

Faculty Senate Minutes #285

John Jay College of Criminal Justice

Monday, November 14, 2005

3:15 PM

Room 630 T

Present (27): Danette Brickman, Marvie Brooks, Orlanda Brugnola, Roddrick Colvin, Robert DeLucia, Virginia Diaz, Janice Dunham, DeeDee Falkenbach, Robert Fox, P. J. Gibson, Betsy Hegeman, Ann Huse, Ping Ji, Karen Kaplowitz, Tom Litwack, Roderick MacGregor, James Malone, Evan Mandery, Dagoberto Orrantia, Edward Paulino, Nicholas Petraco, Valli Rajah, Rick Richardson, Raul Romero, Francis Sheehan, Shonna Trinch, Susan Will

Absent (10): Teresa Booker, James Cauthen, Francisco Chapman-Veloz, Edward Davenport, Greg Donaldson, Amy Green, Yi He, Mary Ann McClure, Thalia Vrachopoulos, Robin Whitney

Guest: Professor Ned Benton

Invited Guests: President Jeremy Travis, Vice President Tova Friedler, Chief of Staff Mayra Nieves

Agenda

1. Announcements
2. Approval of Minutes #284 of the November 3, 2005, meeting
3. The traditional John Jay emblem and the proposed new emblem: Senator Litwack
4. Invited guest: President Jeremy Travis
5. Continued discussion about the John Jay emblem
6. Discussion: possible budget strategies to improve John Jay's funding

1. Announcements

President Karen Kaplowitz spoke about Distinguished Professor James Fyfe, whose death she called a terrible loss to our community. She noted that he was an alumnus of John Jay, having received his degree while a member of the NYPD, and then, after earning his doctorate, taught at Temple University. He then came to John Jay as a distinguished professor but within a week of

arriving to teach at John Jay he was tapped by Police Commissioner Kelly to serve as Deputy Commissioner for Training and was scheduled to return to teaching here in February. He was a nationally recognized expert in policing and on the use of force and he was the only John Jay graduate to have received an honorary degree from John Jay; he received the honorary doctorate, at the recommendation of the Faculty Senate, prior to being named a distinguished professor.

She said that, on a happier note, she had been pleased to bring greetings on behalf of our faculty at the annual Dean's List Reception on November 9, which was attended by hundreds of students and their families and by many faculty.

2. Approval of Minutes #284 of the November 3, 2005, meeting

By a motion duly made and carried, Minutes #284 of the November 3 meeting were approved.

3. The traditional John Jay emblem and the proposed new emblem: Senator Tom Litwack [Attachment A – Figure 1 & Attachment A – Figure 2]

Senator Tom Litwack reported that the College emblem has been unilaterally changed by President Travis without discussion by or consultation with the College community, much less consensus about the need to change the emblem nor consensus as to what a new emblem should look like. He recalled that in the late 1960s members of the College community, after engaging in a lot of discussion, designed an emblem which incorporates the scales of justice using the two J's of John Jay's name.

Senator Litwack held up that emblem [Attachment A – Figure 1] as well as President Travis' choice of a new emblem [Attachment A – Figure 2]. He said that if the emblem is to change it should be done by vote of the College Council. The Charter of the College states: "The College Council shall be the primary governing body of the John Jay College of Criminal Justice. It shall have authority to establish College policy on all matters except those specifically reserved by the Education Law or by the Bylaws of the Board of Trustees of the City University of New York to the President or to other officials of the John Jay College or of the City University of New York, or to the Board of Trustees."

It seems to him, Senator Litwack explained, that unless there is a specific delegation of rights to the President to choose the emblem for the College it is for the College Council to do so but the President seems to believe that he has the right to unilaterally choose the College emblem. Senator Litwack said his position is that the nature of the College emblem is a policy decision and that the importance of the process is separate from the fact that he personally not only prefers our longstanding emblem but personally hates the new one.

Senator Litwack reported that last week at the November 10 College Council meeting, under "new business," he told the Council that he would be submitting the issue of the College emblem as an agenda item for the December 14 College Council meeting and he has since done so. He said that last week's at that College Council meeting, when explaining his reasons, he had held up the

very first catalogue of the college emblazoned with its new name, John Jay College of Criminal Justice (changed from College of Police Science) and with the original emblem, which has been the emblem ever since.

