written testimony is submitted, it is recommended that 20 copies be provided. The hearings are attended by Trustees, by the Chancellor, by various Vice Chancellors, by 80th Street staff, and by elected officials.

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Allan Dobrin Named Senior Vice Chancellor
And Chief Operating Officer at CUNY

Allan H. Dobrin, Commissioner of the Department of Information Technology and Telecommunications and Chief Information Officer of the City of New York, was appointed last night by the Board of Trustees as Senior Vice Chancellor and Chief Operating Officer of the City University of New York. His appointment was recommended by Chancellor Matthew Goldstein following a national search.

Mr. Dobrin has held senior executive managerial positions for more than two decades including high level positions in three mayoral administrations. He currently is responsible for directing technology policy and overseeing the performance of more than 3,000 technologists in **48** agencies with a budget of more than \$1 billion.

"Allan Dobrin is an experienced manager whose work in complex organizations has led to significant contributions in the use of technology and management information systems," Chancellor Matthew Goldstein said. "Combined with his exemplary knowledge of New York City government, Allan's qualifications make him uniquely suited for this important position."

Mr. Dobrin, a graduate of Queens College, began his career in city government in 1980 as Director of Management in the Board of Education's Office of Budget Operations. Mr. Dobrin in 1988 was appointed Deputy Director for Citywide Services. His responsibilities included the monitoring of operations and service delivery for seven city agencies and advising the mayor and first deputy mayor on related policy, legislation and budgetary matters.

In 1990, he joined the Mayor's Office of Operations where he managed the city's Office of Information Technology and led efforts to develop and implement innovations that improved efficiency of government operations. During this period, Mr. Dobrin was responsible for the establishment of the Department of Information Technology and Telecommunications and was instrumental in the acquisition and installation of the City Access kiosks located throughout the five boroughs.

In 1996, he joined the city Health and Hospitals Corporation as Deputy Director of Management and Support Services for Bellevue Hospital Center. The following

year, Mr. Dobrin was named Deputy Executive Director of the Mayor's Office of Operations and executive director of the Mayor's Task Force on Special Education. That task force issued sweeping recommendations on reforming the Board of Education's \$2.5 billion Special Education Program.

As Commissioner of the Department of Information Technology and Telecommunications, Mr. Dobrin is responsible for developing the city's E-government program including the nation's largest municipal web site with more than 30,000 pages of content and an average of 4 million page views per month. He is also responsible for the city's cable television and high capacity telecommunications franchises.

The Senior Vice Chancellor and Chief Operating Officer portfolio includes responsibility for finance, information technology, facilities management and human resources. Mr. Dobrin will take a lead role in achieving three key objectives: transferring increased authority to the presidents of the University's 20 campuses; providing a more accountable and supportive administration to the campuses; and working with them to ensure the development and measurement of best practices.

Mr. Dobrin is a lifelong resident of New York City, and has taught in the master's degree program at Baruch College. Marlene Springer, the President of the College of Staten Island, chaired the search committee that recommended finalists to the Chancellor for the position.

CUNY Senior College Campus	Library & Academic Support	Student Services	General Administration	Institutional Support	Operations & Maintenance
Baruch	321	531	505	765	2,309
Brooklyn	487	740	592	1,146	1,217
City	458	646	565	1,004	1,895
Hunter	282	636	450	786	1,356
JohnJay	210	697	525	693	690
Lehman	475	752	462	904	1,513
Medgar	471	776	1,050	934	1,037
NYCTC	375	646	721	527	805
Queens	422	1,150	448	1,032	1,321
Staten	272	732	433	836	1,539
York	353	747	595	871	1,573
John Jay College	210	697	525	693	690
Other CUNY Senior	392	736	582	881	1,457
Percent	54%	95%	90%	79%	47%

Figure 1: Selected Operating Expenditures by Function, per Full-time equivalent student. Source: CUNY Budget Office Report to the Board of Trustees, January 2000. Compared to other CUNY senior college campuses, John Jay was allocated significantly less funding per student. Particular areas of comparative under-funding involve Operations and Maintenance, and Library and Academic Support.

