

FACULTY SENATE MINUTES #91

John Jay College of Criminal Justice

May 7, 1993

Time 9:30 AM

Room 630 T

Present (27): Michael Blitz, James Bowen, Dorothy Bracey, Orlanda Brugnola, James Cohen, Edward Davenport, Migdalia DeJesus-Torres de Garcia, Vincent Del Castillo, Robert DeLucia, Lotte Feinberg, Robert Fletcher, Elisabeth Gitter, Robert Grappone, Lou Guinta, Melinda Guttman, Karen Kaplowitz, Tom Litwack, Barry Luby, Jill Norgren, Pat O'Hara, Dagoberto Orrantia, John Pittman, Rick Richardson, Chris Suggs, Martin Wallenstein, Agnes Wieschenberg, Bessie Wright

Absent (12): Peter DeForest, Henry DeLuca, Jannette Domingo, Dan Juda, John Kleinig, Lawrence Kobilinsky, Gavin Lewis, James Malone, Rubie Malone, Douglas Salane, Edward Shaughnessy, Carl Wiedemann

AGENDA

1. Announcements from the Chair
2. Approval of Minutes #90 of the April 28 meeting
3. security information follow-up
4. Proposed resolution on the funding of the CUNY/NYPD Police Cadet Program
5. Report on the Better Teaching Seminars sponsored by the Faculty Senate
6. Search committee for the Dean of Graduate Studies
7. Computerized registration: Guests: Dean of Admission & Registration Frank McHugh, Registrar Don Gray, and Computer Center Director Peter Barnett
8. Discussion of President Lynch's March 31 Report to the Chancellor on John Jay's response to the Report of the Chancellor's Advisory Committee on Academic Program Planning
9. Report of the Senate's Fiscal Advisory Committee
10. Guest: Provost Basil Wilson

1. Announcements from the Chair [Attachment A]

The Mayor's budget, which was released on May 3, provides funding for the Associate Degree programs at John Jay and at New York City Technical College, in the amount of \$10.1 million.

Kitty Lunn, a John Jay student who last month was awarded a Belle Zeller Scholarship, has just become the first John Jay student to be named Woman of Excellence by the CUNY Women's

Coalition. Ms. Lunn will be honored at a luncheon on May 21 at Baruch College. The CUNY Women's Coalition has been honoring "Women of Excellence" since 1985. In addition to honoring a student, each year a scholar and a community activist from outside CUNY are also honored: this year they will be Kate Millett, author of Sexual Politics, and Mother Hale (posthumously) and her daughter Dr. Lorraine Hale.

Professor Chris Hewitt, an adjunct member of the English Department, who was a candidate last month for a Faculty Senate position as an at-large representative of the adjunct faculty, has suffered a stroke. He is in Roosevelt Hospital.

The Curriculum Committee this week voted to send the issue of the status of the associate degree program in Government and Public Administration back to the two departments that administer the program so that the issue of whether to terminate or to revise the degree program can be further studied. Senator Feinberg and Senator O'Hara, who are members of the Department of Public Management, attended the meeting to represent this recommendation from their department, and President Kaplowitz attended to report the Senate's recommendation that the degree program be studied more fully, especially in terms of the academic needs of the approximately 500 students in the program, many of whom are thought to be in-service students.

President Lynch cannot meet with the Senate today, as had been scheduled: he is in Washington for the 1993 National Summit on U.S. Drug Policy, hosted by Representative Charles Schumer, Chair of the House Subcommittee on Crime and Criminal Justice.