Senator Litwack said he is really stunned that such a decision could have been made without any discussion with the Faculty Senate, or with the College Council, or with the Council of Chairs, or, to his knowledge, with the Student Council. He said that he considers our traditional emblem to be very beautiful and very meaningful but even more important – whether we prefer the traditional emblem or the new one – is the issue of the process, or more accurately, the lack of process. He acknowledged that our traditional emblem is not, of course, a religious icon, it's not a sacred icon, and it could be that the College may well decide we should have a different and conceivably better emblem. But what does seem to him to be very clear is that if the College's emblem is to be changed it should only be changed by vote of the College Council.

President Kaplowitz reported that President Travis had given the project of developing a new emblem to Vice President for Institutional Advancement Tova Friedler, who hired a consultant to design a new emblem. The consultant developed a series of new designs from which President Travis made the selection. She said that she hadn't seen the new emblem until it already had been selected and that she had never seen – and she still has not seen – the various other designs that had been created by the consultant. She added that she had been briefed by VP Friedler only after the new emblem had been selected and had been told, upon being shown the emblem, that this is the new emblem, that the decision had been made, and that stationary was already being printed, which she was shown.

But, she added, she subsequently met with President Travis about the emblem and he told her that he is open to selecting a different emblem although he is convinced we must have a new emblem because in his opinion the current one does not position the College well in the market place nor does it provide a clear "brand" for the College. He told her that he has discovered that people do not realize that the back-to-back J's are meant to represent the scales of justice. Another negative, he had explained, is that the name of the College within the border of the emblem is unreadable. But, he said, he is certainly willing to discuss the issue and, because he had been previously scheduled to come to today's Senate meeting, she suggested that he discuss the issue with the Faculty Senate today and he readily agreed.

Senator Litwack said he does not consider it acceptable for the President to say that he is open to changing the emblem to a different one but that he is not open to keeping the traditional icon. It is not for him to decide, he said, but at the same time he acknowledged the right of the College community and of the College Council to change the traditional emblem even though it has been our emblem for four decades and he personally would not want it changed.

Professor Ned Benton agreed with Senator Litwack that the College Council should be the authority in this matter. But, he added, he does not believe there is anything to prevent the President from changing the emblem until and unless the College Council votes to either reject the new emblem or votes to create a process for dealing with the official symbols of the College. Once the College Council passes a policy about the official symbols of the College then that becomes the rule. It's been only since the Faculty Senate was established that we have had an assertive faculty, which is exactly what we need, he said.

Senator James Malone stated that he understands that this issue will be on the agenda of the

December 14 College Council meeting. Senator Litwack said he already submitted the item which is a proposed resolution that says, basically, that the traditional emblem shall be the emblem of the College unless the College Council votes to change it. Senator Litwack said that Professor Benton may well be right that unless the College Council acts the President has the right to change the emblem but, he added, it would nonetheless, in his opinion, be very wrong for the President to unilaterally change the emblem, especially when the emblem is so meaningful to so many of us. He reported that he recently ran into an important alumnus of the College, someone who's been very active at John Jay for many years, who brought up the subject of the new emblem and who described it as "an abomination and an insult to the heritage of the College." At last week's College Council meeting when he announced his intention to submit this issue for the December College Council meeting, he quoted that alumnus. Professor Benton said that Senator Litwack's College Council agenda item is exactly the course of action he is recommending.

President Kaplowitz said it's clear that whether we like the new emblem or not, whether we believe we need a new emblem or not, the lack of process is something that is troubling to many. She noted that, according to the UFS Faculty Experience Survey responses, John Jay faculty are notably dissatisfied with the level of respect the administration shows them: 57% of our faculty who responded to the survey are dissatisfied or very dissatisfied with the respect shown them by administrators compared, for example, to only 17% of the faculty at LaGuardia Community College who are dissatisfied or very dissatisfied, which is a 40 point difference. She said she believes that unilateral decisions by administrators contributes to such high level of dissatisfaction.

Professor Benton agreed and noted that in the early history of the College the lack of a formally established approach to the establishment of policies and procedures was embedded in both a culture of collegiality and a practice of at least informal consultation and consensus building but that during the last 10 or 15 years that culture broke down which led, for example, to the need for the Senate and Chairs to bring a class size policy to the College Council because an agreement about proper class size could not be addressed any other way. The faculty found more and more that it was not getting any traction on issues important to the faculty or to the academic well being of the College unless it availed itself of formal governance processes.