Budgeted Professorships As a Percent of CUNY Instructional Staffing Model

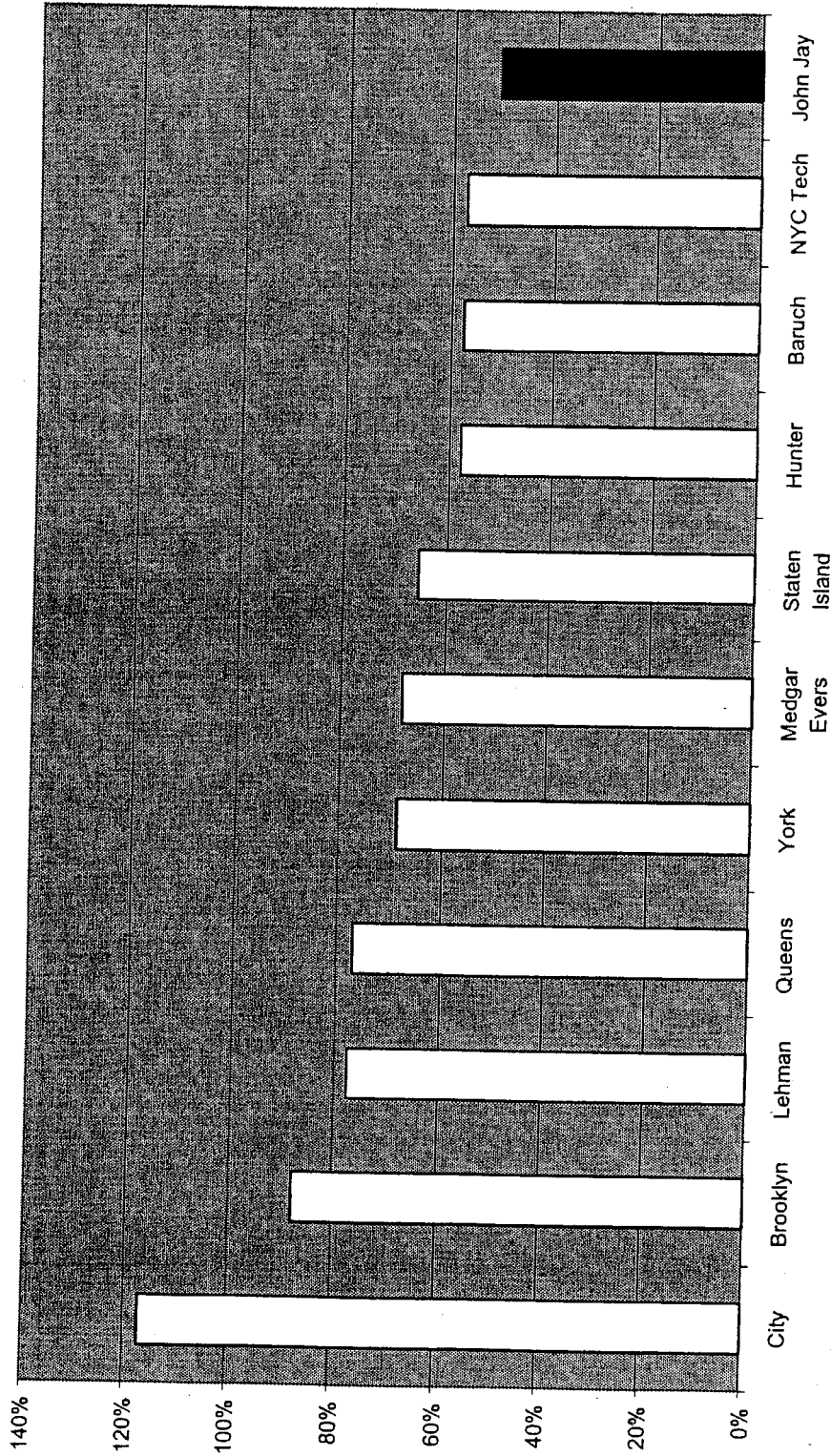


Figure 2: Budgeted CUNY Senior College Professorships, as a percent of the CUNY target based on the CUNY Instructional Staffing Model. (Source: CUNY Budget Office Budget Allocation Memorandum, August 2001.) Among CUNY senior colleges, John Jay has been budgeted the fewest professorships, compared to the CUNY target based on the Instructional Staffing Model (ISM). The ISM identifies the number of professorships needed at each campus based on student full-time equivalent enrollments, taking into consideration the course discipline and level of students.