Senator O'Hara announced that at a dinner on June 2, two significant things are happening to people who are important to John Jay: the New York Metropolitan Chapter of the American Society for Public Administration (ASPA), which is one of the country's largest chapters, will present its Outstanding Academic Award to Dean of Special Programs James Curran based on his innovative work in educating public servants who are on the firing line. Typically the award is given to more traditional academics but, Senator O'Hara said, in making the nomination he pointed out that someone who trains 5,000 to 6,000 people a year is worthy of recognition and ASPA agreed. Also at that same dinner, the new president for the next year will be installed and that person is Trudy Chalmers, who is both a John Jay graduate, having received her MPA in 1987, and a former employee of John Jay, having been the assistant to Dean of Graduate Studies Barbara Price. Ms. Chalmers, who now works for the Mayor's Office of Operations, will be the first African-American woman president.

Senator Wallenstein noted that the student acted play by Marsha Norman, directed by Professor Katherine Wylie, has been performed every night this week, in the T Building Theater, with the last performance this evening. He urged the senators to attend, saying that it is an excellent production and well worth seeing. He noted that our student actors need an audience.

Vice President Blitz announced the results of the Student Council elections which took place May 5 and May 6: the results were announced the previous night after the polling booths closed: President: Robert Hernandez; Vice President: Terrence Harris; Secretary: Debra LaVille-Wilson; Treasurer: Simone Moore. [See Attachment A for a complete list of student government winners.]

Senator Bracey reported that when it looked as if the Oklahoma legislature was going to remove Professor Anita Hill from her position at the Law School of Oklahoma University, several John Jay faculty signed a letter to the Dean of the Law School urging him to support the faculty's right to speak freely. He did support Professor Hill and did so vigorously. In fact, he wrote a wonderful letter in response to ours in which he asserted his unwavering support. Now the law school dean is himself about to be fired over this episode and so some of the John Jay faculty have composed a letter to the president of Oklahoma University in support of the dean and of the first amendment right that is at issue. She invited anyone who wishes to add her or his signature to the letter to do so. She noted that those who are signing it are doing so as individuals and that the letter is not on John Jay stationery.

2. Approval of Minutes #90 of the April 28 meeting

By a motion duly made and seconded, Minutes #90 of the April 28 meeting were approved as corrected.

3. Security information follow-up [Attachment B]

A request by Senator Kobilinsky at the last Senate meeting for statistical information from Acting Security Director Brian Murphy about crime incidents at John Jay resulted in a document from Mr. Murphy which was distributed [Attachment B]. The comparison is between the number of incidents in January 1992 and January 1993; February 1992 and February 1993; and March 1992 and March 1993. The increase in incidents was noted.

Senator Grappone noted that these are reported incidents only and that perhaps half of the incidents in the Library, for example, go unreported. He said he urges students to report thefts but they are reluctant to do so, feeling that there is no point. Senator O'Hara supported this point, noting that Mr. Murphy told the Senate when he met with us on April 13 that five or six lockers may be broken into at a time and only one person will report that his or her locker had been burglarized. Senator O'Hara said he knew of two locker break-ins the previous week which took place on the same evening: several male maintenance workers told him that two female maintenance workers had witnessed the lockers being broken into but were afraid to report it for fear of being physically harmed as retribution.

President Kaplowitz noted that the request for information about the cost of a computerized turnstile ID system is included in the report: the system for both buildings would cost a total of \$250,000. Also, she said Mr. Murphy verified the information about the rape that was reported to have prompted security changes at Baruch and reported that he has been told that the rape was committed during the day, when regular classes were in session, and that the rapist was neither a Baruch student nor employee.

4. Proposed resolution on the funding of the CUNY/NYPD Police Cadet Program [Attachment C]

President Kaplowitz referred the Senate to President Lynch's

phonemail message several days earlier about the fact that the Mayor's Budget, which was released on Monday, May 3, provided no funding for the CUNY/NYPD Police Cadet Corps, thus killing the program. She said that the Senate's executive committee immediately decided to add a proposed resolution on the subject for the Senate's consideration and possible action. She and Vice President Blitz met with Provost Wilson two days ago and told him of their decision and yesterday President Lynch asked her and Professor Robert Crozier, the Chair of the Council of Chairs, to meet with him to discuss ways to mobilize support for the program. At this meeting, she and Professor Crozier were briefed by President Lynch, Provost Wilson, Dean James Curran (whose Office of Special Programs directs the CUNY Cadet Program), and Dean Mary Rothlein (to whom Dean Curran reports).

