

Faculty Senate Minutes #254

John Jay College of Criminal Justice

December 5, 2003

9:30 AM

Room 630 T

Present (29): Desmond Arias, Luis Barrios, Marvie Brooks, Orlanda Brugnola, Effie Cochran, Edward Davenport, Peter DeForest, Kirk Dombrowski, Joshua Freilich, Michele Galietta, Konstantinos Georgatos, P. J. Gibson, Betsy Gitter, Amy Green, Judith Hawkins, Barbara Josiah, Karen Kaplowitz, Chris Knight, Tom Litwack, Evan Mandery, John Matteson, Lorraine Moller, Ellen Sexton, Francis Sheehan, Liliana Soto-Fernandez, Sung Ha Suh, Thalia Vrachopolous, Alisse Waterston, Patty Zapf

Absent (9): Janice Dunham, Heath Grant, Norman Groner, Ann Huse, Max Kadir, Kwando Kinshasa, Joseph Napoli, Davidson Umeh, Robin Whitney

Guests: Professors Ned Benton, Bonnie Nelson, Harold Sullivan, Maria Volpe

Invited Guest: CUNY Vice Chancellor Russ Hotzler

1. Announcements from the chair
2. Approval of Minutes #253 of the November 18, 2003, meeting
3. Report on the *CUNY* Senior College Allocation Model
4. Determination of a method to nominate and elect faculty to assess the finalists for President
5. Invited guest: *CUNY* Vice Chancellor Russ Hotzler
6. Review of the agenda of the December 10 College Council meeting

1. Announcements from the chair

CUNY Vice Chancellor Russ Hotzler will join the Senate for lunch. The Senate's discussion with the Vice Chancellor will take place following lunch.

2. Approval of Minutes #253 of the November 18, 2003, meeting

By a motion made and carried, Minutes #253 of the November 18 meeting were approved.

3. Report on the status of the CUNY Senior College Allocation Model [Attachment A]

On November 24, the Board of Trustees approved the CUNY FY2005 Budget Request, the narrative portion of which contains a statement that new monies are being requested to further implement the Senior College Allocation Model. By approving a document that includes request for funding for a Senior College Allocation Model, the Board of Trustees has approved this initiative as Board policy [Attachment A]. This is important to John Jay because an objective senior college allocation model shows that John Jay would receive, if the model were fully implemented, an annual operating budget from CUNY \$10 million to \$13 million greater than we currently receive.

4. Determination of a method to nominate and elect faculty who will meet with and assess the finalists for President [Attachment B]

At the last Senate meeting, the Executive Committee was asked to develop proposals for the method of nominating and electing the faculty who will meet with and assess each Presidential finalist during the on-campus visits. President Kaplowitz said that although the Senate's Executive Committee did not have time to do this, she has a proposal which the Senate can accept, modify, or reject, but it will, at least, provide a way of focusing our discussion and decisions. She said that in the interim since our last meeting she learned that the faculty group is supposed to comprise elected faculty leaders: for example, at some colleges, the members chosen were the members of the executive committee of the Senate together with the faculty chairs of the college's committees. At John Jay, however, unlike at many of the colleges, our committees, such as curriculum, standards, and graduate studies, are not chaired by faculty.

She proposed that in addition to the group of department chairs, required by the CUNY Search Guidelines [Attachment B], that there be two faculty groups, rather than the one group of faculty recommended in the Guidelines: one faculty group would comprise faculty leaders elected by the Senate, and the other faculty group would comprise faculty elected by the entire faculty and this second faculty group be open to all members of the faculty. She also proposed that each faculty group comprise 15 faculty, rather than the 10 recommended in the Search Guidelines, to better ensure inclusiveness.

Senator Tom Litwack said the Search Guidelines [Attachment B] permit only one faculty group (in addition to the department chairs) and that each group is to have only ten members. President Kaplowitz said she has consulted with 80th Street and has been told that if the Faculty Senate votes to have two faculty groups, 80th Street will approve that decision and, also, if the Senate votes that there are to be 15 faculty in each group, 80th Street will agree to this also. She added that several CUNY colleges which recently had presidential searches had three faculty groups: in one case, because the college has 33 department chairs, they had two groups of chairs, and one group of faculty; another college, in addition to the chairs group, had two groups of faculty, one group of elected faculty leaders and a second group of faculty who were chosen by lottery.

Senators Betsy Gitter and Tom Litwack said that 15 members is too many to have good discussions with each candidate and suggested a maximum of 12. Senator Amy Green said that given the expressed interest on the part of faculty in participating in the search process, 12 members would limit inclusiveness too greatly. Senators Patty Zapf and Michele Galietta both supported having the larger number of faculty, reasoning that not everyone will be able to attend every meeting and ultimately the groups may be smaller than 15. President Kaplowitz said that since members of each group must meet with every finalist and since the schedule of meetings is not yet known, some faculty might, indeed, have to withdraw from their group.

President Kaplowitz further proposed that the group of faculty leaders be comprised of three groups: the five faculty who ran for the Search Committee who are not on the Search Committee, if they accept the invitation to serve, because of their demonstrated interest in the search process; the three elected leaders of the John Jay Chapter of the PSC, if they accept the invitation to serve; and 7 Senators elected by the Senate in an election that would take place before the semester is over. The five who were candidates for the Search Committee and who are not on the Committee are Peter DeForest, Joshua Freilich, James Malone, Evan Mandery, and Marcia Yarmus; the three elected leaders of the College's chapter of the PSC are Jim Cohen, Carmen Solis, and Jerry Markowitz.

The Senate supported the proposal that all the faculty who ran for the Search Committee be automatically on the faculty leadership committee, a proposal they especially praised, and the Senate supported the proposal that the three elected leaders of our PSC chapter be automatically included, and also that 7 Senators (or more if all 8 invited faculty do not accept) be elected by the Faculty Senate.

President Kaplowitz then proposed that the second faculty group be elected by the entire faculty and that all faculty who are not members of the first faculty group or members of the chairs group be eligible to run. She proposed that of the 15 seats on the second group, two be designated for adjunct faculty. Asked whether adjunct faculty are permitted to serve on a faculty group, she said that she asked this question of 80th Street and was told that it is permitted and, indeed, is encouraged.

Senator Gitter proposed that we tie the number of faculty on each committee to the number of nominations. She said she would be willing to support having larger groups if large numbers of faculty are willing to run and serve.

Senator Galietta said it is important to have experienced faculty as well as new faculty on the committees, so she supports the proposal because it provides a viable chance for such a result.

Senator Litwack asked why the Senate could not hold the election of 7 Senators at today's meeting. President Kaplowitz said the number of Senators is dependent upon whether all 8 of the other faculty accept the invitation to serve on the faculty leadership group; if several decline, there would be more seats for Senators. Furthermore, there are Senators who are unable to be at today's meeting who might want to run and, also, all who are not present would lose their right to vote. She noted that to have an election at a meeting when an election is not on the agenda, when this can be avoided, is not a practice the Senate has ever engaged in before, to its credit.

She proposed instead that Senators nominate themselves or others today and that a call to all Senators would be made by phonemail and email, with a deadline of a few days from now, with secret mail ballots sent out immediately after the deadline, and ballots due before the semester is over. The ballots would state how many Senators the Senate members are to vote for because by then we will know how many of those invited to serve on this group accepted the invitation. The ballots would then be counted and the results announced. At that point, a call for nominations would be made to the entire faculty for the second faculty group and that election would take place early in February.