Senator P. J. Gibson noted that the John Jay icon appears on the class rings of our College's graduates and that the College ring is a bond among the graduates of a college. She questioned whether the College ring will also be changed and spoke about reaching across the counter at Macy's the other day and an 80-year-old woman was doing the same and they saw that each was wearing the same college ring, with a emblem that goes back to the 1800s, and they immediately greeted each other as alumnae even though they had never previously met: that was a bond of their college. Thousands of our students have graduated who have great pride in the symbol of John Jay College. She asked whether our emblem will disappear from class rings to be replaced by only a "J." Other Senators noted that the traditional emblem also appears on transcripts, diplomas, and on the presidential medal.

Senator Dagoberto Orrantia spoke in support of this issue being taken up by the College Council. Senator Robert Fox said there is nothing more important than good will. He noted that when someone comes in and makes arbitrary decisions, without consultation, even when they're good decisions, the result is that people feel marginalized. He said he wants us to ask President Travis why he would even consider making such a change without consulting with the community.

President Kaplowitz noted that when President Travis met with us in September, he had said

he really appreciates the Senate's willingness to devote part of every other meeting to him because he wants to lessen the divide between the administration and the faculty; he said he understood that during the years before he became president that divide had become quite pronounced and that while some tension between administration and faculty is to be expected, it had been beyond the norm at John Jay and he wanted to at least bring us back to the norm. She said she reminded him of what he had said when she met with him about the emblem. And she had also said to President Travis that she hopes he sees the reaction to the emblem change, a response which has been quite widespread, as something positive in that this is not a college whose faculty simply go to class and pick up their paycheck. Rather this is a college whose faculty are very engaged, feel a real connection and commitment to the institution, and that this is something to be celebrated, but inextricably bound to that is the fact that faculty will push back when decisions are made without meaningful consultation and certainly when there has been no consultation whatsoever.

Senator Janice Dunham said that she had understood that the new emblem would be on the College stationary but had not realized that it would be replacing our emblem everywhere else. She said that stationary is one thing but asked whether the flag of the College and the presidential medal are also to be changed, which she called a very different matter. She added that Senator Litwack's description of people getting together in the late 1960s to create an emblem that all could embrace is very heartwarming. An emblem, and the process of developing it, is a chance for people to articulate what a college represents, what its goals and values are.

President Kaplowitz said she believes President Travis may say there is only a two-week window to decide on the new emblem because the first issue of the College magazine goes to press in two weeks and is to have an emblem on the cover. Senator Litwack noted that the next College Council meeting is not until a month from now, on December 14. She said that is why she is alerting the Senate to this possibility.

President Kaplowitz said that Senator Dunham has made what she considers a very important distinction in speaking about the stationary on the one hand and, on the other hand, about the flag and presidential medal, and, as Senator Gibson has noted, the College ring. She said that there is a difference between the seal of a college, which is the traditional symbol, and which is on official documents, such as transcripts and diplomas, and a marketing brand, which is on advertising materials and stationary. Perhaps, she said, this distinction can help us resolve this issue.

President Kaplowitz suggested that the Senate conduct a non-binding straw vote to ascertain the extent of support for the proposed resolution that Senator Litwack has submitted to the College Council, which states that the traditional emblem is the John Jay emblem unless the College Council votes to change it. She said it would be helpful to know whether there is support, and, if so, the extent of the support. Senator Robert Fox said that we are disadvantaged because we have not yet heard from President Travis about his reasons. President Kaplowitz acknowledged that this is, indeed, a disadvantage but that is why she's proposing only a straw poll, adding that she thinks it would be helpful for the discussion with President Travis to be able to report the extent of the support for Senator Litwack's proposed resolution when we discuss this with him.

A straw poll was conducted which revealed virtually unanimous support for Senator Litwack's College Council proposed resolution.

4. Invited guest: President Jeremy Travis [Attachment A – Figure 1 & Attachment A – Figure 2]

President Travis was welcomed, as was Vice President for Institutional Advancement Tova Friedler, and the President's Chief of Staff, Mayra Nieves. President Travis spoke of his pleasure at again meeting with the Senate.