President Kaplowitz circulated the proposed resolution to the Senators, which calls on Mayor Dinkins, Speaker Vallone, and the City Council members to restore funding for the CUNY/NYPD Police Cadet Program. She moved its adoption on behalf of the Executive Committee. Senator Litwack seconded the motion and praised the resolution [Attachment C].

The key points of the resolution were reviewed: the **"Whereas"** clauses state that the program is part of the Mayor's Safe City/ Safe Streets Initiative; it is a joint CUNY and NYPD program designed to provide college-educated police officers who are representative and reflective of the people of NYC; CUNY recruits the students and the NYPD screens them; students at all 10 CUNY colleges that offer associate degree programs participate and those ten colleges, including John Jay, are named; special police education (CPR, Spanish, Creole, dispute resolution techniques) is provided by John Jay; the current class of 127 cadets is characterized by 67 percent students of color (47 percent Latino and 15 percent African-American) and by 37% women; all cadets must be full-time students and must be NYC residents; an additional 1,000 applicants for the program are currently being screened for admission; the Mayor has cut the \$3.5 million from his budget thus terminating the program; the Faculty Senate is the voice of the faculty of John Jay College, whose special mission is the education of current and future criminal justice practitioners and whose 8,500 students reside in all five boroughs of NYC. The **"Resolved"** clause states that the Faculty Senate calls upon the Mayor, the Speaker, and the members of the City Council to restore the funding of this innovative and important program.

It was also explained that in addition to the academic and professional opportunities the program provides, each Cadet earns \$7 an hour, approximately \$100 a week: the elimination of this program means the loss of jobs for our students, many of whom could not manage without this income.

The resolution was adopted by the Faculty Senate by unanimous vote. A copy of the resolution will be mailed to Mayor Dinkins, to Speaker Vallone and to each City Council member, with a cover letter addressing each person by name.

President Kaplowitz noted that the University Faculty Senate is meeting in four days, on Tuesday, May 11, and she proposed that she attempt to have the Faculty Senate's resolution placed on the agenda of the UFS meeting, calling for a UFS endorsement of our Senate resolution, since the cadet Program involves 10 CUNY colleges and is, therefore, a University-wide program. A motion directing President Kaplowitz, on the Senate's behalf, to seek the

endorsement of the UFS was adopted by unanimous vote.

President Kaplowitz said that she had told Dean Curran that she would immediately inform him if the Senate adopted the resolution so that his office could include this information in its campaign to save the program. She said that Dean Curran also offered to have his staff mail the resolution to each City Council member if the Senate did, in fact, adopt a resolution supporting the program. Senator Wright conveyed the news to Dean Curran.

Senator Norgren suggested that in the future when a phonemail message is sent out, such as the one from President Lynch, urging us to write letters, we not be asked to send copies of our letters to the administration: this sets the wrong tone and has the opposite effect, she said. She explained that many faculty members want to support the program and to write letters but that the request for copies to be sent to the administration is counterproductive and suggested that this be conveyed to the administration. President Kaplowitz said she would convey this. She also noted that the administration had not envisioned the faculty helping in any way other than letter-writing: she said that the administration was very responsive about the possibility of a Senate resolution and had agreed that a formal resolution adopted by the Senate, which is the voice of the John Jay faculty, would be very valuable.

Senator Wallenstein said the Cadets are wonderful students and that it is a wonderful program. He said that having seen some of the issues that Cadets are taught to deal with in the program, especially the conflicts in the City that police have to deal with and the personal conflicts that emerge, he views this as a truly innovative and worthwhile program. He urged each senator to write letters in support of the Cadet Program in our capacity as individual John Jay faculty members in addition to the Senate's unanimously adopted resolution.