Professor Harold Sullivan asked if all faculty, full-time and adjuncts, should vote for all 15 members on the second faculty group, or whether the adjunct faculty should elect the two adjunct members and the full-time faculty should elect the 13 full-time faculty. Senator Francis Sheehan asked the adjunct representatives on the Senate whether they think adjunct faculty should vote for adjunct candidates. Senator Orlanda Brugnola responded that as a representative of the adjunct faculty she believes that adjuncts would prefer if they are the electorate for the adjunct members,

even if that means they cannot vote for the full-time faculty and that only full-time faculty, therefore, would vote for the full-time faculty members. Senator Brugnola noted that is the method the Senate uses in its annual election for at-large Senate representatives and, in her opinion, this process has worked well and it is the method provided for in the Faculty Senate Constitution.

Senator Evan Mandery suggested that the election be conducted using not plurality voting but rather proportional voting so that minority groups would be guaranteed representation. Vice President Kirk Dombrowski suggested that this goal will be achievable using plurality voting because we have decided to allocate 2 positions for adjunct faculty and to have two groups of 15 faculty each. Senator Mandery said that proportional voting would be preferable, even though, he acknowledged, it is difficult to count the ballots when proportional balloting is used. Senator Patty Zapf proposed that a number of seats be designated for junior faculty. Senator P. J. Gibson said she does not see a problem with designating a certain number of seats for junior faculty and for adjunct faculty in order to meet the goal, at least to some extent, of diversity on the groups. She agreed with Senator Mandery about the goals of proportional voting, in principle, but does not think it is viable for this particular election.

Senator Gitter said she is supportive of having large numbers of junior faculty on the two faculty groups because the junior faculty are the College's future. President Kaplowitz said that we should keep in mind that the average tenure now for a college president in the United States is 5 to 7 years, and, therefore, no one should make decisions on the assumption that the new president will be here for decades and, indeed, we should assume the new president will be here for no more than 5 to 7 years. She noted that the President of Kingsborough Community College has just left the presidency after having taken the position only three years ago. And no matter how long senior faculty expect to be here, unless they plan to leave by June, they will be affected by and will be working with a new president and, therefore, senior faculty should not abdicate their role nor feel, from this discussion, that they should not participate in the process.

Senator Litwack agreed and said that as the faculty member who has been on John Jay's faculty longer than all but one other member of the faculty, he has as much a commitment to the College as anyone else and cares tremendously about the future of this College and is as engaged as any other member of the faculty.

Professor Sullivan pointed out that although he feels that it is important to have a strong junior faculty participation, we have not considered race, ethnicity, and gender, adding that such considerations can be difficult once we try to regulate the outcome of elections. He advocated an open process of both nomination and of voting. Senator Mandery said he agrees with Professor Sullivan but also believes that proportional voting is the solution. Senator Amy Green asked if anyone can explain the pro's and con's of proportional voting versus the voting method we have always used. President Kaplowitz commented that if Lani Guernier were here she is someone who could certainly explain proportional voting to us.

Senator Amy Green asked Senator Mandery to explain proportional voting. Senator Mandery said it would take him hours to explain but that it involves ranking one's preferences and counting ballots in a different way than is now done. He said the Harvard College student government used proportional balloting when he was a student there. Senator Litwack objected to the Senate's consideration of a different method of voting when we do not know enough or, indeed, know anything about proportional voting. President Kaplowitz noted that there are many forms of proportional balloting and that even if the Senate were to decide to use proportional voting, we would not be able to make an informed decision about which method of proportional voting to use.

Senator Gitter said that she finds Senator Mandery's ideas about proportional voting interesting and said that we should resolve that the Senate will revisit the issue of College election policies in order to study the issue for a possible revision of the policies and procedures in the future. She moved that the Senate approve the proposals presented by Karen Kaplowitz and take **up** the question of proportional voting when the Senate meets again in February. The motion was seconded.

Senator Mandery said the crucial question is whether we are going to legislate outcomes or not. He said he is not satisfied with and does not agree with a proposal to postpone a correction of our election system until after this very important election.

Senator Ellen Sexton said she is familiar with proportional voting and thinks highly of it but added that it is much easier to cast votes proportionally than it is to explain the process. And, she said, it is not as easy to count the ballots as it is to count ballots cast using our current voting method. She said that the College Faculty Elections Committee, which will be counting the ballots of as many as 300 full-time and 500 adjunct faculty, comprises only five members and regularly has difficulty achieving a quorum, which is needed to count ballots, and it might not be a good idea to impose a new and more complicated system on the beleaguered Committee, especially since the members agreed to serve on the Committee with the understanding that the work involves a straightforward counting of ballots.

Senator Konstantinos Georgatos said he is a mathematician who has expertise about elections, including proportional voting, and that there is a theory in mathematics which says there is no one fair voting system. He said he would be happy to make a presentation to the Senate at the appropriate time about the different methods of proportional voting of which there are several and the kinds of results that can accrue.

Senator Gitter noted that she has a two-part motion on the floor which had been seconded. Senator Sheehan spoke in support of Senator Gitter's motion, which provides, in part, that the Senate will consider methods of proportional voting at its next meeting, saying he considers it ill advised to change the rules for voting at this meeting because people might later protest that the rules and practices were changed in the middle of the process without sufficient study or understanding of what the change involves. Senator Sung Ha Suh also spoke in favor of Senator Gitter's motion.

Senator Mandery moved to amend Senator Gitter's motion: he moved that the Senate not wait until February to study the issue of proportional voting but, instead, that the Senate shall today adopt the Hare System of proportional voting and that the Hare System shall be used in the elections for faculty who will assess the finalists. Senator Patty Zapf seconded the motion. Asked what the Hare System is, Senator Mandery explained that that is the voting method used by the Harvard College student government. Senator Litwack called it absurd for the Senate to vote to adopt a voting method about which virtually no one present knows anything about.

The question was called on Senator Mandery's motion: the vote to call the question was 11 yes, 16 no, and 1 abstention: the motion to call the question failed.

The question was then called on Senator Gitter's motion: the vote to call the question was 15 yes, 9 no, and 4 abstentions: the motion to call the question carried.

On Senator Gitter's two-part motion to adopt the structures, memberships, and election

schedule of the faculty groups and the election and nomination procedures proposed by President Kaplowitz and to take up the issue of proportional voting at the Senate's next meeting in February, the vote was: 15 yes, 9 no, and 4 abstentions. Senator Gitter's motion was adopted.

Senator Galietta urged that the Senate vote at today's meeting for the Senate members of the faculty leaders group. Senator Amy Green said she can not support this proposal because such an election is not on today's agenda and too many people would be excluded from the process. President Kaplowitz said that we will not know whether Senators who are nominated who are not here today are willing to accept nomination. And we don't know how many Senators we will be able to elect until we know how many, if any, of the 8 faculty who will be invited to serve, accept the invitation. Those eight are the five who were candidates for the Search Committee and who are not on the Committee: Professors Peter DeForest, Joshua Freilich, James Malone, Evan Mandery, and Marcia Yarmus; and the three elected leaders of the College's chapter of the PSC: Jim Cohen, Carmen Solis, and Jerry Markowitz.

Senator John Matteson agreed that elections should not take place today but he said he sees no reason why the nomination process could not begin at today's meeting, a nominating process that would be extended for several days after today's meeting for those Senators who are not able to be present today. The Senate agreed to begin nominations immediately.