Percentage Change in Education and General Expenditures per FTE, 1990-1998
 Source: CUNY Budget Office, October 2000

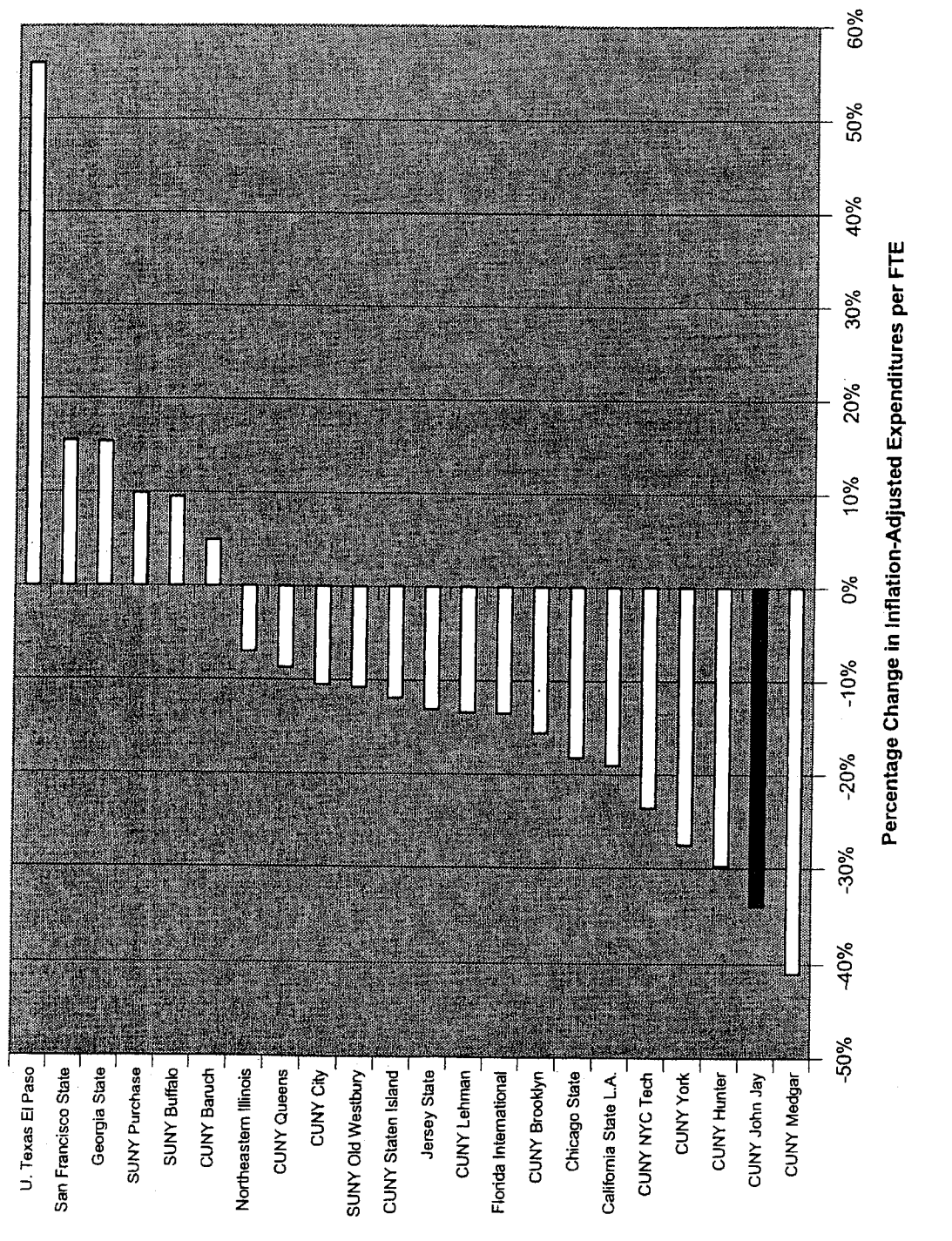


Figure 3: Percentage Change in Education and General Expenditures per Full-Time-Equivalent Student, 1990-1998 Over the last decade, funding for John Jay College had declined on an inflation-adjusted basis. Although all but one CUNY senior college experienced a decline, only one CUNY senior college experienced a decline greater than John Jay's.