[Ed. Four John Jay students who are in the CUNY Cadet Program asked permission to come into the meeting room to thank the Faculty Senate on behalf of all the CUNY Cadets. They were in uniform because on Fridays all cadets from the 10 CUNY colleges that have associate degree programs receive special police education at John Jay and do so in their Cadet uniforms.]

After the Cadets thanked the Senate and departed, Senator Norgren said that the four Cadets were so impressive that they should be sent to the politicians because there could be no greater positive publicity than seeing how serious and proud these young students are. It was suggested that perhaps a few members of the Senate and a few Cadets could present the Senate's resolution at City Hall. President Kaplowitz said she would convey this suggestion to President Lynch and to Dean Curran but added that because this is a CUNY program, all actions must be approved by the Central Office at 80th Street. She noted that the press release, which is headlined "Police Cadet Program Mugged: Mayor's Budget Eliminates Funding," was issued by 80th Street.

5. Report on the Better Teaching Seminars sponsored by the Faculty Senate [Attachment D]

President Kaplowitz circulated a list of the Better Teaching Seminars, which are sponsored by the Faculty Senate: they have

been given at the college over the past five years (11 semesters) since the Spring of 1988 [Attachment D].

She explained that she compiled the list for the Title III grant proposal developed by Dean Faber and Mr. Marini that she reported about at the last Senate meeting because the grant proposal incorporates Better Teaching Seminars. Upon compiling the list, she said, she thought the Senate, as the sponsor of the Better Teaching Seminars, would be interested in having an overview of what has been presented to and by the faculty.

Senator Litwack called it a very impressive list and said it should be made public to CUNY officials outside John Jay. Senator Litwack said the list should not only be published in our Senate minutes but should be sent to the Chancellor and to other appropriate people outside John Jay to inform them what we do. Senator Suggs agreed and said that the Office of Academic Affairs headed by the Vice Chancellor for Academic Affairs at the Central Office at 80th Street conducts a regular survey of faculty development programs in the University and this would be a good place to send our list. Senator Litwack agreed and suggested that a copy be cc'd to the Chancellor. President Kaplowitz noted that ours is the only program at CUNY where our own faculty teach each other: the philosophy of the program is that we are the resident experts and that there are tremendous skills, talent, knowledge, and experience among our own faculty that we can impart to each other. she said that since this is a Faculty Senate sponsored event, she will send the document to 80th Street on behalf of the Senate, unless there is an objection. There was none.

Senator Litwack asked if the Better Teaching Seminars are taped. President Kaplowitz explained that when Senator Norgren and she first co-directed the Better Teaching Seminars during the Spring 1988 semester they decided not to tape them, because people need to feel free to speak about their concerns and the difficulties they are having as teachers. She said that if the sessions were taped, this essential aspect might well be hampered. She noted that the people who attend include very senior faculty and very junior, non-tenured faculty, and that all feel free to talk about the problems they are having or to ask how they can do things better or to share their approaches and solutions, not all of which are greeted with approbation by the participants. She said that several people over the years have suggested the events be taped but the most important element, the freedom to speak freely about one's experiences, would be hampered: the taping would provide a chilling effect. Senator Norgren agreed and pointed out that not only do many junior faculty attend but many adjuncts attend and many more have been attending recently, and that, in fact, quite a large number of adjuncts participated in the previous day's Better Teaching Seminar. Senator Litwack said, on reflection, taping the events would be counterproductive.

President Kaplowitz reported that the previous day's Better Teaching Seminar referred to by Senator Norgren on "What are the Characteristics of a Good Teacher?" was based on a survey of John Jay students and faculty about what they consider to be the qualities that characterize a good teacher and the qualities that do not characterize a good teacher. She reported that the constant theme expressed on the students' questionnaires is that they want more than anything else to be treated in a respectful manner: they disapprove of teachers who humiliate or belittle students in class.