The following Senators were nominated and accepted nomination: Desmond Arias, Luis Barrios, Marvie Brooks, Orlanda Brugnola, Effie Cochran, Janice Dunham, Michele Galietta, Konstantinos Georgatos, P. J. Gibson, Tom Litwack, John Matteson, Lorraine Moller, Liliana Soto-Fernandez, Alisse Waterston, Patty Zapf. Although not present, Kwando Kinshasa was nominated (but when notified, after the meeting, he declined the nomination). Several Senators present at the meeting who were nominated declined nomination: Edward Davenport, Kirk Dombrowski, Betsy Gitter, Amy Green, and Francis Sheehan. [Several Senators who were nominated subsequent to the Senate meeting declined nomination.]

President Kaplowitz said she will immediately send a phonemail and an email message to all Senators inviting nominations and self-nominations. Then secret mail written ballots will be delivered to each Senator.

Senator Amy Green said the discussion and the number of candidates is evidence of how strongly engaged the faculty is in the life of the College. Senator Betsy Gitter said that the tremendous response among the Senate members, alone, to an opportunity to engage directly in the search process provides clear justification for the decision to have two groups of 15 faculty and she thanked Karen Kaplowitz for her accurate reading of the faculty's interest and engagement and also for her proposals which were so well thought out, workable, and inclusive.

5. Invited guest: CUNY Vice Chancellor Russ Hotzler [Attachment C, D]

CUNY Vice Chancellor for Academic Program Planning was welcomed and his background was reviewed [Attachment C]. President Kaplowitz spoke about Dr. Hotzler's wonderful work in the CUNY Office of Academic Affairs at 80th Street prior to his position first as Interim President of Queens College, following Allan Sessom's departure, and then, until May, as Interim President of York College, following Charles Kidd's departure: she said he was an extraordinary acting president

at both colleges, garnering the unreserved praise of the faculties of both colleges, to the extent that the faculties of first one and then the other college requested that he be named president; however, the Board's rule is that an acting president may not be named president. And, also, she said, his absence from 80* Street's Office of Academic Affairs was keenly felt by not only that Office but by the Office of the Budget, with which he works closely. She explained that Vice Chancellor Hotzler works with the Executive Vice Chancellor who is responsible for academic matters and he is the liaison to the Vice Chancellor for Budget and Finance. Before working at 80* Street, he was Vice President at Queensborough Community College.

Vice Chancellor Hotzler expressed his appreciation for those kind words and said it is really a pleasure to not only be a guest of the Senate but to see the support and the interest that all who are present at today's meeting provide to the Senate and to the concept of the Senate. Unfortunately, at some of our CUNY colleges, he said, the Senates are not functioning as well as they should, which happens for different reasons, but in essence, many have great difficulty getting a quorum. Professor Ned Benton said that some in the College administration might wish that the Senate functioned less well, adding that he is very pleased to hear our excellent Senate receiving the praise it deserves. Vice Chancellor Hotzler said that at one college the administration is removed from that college's Senate, in that no administrators are members, which is the case at John Jay as well, but at that other college the reason for some of the meetings disappeared because there was no flow of information because administrators were not in attendance. He said it is wonderful to see the level of commitment demonstrated by the faculty at John Jay, which, he said, speaks well for the future of the College.

He said that those of us who have been at CUNY for a while have witnessed some difficult periods, adding that he does know some things about John Jay. In his earlier assignment at the CUNY Central Office he did oversee what was then called the academic program planning initiative and for several years each college produced reports about its academic priorities and he and his colleagues would review those reports and he would meet with John Jay administrators to discuss them. And so he is familiar, to some extent, with John Jay, which he characterized as a young institution by comparison with several of the other CUNY senior colleges.

Vice Chancellor Hotzler noted that CUNY has come out of the current budget process surprisingly well, compared to what we experienced during the last year or two, but he cautioned that we have to be mindful that there is not a lot of support for higher education on the part of our State government or of many State governments. The disinvestment in higher education is very unfortunate and he does not see this changing in the near future. He noted that although there is no wish to raise tuition, it was necessary to do so because of the disinvestment in the senior college budget by the State last year. He said the real concern at CUNY right now is that we are not seeing the same level of interest as exists at CUNY on the part of our public partner – SUNY. The SUNY Chancellor's positions are much more in keeping with the policies of the Governor's Office, which makes the situation much more difficult for CUNY. Chancellor Goldstein has taken some very courageous steps in adopting some positions that are unpopular in Albany. He said his counterpart at SUNY has expressed unhappiness about this to him because, in turn, this does not make the situation easy for SUNY.

He noted that the community college's funding was restored by the State and so there was no fiscal need to raise tuition at the community colleges. But tuition was raised, by \$300 a year, because only 40% of course sections at the community colleges were being taught by full-time faculty. The City agreed to permit a \$300 tuition increase, which for many of the students is covered by student aid. That tuition increase, imposed in June, of \$300 raised at least \$25 million which translates into 450 new full-time hires at the community colleges. The community colleges are now hiring 300

additional full-time faculty and 150 additional full-time academic support personnel. When those hires are completed, the community college full-time faculty will be able to teach 60% of the course sections, rather than only 40% as is the case now. He said that community colleges are expert in cutting budgets so they are having somewhat of a challenge in making so many hires but with the current job market they are getting some very good candidates. Since John Jay is the beneficiary of many transfer students from the community colleges, it is hoped that those students will arrive here better prepared academically. He noted that CUNY has not had hiring on this scale for many years.

President Kaplowitz gave as an example the English Department at Kingsborough Community College, which is in the process of hiring 18 additional full-time tenure track faculty as a result of this investment initiative through the tuition increase. She said that community college faculty keep asking how they are to be expected to do so many searches and she said she keeps responding that we'll take the lines at John Jay if the hiring is too much of a burden for any of the colleges. Vice Chancellor Hotzler said for the six community colleges there are 45 positions in English, 40 in Mathematics, 60 in the Sciences. This hasn't happened in more than 30 years. Not since the early 1970s, when the colleges were expanding, was there hiring on this scale.

President Kaplowitz explained that the \$750 tuition increase at the senior colleges for undergraduate resident students was to fill a \$121 million hole in the senior college budget enacted by Albany. The large increase in senior college tuition created a climate that permitted an increase in the community college tuition of \$300 a year as a way to invest in full-time faculty and in full-time academic support staff at the 6 community colleges.

President Kaplowitz told Vice Chancellor Hotzler that although he is familiar with John Jay, she hopes he is interested in hearing faculty perspectives about some of our unique majors. He said he would be very interested, indeed. Senator Peter DeForest spoke about our Forensic Science Program and about the attempt by *SUNY* to start a competing Forensic Science Program, one which in his view is not academically sound. He provided data about the number of students who finish their degrees at John Jay as Forensic Science majors and the numbers who are hired in the field and spoke about a site visit a year and a half ago visit by an accrediting body.

Vice Chancellor Hotzler spoke of his concern that some accrediting agencies that are limiting access, in his view, to occupations by requiring masters degrees when baccalaureate degrees had long been required, such as occupational therapy and physical therapy, and in some cases by now requiring doctoral programs, such as in the field of pharmacy. He said he thinks that although some programs should require higher levels of training he believes many of these actions are self-serving and self-protective by those in these fields. He added that even the Middle States introduction of "assessment" into almost every paragraph of its "characteristics of excellence" is really a jobs creation program for Institutional Research directors. He added that he thinks assessment is being emphasized more than is necessary and that, as a result, Middle States is forcing people to do things in a way that he, for one, does not believe is educationally sound.

Professor Ned Benton explained that his department, Public Management, includes public administration, economics, fire science, and other programs. He spoke about the need to strengthen the Economics offerings and the hope that by the time we move into Phase II we will have an Economics Department. He also described what he characterized as his department's signature program, the Inspector General program, the only public management program in the country which focuses on oversight. Professor Benton said it is very valuable to his department that the Vice Chancellor's Office has just decided to allocate a line for a Distinguished Professorship to his program, especially since the U. S. News & World Report ratings are about to be issued for the program that has received the #1 rating and a distinguished professorship line can only help the program in again achieving a good rating this time around.