Speaking about the loss of our colleague, James Fyfe, and the memorial service on Saturday, November 19, President Travis described Professor Fyfe's life as a John Jay life: Jim Fyfe received his baccalaureate degree from John Jay and returned to us as a distinguished professor. President Kaplowitz acknowledged the terrible loss to our community and noted that he was the only John Jay graduate to have received an honorary degree from us, upon the recommendation of the Faculty Senate, which was prior to his becoming a distinguished professor.

President Travis said the issue that he would especially like to discuss is the College logo or emblem. Saying that communication vehicles and communication strategies are very important for the College, he said he's been thinking about changing the emblem since the second day he was president. To that end there has been a series of discussion sessions about our communications and marketing strategies. Last June he convened, with VP Tova Friedler, a brainstorming session. The College now has budgetary resources for marketing because the publication of Law Enforcement News has been discontinued. A major fundraising event is being planned to raise additional money. The efforts to develop a new emblem are precursors to this fundraising event which will be in the spring. He said an informal and a formal analysis about whether the logo should be changed or retained was conducted and that ideas were generated about the logo, ideas which were forwarded to a consultant about possible options.

The consultants then provided a series of designs, he explained. One was a shield, one incorporated double J's, another had back to back J's, and there were other designs as well. One of the assignments that he had given Vice President Friedler was to determine whether we can retain the style of the J as it appears in our traditional emblem but do so in a way that would update, stylize, and modernize it. The question to her was that given that the J in our historical logo is a rather antique style of a J, is there a modern version of that J that conveys the image of our modern institution. A series of options were considered over a period of a week or two. The new logo is the result of that assignment.

President Travis said the design that was chosen [Attachment A– Figure 1] has a number of benefits. Modern branding and marketing exercises tend to focus on blocks; they are very usable, very movable. CUNY is now using a block for its logo. So the graphics advantage of having a block is very appealing and the font, which he said he loves, is very elegant, very classy. Included within the two upper and lower portions of the block are the words "The City University of New York," with the J to the left of the block. The use of two J's didn't look good and, furthermore, we are not known as "Jay Jay." He said he personally likes the new logo. He's shown it to people at the College and the response has been overwhelmingly – by which he means far more than a majority – positive, although he knows that Tom Litwack does not agree and he understands now, after conversations with Tom, that there are others who don't like it.

What President Travis said he now understands about the logo that has been used until now is that it reflects a period of history, and it reflects a deep connection that people feel to this institution. People have grown up with this identification of John Jay and have seen the logo

everywhere, as one should. The Jerry Markowitz history of the College tells the story of the creation of the logo and there may be people still at the College who were involved in its creation. His view is that it should not continue to be our logo as we go forward because it does not convey a modern institution, it's very hard to read, it has many weaknesses from a graphics point of view, when it's on a podium it is very difficult for viewers to read it. But for many people it has strong symbolic and emotional resonance to the way they identify the College. So as we discuss this he'd like to hear some suggestions. Should the original logo still be used and, if so, how should it be used, what should its future life be, he asked. He said he'd really be open to views on how we should use it, if we should, indeed, use it because there are some people who do think it's time for us to move on.

Senator Dagoberto Orrantia said there is the feeling that there was no consultation about this and that it really is not the President's prerogative to change the logo. President Travis said some hold that view but he holds a different view. Senator Orrantia said the question is not only whether it should be changed but the process of making that decision.

President Kaplowitz explained that before he arrived, the Senate held a non-binding straw vote which was taken with the explicit acknowledgment that we had not yet heard President Travis' reasons for wanting to change the logo nor his basis for believing it is his prerogative to unilaterally change it. Given those caveats, the straw vote revealed virtually universal agreement with the position that our emblem should remain our emblem until and unless the College Council takes the position that the emblem should be changed.

Senator Evan Mandery said he disagrees with his colleagues and that he cast his straw vote for President Travis. Having read the Charter he believes there are arguments to be made on both sides of the question. But although there is room for argument, he believes this decision is within the President's authority, absent an explicit designation to the contrary. And, he added, he doesn't think it matters whether it is within the President's authority because even, for the sake of argument, if the faculty has the authority, the faculty should choose to delegate this authority to somebody who is an expert on these matters.

Senator Mandery said he likes the new logo but he would support the President on this even if he hated the logo. He told President Travis that he thinks it's great that he is thinking about these kinds of things. Describing himself as someone who comes from the world of politics, Senator Mandery said this is the way people go about propagating a message. The President may be making a mistake about the logo, the logo may turn out to be a terrible failure, but he'd back up the President because he's going about the process in the right way.