Senator Feinberg asked whether the results would be written

up and was told that it would be reported in a "Notes from the Classroom" column in the fall. Senator Norgren asked whether the "Notes from the Classroom" column is open to articles by students. Vice President Blitz, who edits the column which is co-sponsored by the Senate and the Provost, said he would be delighted to have such articles and that it is open to any member of the John Jay community. He said several students have asked to write articles so their perspective could be read: he said quite a number of students read the "Notes from the Classroom" column but that, like the faculty, it often takes time between intention and action.

6. Search committee for the Dean of Graduate Studies

Dean of Graduate Studies Barbara Price, who has held this position for 12 years, has announced that she is resigning her deanship effective September 1994: she will take a sabbatical leave beginning February 1994, but her replacement will not assume the deanship until September 1994. Upon returning from her sabbatical, Dean Price will rejoin the Department of Law, Police Science, and CJ Administration, as a member of the faculty.

The search committee is being formed. President Lynch has designed the following method of forming the committee: he has asked for the names of six chairs chosen by the Council of Chairs, from which he will select three; six graduate coordinators, chosen by the Graduate Studies Committee, from which he will choose three; six faculty chosen by the faculty members of the College Council, from which he will choose three; four graduate students, chosen by the Student Council, from which he will choose two. In addition, Dean Curran and Dean McHugh will serve on the committee and Provost Wilson will chair the search committee.

President Kaplowitz reported that the previous day, after President Lynch had briefed her about the cut in the funding of the Police Cadet Program, she had an opportunity to recommend that the Senate should nominate faculty members for the search committee rather than the faculty members on the College Council. She said she pointed out that the Senate is the voice of the faculty and that, in addition to the College Council faculty, the Senate is comprised of fifteen faculty elected by vote of the entire faculty. She said that during their discussion, President Lynch decided to change the process and he designated the Faculty Senate, rather than the faculty members on the College Council, to recommend faculty members for the search committee.

President Kaplowitz also reported that two days earlier, the Council of Chairs unanimously adopted a motion objecting to President Lynch's exclusion of the Senate from the nominating process and urging him to designate the Faculty Senate rather than the faculty on the College Council as the body that nominates faculty to the search committee. She distributed copies of Professor Crozier's May 5 memorandum to President Lynch reporting this position. She added that although she was at the meeting of the Council of Chairs, the motion was made and adopted without any input from her: it was prompted by the Council of Chairs' view that it would be inappropriate to bypass the Senate. One of the Chairs cited the Middle States site visit report which praises the excellent working relationship between the Council of Chairs and the Faculty Senate.

President Kaplowitz also reported that the Council of Chairs

decided to send only three names to President Lynch, rather than the six names he requested from which he would have chosen three. In his letter to President Lynch reporting the Council of Chairs' position about the Senate's role in recommending members to the committee, Professor Crozier also reported the names of the three people selected by the Council of Chairs: Professors Ned Benton (Public Management), T. Kenneth Moran (Law and Police Science), and Harold Sullivan (Government). The Council of Chairs has recommended that the Senate also send the names of three people.

Senator Gitter moved that the Faculty Senate follow the example of the Council of Chairs and elect three faculty members rather than sending six nominations to President Lynch. She said that service on a search committee is a tremendous commitment of time and energy and to have people agree to serve at the Senate's request and then to be rejected by the President seems to be a gratuitous slap by not only the President but by the Senate if the Senate were to participate in such a procedure. Senator Bracey seconded the motion.

Senator Litwack said that President Lynch's expressed reason for having more nominations than seats, which he believes he heard President Lynch articulate at the last meeting of the College Council's executive committee, is to ensure adequate diversity on the search committee.

Senator Suggs asked what forms of diversity are being sought: diversity of departments, diversity of disciplines? Senator Litwack said that President Lynch did not specify but he assumes that he is concerned with diversity of gender and ethnicity. Saying that he feels this is a legitimate concern for the President, Senator Litwack added that President Lynch could act on that concern by adding additional faculty for this purpose.