President Kaplowitz announced that Senator Patty Zapf is the Deputy Executive Officer of our new Ph.D. program in Forensic Psychology: the Senate applauded upon hearing the news. Senator Zapf explained that ours is the first Forensic Psychology Ph.D. program in the country and, perhaps, in the world. She said she can not describe how incredibly exciting it is for her to be a member of John Jay's Forensic Psychology Department and she spoke of the tremendous excitement our new doctoral program is generating among potential students, about the splendid faculty we are recruiting, and the thrilling experience the faculty of the Department are having in developing this new doctoral program. She explained she is the first graduate of the Simon Frasier University's clinical doctoral program with a speciality in forensic psychology, after which she went to the University of Alabama as a faculty member where she taught in the forensic psychology concentration of the clinical program there, and then came to John Jay where everything is Forensic Psychology rather than just a speciality or a concentration.

Senator Zapf explained she was recruited from Alabama University to help develop our doctoral program in Forensic Psychology and that being at John Jay is like a dream that has become a reality. She said every day she is amazed at how wonderful the College is and at the tremendous potential that is here. We have a 450-student Masters Program in Forensic Psychology, which is very successful, and from which our students are being hired by the DEA, the FBI, the CIA, and the Federal Bureau of Prisons.

And then there is the Ph.D. program which she said she is absolutely thrilled to be a part of. The first students will enroll in the fall: we already have 16 faculty members throughout CUNY who will be part of this Ph.D. program: we are the biggest concentration of faculty in Forensic Psychology in the world. Most other programs have three, and at the most, five Forensic Psychology faculty which means that they accept between three and five doctoral students every year. We are looking to accept 15 students every year. She said our program will outclass every other program in every way. She said she is fielding at least five inquiries a day from students interested in applying to our doctoral program and this is despite the fact we haven't yet widely advertised the program. We have the potential to be huge and well known and recognized.

Senator Michele Galietta spoke about the extraordinary faculty currently in the Forensic Psychology Department and about different research programs already in place and about the searches that are taking place for faculty to study new areas such as the neurobiology of violence.

Senator Tom Litwack noted that students are coming to John Jay to study Forensic Psychology from all over the world and that although we are no longer the only Masters Program, we attract more Masters students from all over the country and from all over the world than any other Forensic Psychology Masters Program. Senator Zapf said that if the doctoral program inquiries are any indication, that will also be a program with many international students.

President Kaplowitz said that because Senator Litwack is very modest and would never report this, she would like to report that he was invited to give the Presidential Address at the American Psychology Association Law and Psychology Conference two years ago, which is obviously a tremendous honor and tribute, since only one person a year gives the address. Senator Zapf explained that the Presidential Address is actually given only once every two years.

Senator John Matteson noted to the Vice Chancellor that he is rightly hearing about what is unique about John Jay in terms of CUNY programs and said that Senator Zapf rightly emphasized the tremendous potential of her department. He said it is important to point out that the College is remarkably strong even in areas in which we don't so much as have a major. He said he can only speak knowledgeably about his department, which is the English Department. Since he arrived a few

years ago, his department has hired faculty with doctorates from Columbia, Harvard, the University of Pennsylvania, Washington, UCLA, Wisconsin, and the list goes on. The English Department faculty are publishing aggressively and are doing it at the same time that they are carrying teaching loads that would send most sane individuals screaming into the night. Certainly the programs, apart from the humanities, should be the focus of today's discussion but it is important to serve notice that the humanities faculty are here, too.

President Kaplowitz thanked Senator Matteson for his important statement and noted that he has holds both a doctorate in literature and a law degree and is a valued member of the English Department. She added that she knows that the Vice Chancellor knows that our History Department also has extraordinary faculty, including Jerry Markowitz, Blanche Wiesen Cook, Mike Wallace, Carol Groneman and many others. We have incredible liberal arts faculty. She introduced Senator P.J. Gibson, of the English Department, who is a nationally and internationally renowned playwright.

President Kaplowitz said Senator Matteson is correct that the College's humanities faculty are truly outstanding and said that many of our faculty would like CUNY to think about permitting John Jay to once again have at least some majors in the liberal arts. The Vice Chancellor said he could understand the faculty's wish to restore liberal arts majors. She said she knows that the Vice Chancellor knows we once had 13 liberal arts majors but we are not suggesting that we should suddenly be permitted to restore those 13 majors. But, she added, as an example, New York City College of Technology is permitted to admit 10% of its students as liberal arts majors but we are not and that means we do not have the mix of students that enriches the educational experience of all students. She noted that although Baruch's special mission is business it has excellent majors in English, in Journalism, in History and so forth. She noted that MIT offers excellent majors in liberal arts subjects and that, indeed, all colleges in the country do: John Jay is not only unique but is an anomaly.

Senator Desmond Arias explained he is a member of the Government Department and described the College's outstanding program in International Criminal Justice, which is one of the College's newest majors.

Vice President Kirk Dombrowski noted that of the 9 full-time faculty in the Anthropology Department, 8 were hired during the past 6 years. So the department has experienced a complete transformation and in the process has managed to not only hire very good people but to go in a direction that fits the College in its current form. Originally Anthropology was part of a 3-part social science collective: psychology, sociology, and anthropology. But by hiring all new faculty, the Department was able to hire faculty who are working directly on public policy issues. All the faculty are conducting research directly on public policy issues. And so the department is not a general Anthropology Department: they do not have a physical anthropologist or a linguist or an archeologist and they have not wanted to. Instead they have 9 Cultural Anthropologists which makes them the second biggest Cultural Anthropology Department in CUNY, with only Hunter's program larger.

The turnover results in many faculty working on projects which they have been able to involve their students in, including fieldwork projects, Vice President Dombrowski explained. For example, the department did a large scale rapid assessment project for the Brooklyn DA who came to the department because shootings were down in all precincts except for two, where the shootings were up: the Brooklyn DA wanted to know why. Over the summer, with students and with faculty from other departments, such as Sociology, his department conducted a rapid assessment of those two precincts, including interviews and street ethnography. This is all part of their work in building a research oriented public policy department that fits in with the way that John Jay has evolved and

which enables the department to contribute to the College as a whole.

And despite all this, Vice President Dombrowski said, Anthropology is not a “flagship” department or program. If we could bring in “flagship program” dollars to the College, not only would mission departments have the ability to be stronger but internal teaching allocation monies could be distributed to those programs that support, sometimes more visibly, sometimes less visibly, in the mission of the College. College-wide integration of programs is central to the College and is, perhaps, unique to the College.

Vice Chancellor Hotzler replied that it is not unique in that many disciplines are crossing over into others more and more but clearly it is unique in that what your crossovers are into are different than at other colleges. He said that the combining of strengths is the direction that is needed. He asked whether the hiring is the result of retirements. Vice President Dombrowski said it is entirely the result of retirements, that the Department has the same number of faculty it has had for years but that an entire generation of faculty retired and the department was able to recruit excellent faculty, like Senator Alisse Waterston, whom they recruited away from a lucrative position.

Professor Ned Benton said that Kirk Dombrowski’s comments about flagship dollars is a good transition to what we would like to discuss next. He said that whenever there is a guest he likes to produce a new chart and for today’s meeting he has done so again [Attachment D], this time about flagship or cluster lines allocated by *CUNY*. He distributed copies of a chart he had made which shows the minuscule allocation of flagship dollars allocated to John Jay by the CUNY Central Administration [Attachment D] and he suggested that everyone autograph his color version of the chart so that it can be a memento for the Vice Chancellor of his meeting with us.