Senator Mandery told President Travis that he feels protective toward him about this issue because he feels that the charge that he has been insensitive to process is unfair. President Travis responded that he himself knows he is not perfect on matters of process. Senator Mandery said he'd feel very differently if President Travis were proposing, for example, to eliminate an academic department, which has to be the product of conversation, but in the President's defense, whenever any of these kinds of issues have come up he's seen him engage in an abundance of process, an abundance of good faith. He noted that on three occasions he has emailed President Travis about issues and in each case the President has replied despite, he's sure, receiving hundreds of emails. He said that VP Tova Friedler, whose selection he participated in as a member of the search committee, is very smart, this is her area of expertise, and if a mistake is made, so be it, but we should let the experts do their job.

Vice President Francis Sheehan, noting the differences in opinion, asked President Travis what the basis is for his belief that he, in fact, has the authority to change the logo – whether the basis is the Charter and, if so, what part of the Charter, and if the basis is a different source, what is that source – that gives him this authority. President Travis said that without having done his own research he prefers not to give a legal answer except to say that his gut reaction to Tom's assertions – and to others who hold the view – is that this is something that lies within the president's prerogative and is not a College Council matter. We could have a longer discussion after he's studied the matter further, he said.

Senator Dunham said to President Travis that he has defined his values, his goals, as the twin goals of modernity and emotional resonance. What he is hearing here, she said, is the emotional resonance many of us feel about the traditional emblem. He agreed. If, she asked, his goal is primarily modernity, what, she asked, happens in five years: will the new logo be jettisoned in favor of yet a newer logo. That's one of the things that causes people to question the process. President Travis said that is very well put.

Senator Dunham continued: if the goal is to build emotional resonance, why not involve people in developing a new emblem instead of imposing one. President Travis said he hopes that someone will give some thought about the future use of the traditional emblem. Senator Dunham said that not having been at the College as long as many of her colleagues, she doesn't experience the same emotional resonance as others but the difficulty is that the only reasons we've heard at this point are that the new logo is modern, that the new logo is more like CUNY's logo, and that he personally likes the new logo.

President Travis said the fact that he likes it is less important than the fact that many people who've been shown it like it and few have not. Senator Dunham said that for many people this is the first they're learning about the new logo and, she noted, this also speaks to the problem of internal communication, or the lack of internal communication, at the College.

Senator Litwack said he totally disagrees with Senator Mandery except in one aspect: his own comments do not and are not meant to imply any statement about President Travis' respect for process; rather his comments are only about this one issue. In every other way, however, he disagrees with Senator Mandery. First of all, the College Council does not possess only those powers delegated to it. The Charter states that the College Council shall have authority to establish College policy on all matters except those specifically delegated elsewhere to the President. That's not a matter of interpretation, to his knowledge, rather that's what the College Charter says. So, frankly if it is, indeed, the President's position that it is his prerogative to make such decisions, it is his obligation to provide the relevant provision of the CUNY Bylaws that shows the authority is delegated specifically to him; if he can not, then this is a matter for College Council action. And this is not a matter of discretion.

But, Senator Litwack added, he completely believes that it is a very legitimate issue for the College Council to consider whether we should change the emblem. He added that it's not inconceivable to him that we could have a better emblem but he thinks the proposed one is insipid and, quite frankly, he hates it. He considers the traditional emblem – the real emblem – and it is the real one until the College Council votes to change it – to be meaningful, to be weighty.

Senator Rick Richardson said that as a sociologist he is aware of how potent symbols are in terms of the depth and weight they have. They speak to us in ways that language can't always do.

There are traditions involved and when one tampers with those traditions, one tampers with the legacy that those symbols embody.

Professor Ned Benton said he has an open mind about this but would like to know more about the metrics: changing the imagery of the College might make a difference but he would like to know who was sampled. Furthermore, the goals, especially that of modernity, do not match what he hears about the College as he travels around the country. People think that John Jay is very old – like the Continental Congress – that it is the Harvard of criminal justice – and so this is a clash with the idea of modernity.