Percentage of Unrestricted Revenues Derived from Student Tuition and Fees, 1999
 Source: CUNY Budget Office, May 2001

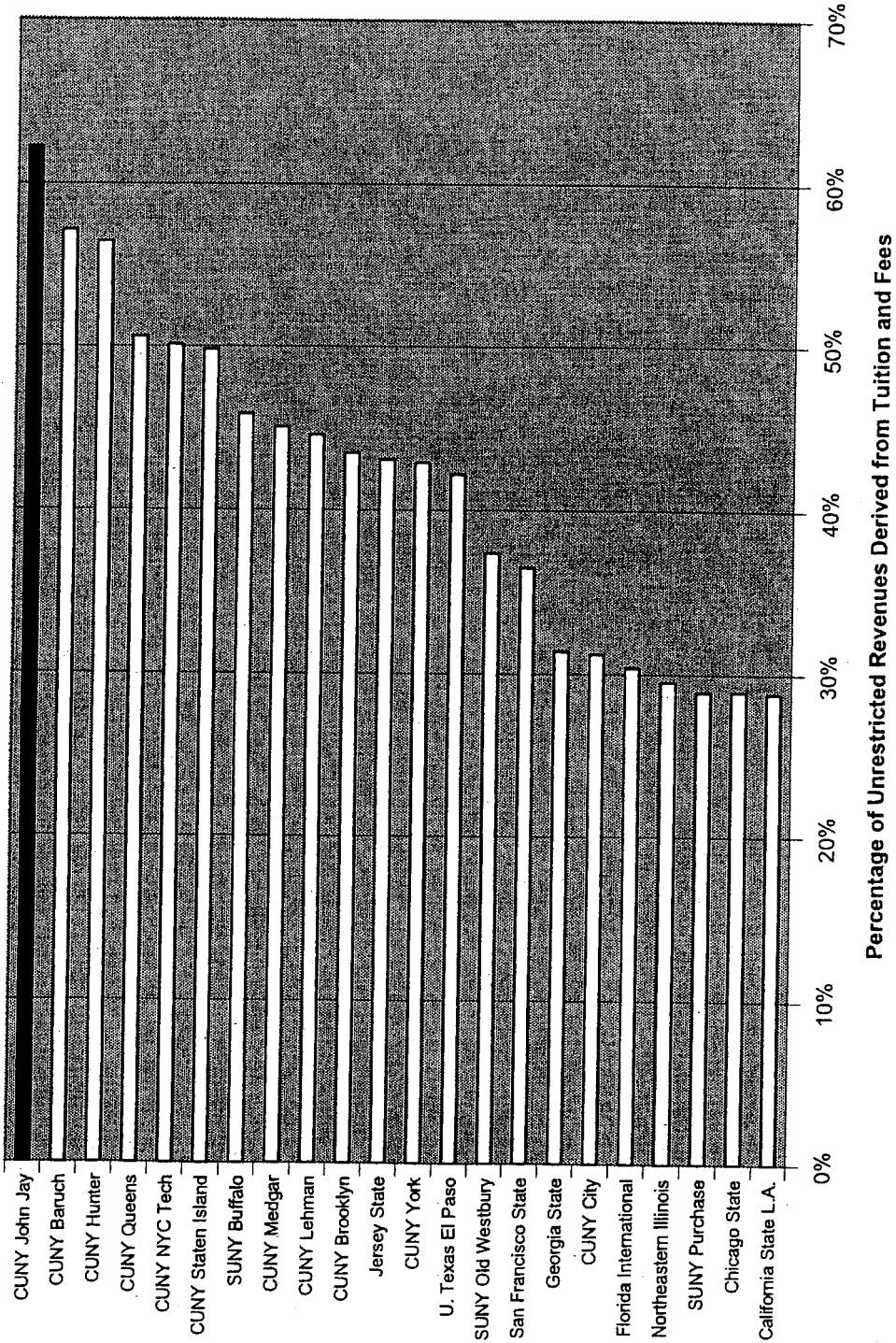


Figure 4 Percent of Unrestricted Revenues Derived from Student Tuition and Fees, 1999. Source: CUNY Budget Office Report to the Board of Trustees, May 2001. Tuition and fees paid by John Jay College students represents 62.3% of the unrestricted general revenues for the College.