Professor Benton said we are really proud of the quality and dynamism of our academic programs. He asked what do we need to do and what does the CUNY Central Administration need to do for John Jay to become a recipient of what should be our fair share of flagship lines. The Vice Chancellor noted [wryly] that since he resumed his position at the CUNY Central Office the number of John Jay’s cluster or flagship lines has increased 100%. [The Senate laughed and] President Kaplowitz [laughing] acknowledged the literal truth of that statement: John Jay had previously received two cluster lines since the flagship initiative was established about four years ago and the College has just received *two* additional flagship faculty lines. But, she added, of the 148 flagship or cluster lines, and the funding for those lines, distributed thus far, four lines is a really minuscule allocation.

Vice Chancellor Hotzler said administrators must be accountable for their decisions and their actions and he considers this question to be a fair one. He noted that on the surface, at least, a strong case has been made today at this meeting that is worthy of investigation – at the forensic level – and that clearly there is some history that requires looking into with regard to this about which he is not familiar. Professor Benton said that history is usually our problem at John Jay, that the situations we find ourselves grappling with are a function of history.

Vice Chancellor Hotzler noted that there are both benefits and drawbacks to being a University system and that John Jay is one unit in a very big multi-unit system that has a tremendous number of dimensions to it and about which very few people have an entire grasp. There is a need, sometimes, for certain children in the family to make more noise than others, adding that he is not inciting riot, but he is suggesting that there is a need to, perhaps, present a case in a manner that results in a little more credibility in the outcome. He said he can not speak to the history but he does understand the rationale for some of what the chart shows but it would require further study on his part and consultation with others to fill in all the blanks.

Professor Benton noted that flagship cluster lines are usually multi-campus positions so that strengths in identified disciplines across the University can be made into University-wide areas of research and study that can fulfill their potential. Those cluster areas include photonics, foreign languages, nursing, and other disciplines that John Jay does not have majors in. By contrast, he said, John Jay has multi-departmental clusters within our College which deserve flagship status and flagship lines and funding.

The Vice Chancellor said the University, in fact, is beginning to look at the cluster concept in new ways and that the cluster concept is changing, is evolving. It was initially an attempt – and this goes back to the CUNY Master Plan of four years ago – for the University to be competitive in areas such as Science which it could not do by calling on the resources of only one college. He said one example and a big example was photonics to which a number of campuses could contribute. He said the cluster concept is evolving because the way it was envisioned does work in certain areas but does not work across the board. That is what is being looked at now. Vice Chancellor Louise Mirrer is overseeing this but part of this has been put on his desk to look at and to work on because clearly there are other dimensions to be considered. He added that the intention was not to leave colleges out of the cluster initiative but are rather to build on existing strengths. Many of the lines that have been awarded are not, in fact, in particular clusters but rather to programs that have particular strengths. But the case has to be made for John Jay and there is the responsibility, administratively on all sides, to make the case.

The Vice Chancellor said it is possible that John Jay might not have made its case strongly enough to 80th Street. Senator Litwack asked in what way the case might not have been made by John Jay. Vice Chancellor Hotzler said he has not been in the Central Office for a number of years and whether the case has not been made or whether there was an issue of receptivity, there nonetheless remains an issue of shared responsibility.

President Kaplowitz said that as we search for a president we need to look for someone who will vigorously make the case for our College and who will work as partners with our faculty in doing so. She said that if she were not a member of the UFS Executive Committee, she would not have had the data about cluster hires that she was able to give to Ned Benton who was then able to make the chart about cluster lines [Attachment D] for today's meeting, data which he did not otherwise have access to. Professor Benton said he loves making these charts but it is, of course, true that he can't make them without the data. President Kaplowitz said the faculty need a president who sends an unambiguous and consistent message to his or her entire administration that information is to be shared with the faculty leadership: it is in the best interests of everyone at the College for that to be standard operating procedure. She added she does not know what data she and Professor Benton do not have nor which data they do not know about that might help the faculty in its efforts on behalf of the College because information is not shared with the faculty.

[A copy of the chart autographed by everyone present and dated with today's date was handed to Karen Kaplowitz to give to the Vice Chancellor]. Professor Benton said that he expects the autographed chart to be framed and to be on the wall in the Vice Chancellor's office at 80th Street because he wants the Vice Chancellor to think of us when he's at 80th Street. Vice Chancellor Hotzler accepted the autographed chart but said he can promise that he will remember today's excellent meeting and would remember it even if he did not have the chart as a reminder.

The Vice Chancellor said the breadth, scope, and range of activities described to him today and the very exciting programs and initiatives that the faculty spoke about has to be packaged and presented in a way so that exactly what is going on can be understood at the Central Office. It is not necessarily that a case is poorly presented but rather it is that many cases are being presented. And

so it is a situation of comparisons in some cases and not that of alternatives. But, he said, it is also a matter of prioritizing locally and putting it forth in a manner that shows that the outcome of the investment is going to truly be worth the investment.

Senator Litwack asked the time frame for making John Jay's case. The Vice Chancellor said there is no specific time frame, that it is a rolling process but that there is also the issue of when resources are available. He said the timing should also be determined according to when various resources are particularly needed and the College should make the presentation so that if the lines are allocated they are allocated when the college can most effectively use the lines. So if a timely investment by the Central Administration would accrue to the benefit of the institution, such as Ned spoke about with regard to the distinguished professor line his program received, that would be an important consideration by the Central Administration in making its decision.

Vice President Dombrowski spoke about John Jay's exclusion from the CUNY Honors College. He noted that first five senior colleges were invited to participate and then two more were added; John Jay was also to be added and then wasn't permitted to participate. He said that we see this as embodying a self-perpetuating dynamic: we have a difficult time attracting really excellent students because we aren't part of the Honors College, which is widely advertised with the listing of the seven senior colleges that participate, and the justification for our not participating is that we don't have a threshold number of students who would qualify for admission to the Honors College. We assume that the Honors College is being re-examined, especially in the context of the development of a new CUNY Master Plan, and we are trying to determine what kind of case we would need to make in order to demonstrate that John Jay does have things to offer the Honors College that are worthwhile and that the Honors College would, in turn, help John Jay express the ways we are excellent.

The Vice Chancellor said that off the top he sees no reason why John Jay should be excluded from the Honors College. [The faculty applauded.] But he cautioned that one sometimes get what one wishes for. He said that having brought the Honors College into fruition at Queens College, he understands the dynamics quite well. There is a significant commitment on the part of the college. It is costly. He said he is not saying by any stretch not to do it but rather that all this has to be thought through because there may a rush to have Honors College students as a way to raise the college's profile but a college can have wonderful honors students – and he said he trusts John Jay has them already – but the College has to think what the Honors College would do to John Jay's existing honors programs and move forward in a way that does not do more damage than good.

At Queens College, for example, there were four honors programs at the college in the humanities and in the sciences and they were basically supported by foundation scholarships. When one suddenly overlays the Honors College over this, there is a significant impact on the existing honors programs. So there was a need to restructure and the only way to do this and to preserve the existing programs, which, of course, were well embedded in the institution and well supported, was essentially to bring the Honors College students into the existing honors programs on the campus so that honors program students had to be admitted to either the honors program in the humanities or to the honors program in the sciences and were jointly CUNY Honors College students and Queens College honors program students in one or another of the honors programs. And as the program develops and matures, the encumbrance on the college to support it is not insignificant.