When he meets with our alumni, Professor Benton said, he sees that they all are wearing their class ring, with the traditional John Jay logo on it. Maybe they all hate the logo, but he, for one, doesn't know whether they do or not. We should know what our alums feel about this and so he'd like to see us invest some time and effort in focus groups. Senator Gibson called the class ring an identifying object for our graduates and she asked who among our students, including our soon to graduate students, and who among our alums were sampled.

Senator Ann Huse said she sees these symbols as two different things: on the one hand the new logo is for stationary, it's for advertising, and on the other hand the traditional logo is really a seal that is printed or embossed on objects. Both can be used by us but in different circumstances. Using both can capture both the new and the old. She agreed that it is important that when we have an event the camera should pick up our logo and that it should be something that is easy to read: it's important for us to be seen and known. On the other hand, Senator Huse said, the traditional logo has emotional resonance and is more graphically appealing. She suggested that we use the traditional emblem within the institution and that we use the new logo for external purposes. She said she likes the new logo because John Jay lived in the 18th century and some would say that criminal justice is an 18th century concept and the new logo looks to her very much like an 18th century printer's block.

Senator Shonna Trinch said she agrees, noting that many colleges and universities have both a seal as well as a logo for advertising purposes. None of those colleges would ever get rid of their seal. For example, she couldn't imagine Columbia ever getting rid of its seal nor could she imagine Columbia ever changing its seal. That would simply never happen. By keeping both we could be modernizing while keeping our historical ties.

Vice President Sheehan said we don't have anything at John Jay College that ties us to the past. Even our buildings don't tie us to the past: we went from the police academy, to 26th Street, to the Fox building on 56th Street, to North Hall, to T Building which will become modified when we move to Phase II. He said he'd be interested to know what the alumni say in response to a mailing asking them which logo they prefer. There is nothing but the logo that unites us from our beginnings in the 1960s through now. He said that as someone who's been at John Jay since 1975, the logo is what symbolizes the College to him.

Senator Robert DeLucia said he's less concerned about matters of law than his colleagues, and he's also less concerned about whether the new logo is wonderful or not. What matters to him is the culture of inclusion. He said this situation has created a feeling of being marginalized, of having no power to influence decisions. This is something that has been a concern at the College for a number of years, which he and others had hoped would be different with a new administration. The Faculty Senate members are very committed to the College and very engaged. Yet none of us had

any knowledge that the emblem was to be changed and certainly had absolutely no input in the change and this troubles him greatly.

Senator DeLucia explained that he's not so much attached to the emblem as he's attached to the College and wants to be a part of a decision that touches the whole of its history. This was one situation that we could have handled differently, he said. The Senate is a group open to change and he would have hoped that President Travis would have recognized this fact about the Senate and treated us with that recognition, that he would have treated us accordingly. President Travis said he appreciates what is being said.

Noting that beauty is in the eye of the beholder and, thus, some will, of course, prefer one logo over another, Senator Malone said that the will of the body is extremely important. Matters of importance need to be handled within the governance framework. These are lasting decisions and they are decisions that everyone can take ownership in if they reflect the will of the body.

Senator Gibson said her understanding is that the College magazine is going to press in two weeks and that the decision about this has to be made immediately because of this deadline. President Travis said that because the issue of the logo has not been resolved, and because he wanted to have this conversation with the Faculty Senate about the logo, the first issue of the magazine will carry no logo.

President Kaplowitz said she thinks Senator Dunham and Senator Huse have made important distinctions between the seal of a college, which is the traditional symbol, and which is on official documents, such as transcripts and diplomas, and a marketing brand, which is on advertising materials and stationary. Perhaps, she said, such a distinction can help us resolve this issue. She noted that the Harvard "H" and the Yale "Y" did not replace the Harvard seal or the Yale seal. Similarly, the John Jay "J" can exist without replacing our seal, our traditional emblem.

But, she asked, were the various designs by the consultants shown to groups of people or did he select the one he liked best and showed it to a select group of people. He said the latter was the approach because designs should not be decided by committee. Senator Dunham said that one could make such a statement about just about anything. President Travis said he thinks it's particularly true of designs. President Kaplowitz said that a process of soliciting opinions about the various designs can lead to buy in by the community, which is what we all want.