Education and General Expenditures Per FTE, 1998

Source: CUNY Budget Office, October 2000

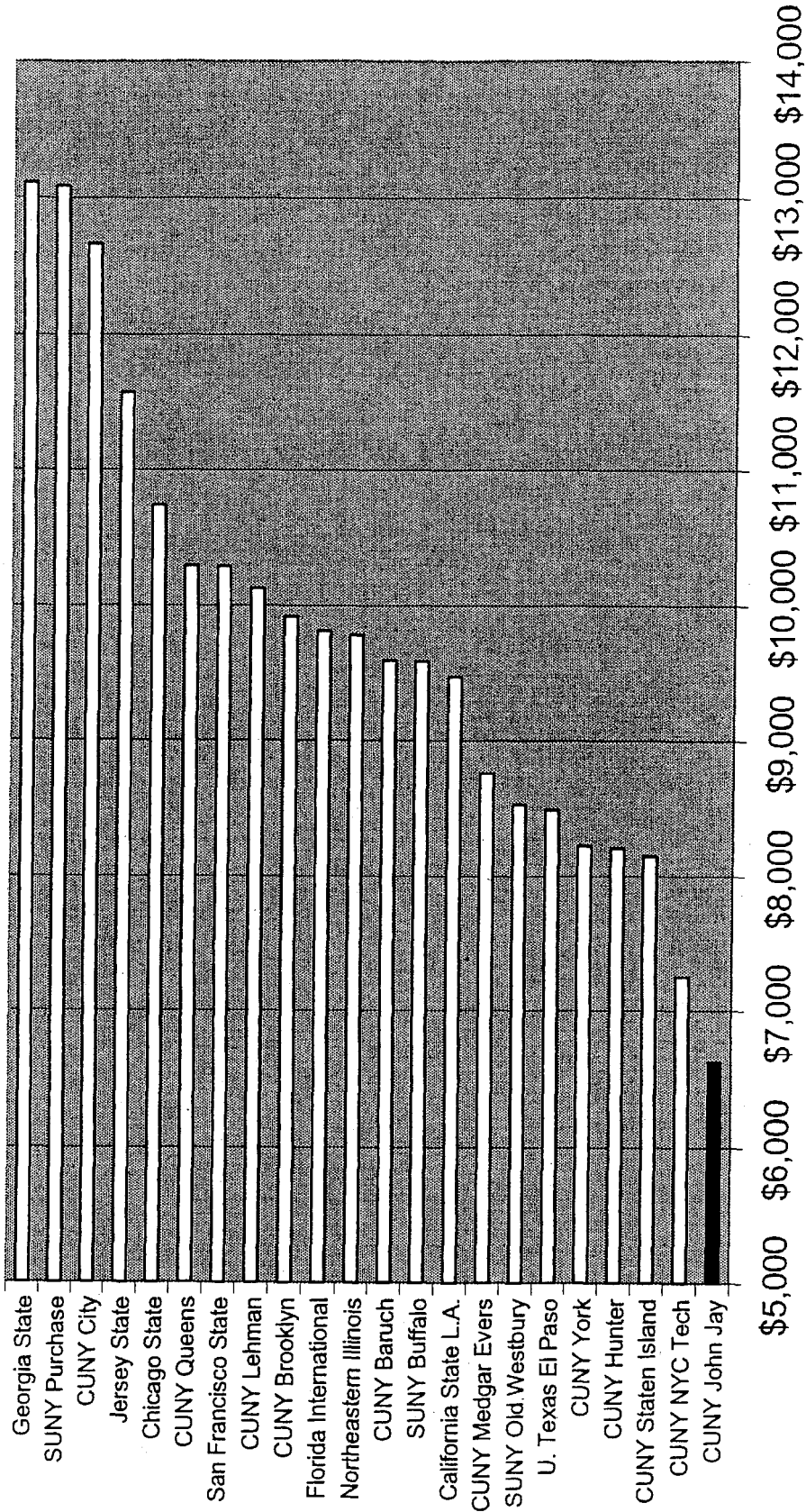


Figure 5: General and Educational Expenditures per Full-Time-Equivalent Student, 1998
 Based on data published by the CUNY Budget Office in October 2000, John Jay College has the lowest education and general expenditures per FTE student not only within CUNY but also among colleges across the country that are comparable to CUNY colleges.