Vice President Dombrowski acknowledged the importance of the Vice Chancellor's comments but added that part of John Jay's experience is that we find it very difficult to get noticed because we are not noticed and so part of wanting to be in the Honors College is wanting to be recognized and viewed differently than we have been at 80th Street and within the University as a whole. And, thus, this feeds back to questions about cluster lines and the whole host of other issues.

Vice Chancellor Hotzler acknowledged that they are linked but cautioned that the imperatives be balanced. He gave as another example Baruch, which took all of its existing scholarships and made all the honors program students Honors College students and then supplemented the Honors College free tuition package with an additional \$6,000 per student. Brooklyn College had to counter that because students started to choose to attend Baruch. Then Hunter became very upset because Hunter could not match these packages and some of Hunter's students considered choosing the Honors College at Brooklyn or at Baruch because of the additional stipend. He said by all means John Jay should pursue this but would be well advised to look at all the structures and options and decide how to proceed based on that information.

Senator Litwack said it is so frustrating to hear that John Jay can not afford something when that very lack of fiscal ability is a result of John Jay's underfunding by CUNY itself. He said that if John Jay's operating budget were allocated in an equitable way, we would receive \$13 million more a year than we do now. We could be as good or better than any CUNY college if we were given the resources, he said. We want to be the best; we want to be the highest quality college; we have the faculty; we need fair funding.

The Vice Chancellor said Senator Litwack is absolutely right. There is a division between the way the older senior colleges have been funded and the way the newer senior colleges have been funded. He added that all the money that a college has to invest in the Honors College is non-tax-levy money and cannot be supplemented by tax-levy money. He said that was part of his cautionary advice, because a college has to use non-tax-levy monies to support its participation in the Honors College.

Senator Litwack said we would have the non-tax-levy money to spend to participate in the Honors College if we did not have to redirect non-tax-levy monies to pay for basic operations that should be covered by our operating budget; however, our operating budget, which is allocated by CUNY, is insufficient to meet our operating needs.

President Kaplowitz explained that we have not had an honors program, much less several honors programs, and so determining a way to interconnect the Honors College and campus honors programs would not be an impediment. She added that we have had a small freshman honors program but after the students are no longer freshmen they are not in an honors program. Because we weren't permitted to participate in the Honors College, this semester we mounted a small, experimental honors program, which has not yet gone through any governance process. The irony is that this program is an attempt to demonstrate to the CUNY Central Office that we have an honors program and that, therefore, we could hold our own if we were permitted to participate in the Honors College.

She added that she does have some understanding of the Honors College complexities because she had been on the advisory board of the Honors College, at Vice Chancellor Mirrer's request, but she resigned because, although she was there to represent the faculty in general, it was like salt in one's wounds to work on these issues while being on the faculty of a college not permitted to participate in the initiative; so she recommended a faculty member from Brooklyn College whom VC Mirrer did appoint in her place. She said she is a good citizen but serving on that advisory board was just too painful and too masochistic.

Vice President Dombrowski asked whether the Senior College Allocation Model will be included in the 2004-2008 CUNY Master Plan which, according to his understanding, the Board of Trustees will be voting on in May and which will then be sent to the NYS Regents for approval by that body.

Vice Chancellor Hotzler said that if it had not been the intention of Vice Chancellor for

Budget Ernesto Malave and if it had not been his intention to move in this direction, the two of them would not have moved forward with implementing the model in the allocation made to the senior colleges this fall. So that was the first public unveiling of the Senior College Allocation Model. President Kaplowitz told Vice Chancellor Hotzler that we all want to applaud and thank him and Vice Chancellor Malave and Chancellor Goldstein and the other members of the Chancellery and of the Board of Trustees for both the allocation and also for including in the FY2005 Budget Request language about the Senior College Allocation Model [Attachment A], which the Board approved, which means the Senior College Allocation Model is now CUNY policy. Vice Chancellor Hotzler said that is correct: it is now CUNY policy.

Vice President Dombrowski asked if that means it will be included in the 2004-2008 CUNY Master Plan and the Vice Chancellor said that it will be included. Vice Chancellor Hotzler said whenever one changes tradition, whether it is a good tradition or a bad tradition, it is not something one does overnight. The implementation of the Model has a positive impact for John Jay and has a negative impact for several other colleges and so one has to roll this out in a manner that is not punitive and that does not suddenly disadvantage another college.

But, Vice Chancellor Hotzler added, this year's allocation was the first time that lines were allocated more in keeping with actual instructional need rather than with tradition. There was not a lot of money in the pot to do that this year but, he said, he hopes there will be more money to allocate according to the Model next year so that the distribution has more of an impact for colleges such as John Jay. [The Senate applauded.] He said this is one of the things that had to be adjusted, that probably should have been adjusted earlier, but it's there and it's not going away. As we phase out the last semester tuition free policy, all of that money has been dedicated to funding new positions. So the amount of money should grow even more next year.

Senator Litwack noted that the Chancellor has raised questions about the direction of our associate degree programs. President Kaplowitz added that many on the faculty hope to create satellite associate degree programs on CUNY campuses instead of losing the right to offer the programs at John Jay.

Vice Chancellor Hotzler said he has not discussed this issue with the Chancellor but without having had the benefit of doing so, his sense is that it would be a mistake to lose the Associate Degree programs at John Jay because they provide valuable educational opportunities and are a stepping stone into the BA/BS programs. The Associate Degree programs do, however, have an impact on the College's funding. This has to be looked at carefully, with the correct balance being reached. He said he also knows that other colleges have wanted to offer a baccalaureate degree in criminal justice but John Jay has not been receptive.

Professor Benton noted that Middles States has asked us to develop a number of monitoring reports that tie our activities together and to do so we need to develop scenarios as to what our College could be. All the scenarios start with admissions and with the profiles of our students. A critical question is the revenue model. Much of our operating budget at John Jay is the result of overcollection of tuition, that is, the money we are permitted to keep by raising more tuition revenue than the target given to us by CUNY. There are various scenarios that we could develop but ultimately we need advice about this. And the scenarios have to deal with our associate programs in one way or another.

The Vice Chancellor said that from his perspective it is not a question of losing any students but rather a matter of trading off some associate students for more baccalaureate students. So when he says to shift the resources, he means that we may want to engage in more upper division than lower division teaching and so if a model is developed that provides for more access to transfer students who have completed much of their lower division work at a different college, that permits

the College to focus more resources on the upper division. He would not rush into this process, he said, and although Middle States has asked for this and although you certainly want to comply, what you are raising is very critical to the future of this college. He said he would not encourage accomplishing this according to any particular timetable, especially not a Middle States timetable.

We have more than enough activity at this University, he said, in terms of planning, goals, targets, and objectives to satisfy Middle States and anyone else who wants strategic planning to take place. The institution is evolving and is evolving in ways that are clear to all of us here today, from what everyone said, and this is not a process that should be rushed. Some scenarios could be put forward but as critical as the budget is, it is not in our control, it is not even in the control of the Central Administration, as you know. The State and City come forth each year with different projections, concepts for budget distribution, and so we don't have the luxury of planning tuition income or endowment income. And, he said, Middle States understands that. For Middle States it is important that the College convey the sense that this is an active, meaningful discussion at the College and that there is movement in that direction but, he said, he wouldn't try to present them with any closure on this because that would be a mistake at this point.

Senator Effie Cochran asked if Vice Chancellor Hotzler could give his views about the process of searching for a new President: she said this is a time of both anxiety and excitement. He noted that he has now seen the search process from both sides. He called it a difficult process. He commented that there have not been many presidents at John Jay. President Kaplowitz said the fact is that we have never had a search for president until now, which is part of the reason for the anxiety: the process of a search for president is totally new.