She added that she'd like to reiterate what she said to him during their private meeting about the emblem: the reaction by faculty unhappy with the logo or with the process is a function of an extremely positive aspect of our college: at many colleges faculty go to class, collect their salary, and are otherwise disengaged from the life of the college and do not want to be bothered about college matters; ours, in contrast, is a college with a truly engaged faculty who have a visceral identification with and concern about the College, about our community, and this is what is being expressed rather than pushback for the sake of pushback. President Travis said he takes it that way, that he understands that there is a very positive identification with the history and, if he may say, with the soul of the College.

President Kaplowitz recalled that when President Travis met with the Senate last February about the Susan Rosenberg issue, he spoke of having had only 48 hours to make a decision and that had been the explanation as to why there had been no consultation, but in this case there was no externally imposed deadline, no potentially impending disaster if a decision were not made

immediately. In this case there were several months during which consultations could have taken place, which accounts for much of the unhappiness he is hearing.

President Kaplowitz referred to the UFS Faculty Experience Survey and particularly to the chart on the poor score that our faculty gave when asked whether administrators show respect to the faculty and said that she considers this to be particularly relevant to what we are discussing. President Travis said he appreciates having received the survey results from her and that he looks forward to discussions about them.

President Travis said he found today's discussion with the Senate to be very helpful and believes it underscores the wisdom of his meeting with the Senate at least once a month and said he appreciates the opportunity for these meetings. He suggested that he and Karen consult further as to how we might proceed. President Kaplowitz agreed and thanked him for the very collegial and open discussion and thanked Tova Friedler for attending as well.

5. Continued discussion about the John Jay emblem [Attachment A – Figure 1 & Attachment A – Figure 2]

President Kaplowitz said that President Travis seems receptive to the idea of our continuing to use our traditional, historical, emblem as our College seal and treating it as sacrosanct for official college purposes but is also clearly determined to use a new logo, presumably the one chosen, for advertising and marketing purposes. She asked Senators Litwack and Malone how they feel about such a compromise, given how strongly they feel about this issue.

Senator Malone said he doesn't think there's any reason to change the logo at all, noting that he's been wearing the College ring with the John Jay logo on it for 24 years, ever since the student government gave it to him when he was the dean of students.

Senator Litwack said he is actually feeling more open-minded about the issue as a result of our conversation with the President. He said he recognizes that reasonable people can disagree about what they like, that Senator Malone is right that beauty is in the eye of the beholder, and that although he hates the new logo others might, and do, like it. But his point is that the College logo, or icon, or seal is not something that is changed by presidential fiat. As far as the compromise, he feels open-minded about it.

Vice President Sheehan asked Senator Mandery whether he thought there was ambiguity in the article of the Charter that Senator Litwack had read. Senator Mandery replied that the *reductio ad absurdum* of Senator Litwack's position is that the President must consult with the faculty on anything that is not explicitly in the Charter. The President does hundreds of things each day that are not explicitly in the Charter and we should exercise restraint because the President has to lead.

Senator Dagoberto Orrantia expressed frustration at the lack of the President's consultation with us and said he finds it particularly frustrating that the President meets with us regularly yet does not really consult with us; rather he does wants. He added that he thinks Senator Mandery's example of the closing of a department as something the President should not do unilaterally is not particularly absurd because he can envision President Travis saying that he consulted with experts who advised him to close or merge certain departments and, therefore, he is doing so.

Senator Litwack said Senator Mandery is correct that presidents often make decisions which could be the subject of College Council action without consulting with the faculty or with the College Council. That, in general, is fine. However, that doesn't detract from the power of the College Council to overturn a presidential decision when it is within the purview of the College Council and the College Council doesn't like that decision. But there is a bigger point, he said: there are decisions that the President might have a right to make without College Council action that the President should not be making in the absence of College Council action and this is one of those kinds of decisions. When it is a major decision such as this, the President should come to the College Council first and not wait for the College Council to act.

Senator Malone said what is disturbing is that even if a compromise is reached about the seal versus a logo is that the design of the logo has already been decided upon without our input. He said the first step should have been to discuss with the College community the idea of changing the design. We have a Department of Art, with extremely talented faculty, which could have contributed mightily to such an effort. We have a tremendous amount of talent at John Jay that is available and most colleges draw upon such talent.