Vice Chancellor Hotzler said that the institutions that have come through some difficult years in the best manner are the ones that have had consistent or stable leadership. Where there has been a turnover of three or four presidents in 10 years, an institution can not survive that. He noted that at York, where he was just Acting President, there have been seven vice presidents for administration during ten years and four presidents during that time, two of them acting, and one of the acting presidents was removed by Chancellor Reynolds. It will take years for that institution to recover. He said he can't begin to convey the frustration of the faculty there.

John Jay approaches this process with a lot of stability, which is very important, he said. The anxiety is understandable and will get worse and there is not much that you can do about that. The critical factor is to have the pool of candidates contain several very qualified people: that is the key. Because if your decision is to pick between several very qualified people, then that is the job you want, that is what you want to have internal debates about. If the process does not put you in that position, then the anxiety is appropriate. So the process early on has to be to reach out and to ensure that there are well qualified people in the pool.

President Kaplowitz said that because the Search Committee members have not yet seen the names of applicants, she can make the following statement without violating any breach in confidentiality: she said she would like to take this opportunity, since she has not had the chance before, and since Vice Chancellor Hotzler is speaking to us about this, to urge all faculty, especially those in our mission programs and departments, to nominate individuals whom they know or whose work and reputation they know, for the position of President since it is, as the Vice Chancellor has said, critically important to have as large a pool of viable candidates as possible. There is still time to do make nominations.

She said her experience on University search committees is that the really good candidates for such high level positions often do not respond to ads or to position announcements but, rather, respond to being tapped or encouraged or nominated by others; often they are not thinking of changing their job but when nominated they become interested and often do become a candidate.

Vice Chancellor Hotzler said that is absolutely true and agreed that it is important that faculty nominate people they know, especially those in areas related to John Jay's special mission. President Kaplowitz added that the members of the Search Committee will know who made nominations, even if the individuals nominated choose to not be a candidate, because the Search Committee members are given the names of every candidate and of every nominated person, with information as to who nominated each person or whether the person applied for the position or whether the person was identified as a candidate by the search firm.

Vice Chancellor Hotzler said the process can seem very cumbersome, especially to someone from outside *CUNY* and many people may not want to subject themselves to the process required at a public institution and for this reason, as well, it is very important to reach out to people. He said some of the searches he was associated with produced a small pool of candidates and so there was a struggle to bring a sufficient number of people to the campus: he said ideally you want to bring three to five finalists to the campus, certainly not fewer than three. He said do not be concerned about sorting out between several good finalists; the issue is to be fortunate enough to have several good finalists to choose from. He noted that in the case of several recent presidential searches only two finalists resulted from each search.

Vice Chancellor Hotzler noted that John Jay has very interesting attributes that it brings to the position: the College itself, its location, its potential, the instruction that is taking place, the investment that should have happened perhaps 20 years ago but that is going to happen. He said he does not think there will be a problem getting good candidates.

President Kaplowitz asked if there is any other advice he could give us. He replied that collectively there is a common interest and it is important that the candidates see the solidarity and commitment of the faculty in making the institution better. He said if you have a good candidate there is a bit of a selling job that the campus has to engage in. He said that while the community is scrutinizing the candidates, any candidates worth their salt will be looking at you and questioning whether this is where they want to be.

The Vice Chancellor said this is a difficult environment for a president to come into. For those of us who have been here a number of years, we don't necessarily see it that way. But for someone coming from, say, Omaha, New York is a difficult place. The College President has to deal with Albany, with the Senate and Assembly, with the City Council, with the Chancellery, with Trustees. All of this is not insignificant. There are dimensions to this that don't exist at other institutions.

And then, he noted, there are the constituencies at the campus, including, of course, the students, who are those we are here to serve. Anyone who is president has to be helped by the faculty who will have to use their expertise as faculty in helping the president to assimilate all these factors. He added that John Jay is likely to attract good candidates, but it will take any new president some time to deal with the problems revealed in Ned Benton's most recent chart [Attachment D].

The Vice Chancellor thanked the Senate for the opportunity to meet with the faculty, saying he had learned a great deal, and said that University administrators can do their jobs much better when they are well informed. He said he thinks John Jay will do very well in the coming years and its challenge will be in dealing with success. He commented on how undivided the faculty seem.

Senator Litwack told the Vice Chancellor that the Senate always has a quorum, even on days like today, which is an all-day meeting on a Friday and that is taking place while a horrendous snowstorm is raging outside. He noted that despite the snowstorm, no one has left the meeting to get home. He added that this is our 254th official Faculty Senate meeting and the Senate has never

failed to have a quorum. Senators Peter DeForest and Effie Cochran spoke about how engaged and united and informed our faculty is. Vice Chancellor Hotzler said faculties on other campuses are not always this united, adding that this bodes very well for John Jay.

The Vice Chancellor was thanked and left to the applause of the Senate.

6. Review of the agenda of the December 10 College Council meeting

The agenda comprises approval of the minutes of the November meeting; a report from the Curriculum Committee; and announcements.

By a motion made and carried, the meeting was adjourned at 3 pm.

Respectfully submitted,

Edward Davenport
Recording Secretary

&

Kirk Dombrowski
Vice President

&

Amy Green
Executive Committee Member-at-Large

Foreign Languages

Hires thus far of Foreign Language faculty include scholars with expertise in French, Spanish, Italian, and Chinese.

Biosciences, Nursing, and Art History

The newest cluster areas, Biosciences, Nursing, and Art History were selected with input from CUNY faculty groups.

Following the recommendations, in June 2002, of the Chancellor's Nursing Task Force, eight cluster positions were allocated to community and senior colleges in Nursing. These new positions, in addition to others for which the colleges are recruiting, will help to alleviate the serious shortage of registered nurses and nursing faculty in the metropolitan area.

Six promising young scholars have been hired in biosciences and several additional searches are underway.

The University has begun to see the fruits of this model of resource investment. As the initiative envisaged, distinguished faculty have been attracted to CUNY to work with colleagues in their fields. There has also been increased interest in providing external funding to the University, or forming public-private partnerships with it, a development that is most readily perceived in the Center for Advanced Technology in photonics and the Center for Software Design and Development.

The success of the model has encouraged us to expand it further, and to begin planning for the next set of cluster lines. These include the Urban Environment Initiative, which will explore the principle of environment equilibrium in an urban setting. We have also set in motion the process that will enable us to move forward with the designation of architecture, sited in our award winning school of Architecture, Urban Design and Landscape, at City College, as a flagship program. We have also used this opportunity to allocate new lines to programs requiring just a modicum of extra attention to achieve or maintain

national prominence, including Engineering at City College, Criminal Justice and Forensic Science at John Jay College, Small Business and Entrepreneurship at Baruch, and the Ph.D. programs in Political Science, Anthropology, Sociology, and Philosophy.

In fields such as business, health, public administration, urban affairs, engineering, and architecture, as well as in the liberal arts and sciences, the University produces graduates whose skills and leadership are vital to the economic strength of the City and State. Many of our programs enjoy national rank and reputation. The cluster hiring initiative enhances this reputation while promoting research and scholarship as well as professional alliances that will benefit communities and key economic sectors of New York City.

Full-time Faculty

Above and beyond the cluster hiring initiative, the University continues to engage in full-time faculty recruitment. We believe the most critical component in building disciplinary strength is the replenishment of full-time faculty and the improvement of the ratio of full-time to part-time faculty. Building on past recruitment initiatives, the University is engaged in an aggressive campaign to recruit faculty to improve the full-time/part-time faculty ratio each year until it reaches the goal in which 70% of instruction is provided by full-time faculty. Excessive reliance on adjunct teaching is counter to exemplary academic practice and was identified by the New York State Board of Regents' Commission on Higher Education as one of the greatest threats to program quality in higher education.

In fiscal year 2004, the University phased in a new Senior College Instructional Allocation Model the implementation of which resulted in the allocation of \$2.5 million in new faculty resources. For fiscal year 2005, additional state funding when allocated by the model would bring the University significantly closer to its 70% goal and would support 300 new full-time faculty, 60 faculty support positions, and related laboratory and equipment needs.

**THE CITY UNIVERSITY OF NEW YORK
GUIDELINES FOR PRESIDENTIAL SEARCHES**

Page 4/4:

Campus Visits:

Arrangements will be made for those candidates to meet with groups or individuals on the campus. Groups of not more than 10 persons shall be selected by the faculty, students, chairpersons, alumni/foundation/ college-related organizations, staff, and senior administrative staff of the college. Meetings with any other constituency or for any other purpose must be approved by the Chancellor. Each campus group shall make a concerted effort to select individuals from as wide an array of its constituency as possible. No person should sit with more than one representative group. (Example: A professor who chairs a department should not sit with both a faculty group and a group of chairpersons.) The college representatives thus selected will meet with all candidates invited to the campus.

Each campus group shall present its view in a brief report to the Chancellor and the Chairperson of the Search Committee within three days of the last campus visit.

Search Committee Recommendations:

After the campus visits, the written conclusions of the Search Committee, normally recommending at least two but no more than three top candidates, shall be submitted to the Chancellor for review and consideration.

Chancellor's Recommendations:

The Chancellor, after reviewing the written assessments of the Search Committee, the views of the campus groups interviewing the candidates, and soliciting such other information as may be necessary, shall prepare recommendations for the Board.

Appointment:

As soon as possible after the Board has chosen its candidate, the Chancellor will notify the candidate in writing of the Board's decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.

Exceptions to these Guidelines:

Special situations may occur when, for example, there is a candidate of proven distinction from within the University, a former University executive, or a candidate of national prominence from outside the University, or an exceptional candidate from a recent CUNY presidential search. Under such circumstances, the Board Chair and the Chancellor, after full consultation with the Chair of the Board Committee on Faculty, Staff and Administration and leadership of campus constituencies, may decide to suspend these guidelines for a specific presidential search and substitute a shortened process.

BIOGRAPHY

**DR. RUSS HOTZLER
VICE CHANCELLOR FOR ACADEMIC PROGRAM PLANNING
CITY UNIVERSITY OF NEW YORK**

DR. HOTZLER CURRENTLY SERVES AS THE VICE CHANCELLOR FOR ACADEMIC PROGRAM PLANNING AT THE CITY UNIVERSITY OF NEW YORK, A POSITION THAT HOLDS SYSTEM-WIDE RESPONSIBILITY FOR PLANNING AND PROGRAM INITIATIVES INCLUDING THOSE RELATED TO TRANSFER AND ARTICULATION. PRIOR TO BECOMING VICE CHANCELLOR DR. HOTZLER HELD THE POSITION OF INTERIM PRESIDENT AT YORK COLLEGE, GUIDING THE COLLEGE THROUGH A PERIOD OF ADMINISTRATIVE TRANSITION. THIS APPOINTMENT FOLLOWED HIS TWO-YEAR TENURE AS INTERIM PRESIDENT AT QUEENS COLLEGE WHERE HE ALSO DIRECTED THE COLLEGE THROUGH A PERIOD OF ADMINISTRATIVE TRANSITION AND RESTRUCTURING. DR. HOTZLER JOINED THE CITY UNIVERSITY OF NEW YORK AS A FACULTY MEMBER AT QUEENS BOROUGH COMMUNITY COLLEGE IN 1971 WHERE HE TAUGHT AND SERVED AS VICE PRESIDENT FOR ACADEMIC AFFAIRS PRIOR TO JOINING THE UNIVERSITY'S CENTRAL ADMINISTRATION IN 1996 AS UNIVERSITY DEAN FOR ACADEMIC AFFAIRS.

HIS UNIVERSITY-WIDE RESPONSIBILITIES HAVE INCLUDED, OVERSIGHT OF ACADEMIC PROGRAM INITIATIVES AND LIAISON TO THE STATE EDUCATION DEPARTMENT AND THE MIDDLE STATES ASSOCIATION IN MATTERS RELATED TO PROGRAM REVIEW AND COLLEGE ACCREDITATION. HE ALSO COORDINATED THE UNIVERSITY'S TEACHER EDUCATION INITIATIVES AND WORKED WITH THE COLLEGES TO ENSURE COMPLIANCE WITH NEW STATE REQUIREMENTS FOR THE PROFESSIONS AND TEACHER EDUCATION. IN ADDITION, HE SERVED AS LIAISON TO THE NYC BOARD OF EDUCATION IN MATTERS OF TEACHER EDUCATION AND DEVELOPMENT OF NEW PERFORMANCE STANDARDS FOR K-12 MATHEMATICS AND SCIENCE INSTRUCTION.

DR. HOTZLER CURRENTLY SERVES AS CHAIR OF THE NEW YORK STATE REGENTS ADVISORY COMMITTEE ON ACCREDITATION. HIS OTHER EXPERIENCES INCLUDE, WORKING WITH THE HOSPITAL FOR SPECIAL SURGERY'S BIO-ENGINEERING DEPARTMENT, WHERE HE STUDIED METAL-TISSUE INTERACTIONS AND WEAR CHARACTERISTICS OF METAL IMPLANTS, AND SERVING AS A NASA RESEARCH FELLOW STUDYING THE MICROSTRUCTURE AND CHARACTERISTICS OF OXIDE-DISPERSION STRENGTHENED ALLOYS AT THE NASA RESEARCH CENTER IN OHIO.

DR. HOTZLER WAS AWARDED THE AMERICAN SOCIETY FOR METALS 'EDUCATION AWARD' GIVEN IN RECOGNITION OF CONTRIBUTIONS TO THE TEACHING OF SCIENCE AND WAS ELECTED TO THE BOARD OF THE NATIONAL EDUCATION COMMITTEE OF AMERICAN SOCIETY OF METALS. HE IS ALSO A RECIPIENT OF THE ELLIS ISLAND MEDAL OF HONOR, AND THE CHRISTOPHER COLUMBUS AWARD FROM THE ITALIAN CHARITIES OF AMERICA. DR. HOTZLER HAS BEEN ACTIVE IN NUMEROUS PROFESSIONAL SOCIETIES INCLUDING THE AMERICAN SOCIETY FOR METALS, THE AMERICAN SOCIETY FOR TESTING AND MATERIALS, THE AMERICAN SOCIETY FOR ENGINEERING EDUCATION, AND SIGMA XI.

A NATIVE NEW YORKER, DR. HOTZLER HOLDS A BACHELOR OF SCIENCE DEGREE AND A MASTER OF SCIENCE DEGREE IN METALLURGICAL ENGINEERING AND A PH.D. IN PHYSICAL METALLURGY FROM THE POLYTECHNIC INSTITUTE OF BROOKLYN (POLYTECHNIC UNIVERSITY) WHERE HE ALSO SERVED AS A MEMBER OF THE FACULTY IN THE DEPARTMENT OF PHYSICAL AND ENGINEERING METALLURGY.

Senior College Cluster/Flagship Lines Allocated, 2000-2003