Vice President Sheehan said he finds it troubling that President Travis told us that changing the logo became an issue for him since the second day he's been president and although we've been meeting with him every month he never mentioned this at all. Apparently he doesn't see something like the emblem as being significant. Senator Litwack said President Travis obviously does see the emblem as extremely significant, so much so that he hired consultants, and yet did not think to bring this to our attention and that is what's so troubling. But because of the limits of time today and because the College's inequitable funding is of major importance, as the person who has raised the issue of the emblem, he proposed that the Senate move to the next agenda item.

6. Discussion: possible budget strategies to improve John Jay's funding

Senator Litwack said he believes it is time to once again take an affirmative stance directly with the CUNY Board of Trustees about John Jay's inequitable underfunding. We have waited patiently for a very long time. He noted that our budget has improved somewhat and he believes it would not have improved at all if the Faculty Senate hadn't made the case over and over again to the Chancellery and to the Board of Trustees. Calling it a good sign that the University is developing an allocation model for the senior colleges, which has never existed, he called the Chancellor's proposed Investment Plan also a very good step. But any progress that has been made has not been enough. We have to be more affirmative.

Professor Ned Benton said he is very supportive of our again making the case directly to the Board of Trustees and urged that we frame our position, as we have in the past, in terms of the unfairness to our students who pay the same tuition as other senior college students and yet receive so much less from the University in services and full-time faculty and course offerings and so forth.

Senator Malone agreed and said every large public college in this country has adopted a funding model based on the number of students enrolled, which is how the CUNY community colleges are funded, but not the CUNY senior colleges. He said we have to develop the political muscle to campaign about this issue.

President Kaplowitz said there are two immediate opportunities for faculty to make the case in person: one is the Board of Trustees public hearing about the Chancellor's Compact Plan on November 28 and the other is the Board of Trustees annual Manhattan public hearing on January 17. Senator Litwack suggested that the Senate Fiscal Advisory Committee, which he chairs, in consultation with the Senate Executive Committee, analyze the best course of action and proceed accordingly.

The Senate voted to authorize the Senate's Executive Committee and Fiscal Advisory Committee to take such actions as they deem to be best suited to make the case effectively to the Board of Trustees. The vote of authorization was adopted by unanimous vote.

By a motion duly made and adopted, the meeting was adjourned at 5 pm.

Respectfully submitted,

Senator Virginia Diaz

&

Vice President Francis Sheehan

ATTACHMENT A

FIGURE 1

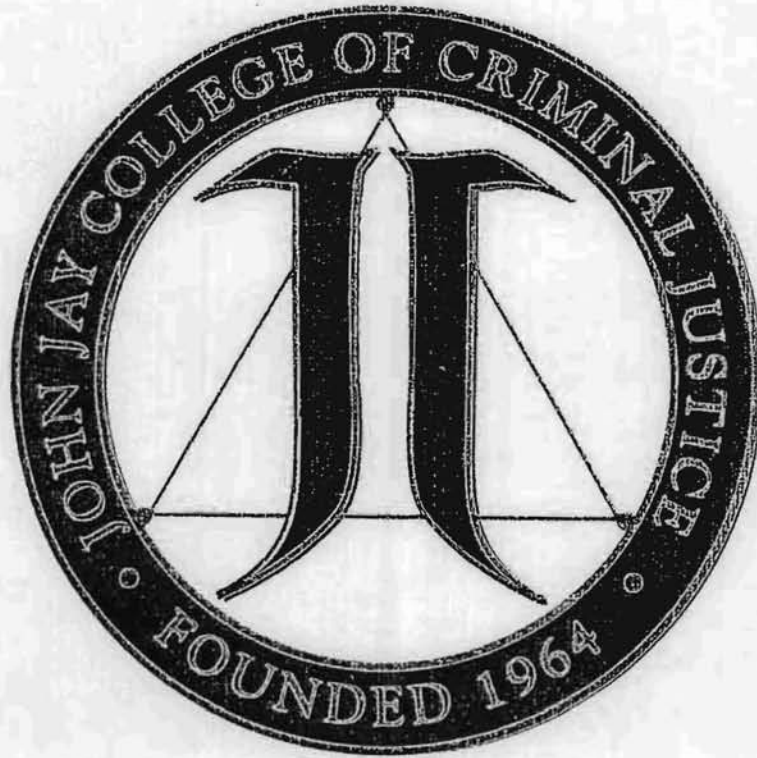


FIGURE 2



JOHN JAY COLLEGE
THE CITY UNIVERSITY OF NEW YORK
OF CRIMINAL JUSTICE