Senator Guttman said she is curious whether people who have taught in the graduate program are the best people to serve on the search committee or whether people who do not teach in the program would be preferable. She asked what people who teach in the master's program think about this issue.

Senator Norgren said that she would find it positive if one or two members of the search committee were faculty who do not teach in the graduate program because they could provide an important perspective. Senator Bracey agreed, adding that since it will be a big committee there is no reason to exclude faculty who do not teach graduate courses.

Senator Norgren asked whether President Lynch is going to commit a line for this position so that the search could be a real search and include people from outside the College. She pointed out that a full professor line would be needed. She said it is important to know whether there will be a line for a national search or whether the President will say we do not have such a line and that, therefore, we must choose someone from within the College. She added that if we are going to ask people to make the commitment of tremendous time and energy involved in serving on a search committee we should know whether it will be a real search. And a person nominated for the committee should know before deciding to accept nomination whether this is a real search.

Senator Litwack said that he believes that for affirmative action reasons it has to be a national search. President Kaplowitz said she, too, believes it must be a national search and

added that the Provost speaks of this as a national search but she agreed that Senator Norgren's concern about whether a real search (as compared to a national search) is intended is an important question and suggested we ask Provost Wilson about the availability of a line when he meets with the Senate later in the day. Senator Norgren supported this and said that our decisions about the search committee and our willingness to serve or to nominate others will depend on whether this is a real search. Senator Norgren pointed out that if the College does not have the budget line to cover the position then we cannot be obliged to hold a national search. Senator Suggs said what could happen is that we might conduct a national search but not hire someone from outside the College because of the budget situation.

Senator Richardson said that as a graduate of John Jay's master's program he can report that half of his courses were taught by adjuncts and that, in terms of diversity, having an adjunct faculty member on the committee would be a positive move. There are issues that adjunct faculty are bound to be concerned about that appropriate to a search.

Senator Litwack moved to amend the motion to send three names so that the letter reporting the three names from the Senate would also say that if President Lynch thinks additional names are needed to ensure adequate diversity the Senate would support his naming additional faculty to the committee. Senator O'Hara said he has a problem in our making the Senate the body that is the source of diversifying the committee. He noted that the President can choose any administrators he wishes to serve on the committee and that that is one of several ways to diversify the committee.

Senator Suggs said he is opposed to the amendment because he is opposed to the President naming faculty in this way: we have worked long and hard to be the voice of the faculty and to not have this kind of practice whereby the president selects the faculty members of a search committee. He said we should not say here are three names but if you are not satisfied with them you can pick three more. Senator Suggs suggested that if we are concerned about the issue of diversity we should come up with six names, send the President three names and say that if he wants to expand the committee we can send him the other three names. Senator Brugnola that the President should not be told to name other faculty members but added that it is not the President's concern with diversity that we should be responding to but rather our own wish for diversity since it is part of our responsibility as a faculty.

Senator Litwack amended his amendment so that the letter with the names of our three nominees would say that if the President wants additional faculty members because of concerns about diversity, the Senate would elect three additional nominees.

Vice President Blitz spoke against the amendment saying that the Senate is providing only three members of a 14-member committee and that we, therefore, should not undermine the three people we nominate. He added that if we were to send three names and the President came to us and asked us to elect three more we undoubtedly would be more than willing to do so and would in fact elect three more faculty.

Senator Del Castillo spoke in favor of the amendment, saying that we are not saying that our process is faulty but that upon receiving all the names and looking at the 14-member committee the

President may feel at that point that it has turned out that there is insufficient diversity and should that happen he would know that we would elect additional faculty for the committee at his request. President Kaplowitz suggested that when the Senate's executive committee meets with President Lynch or with Provost Wilson, the search committee chair, the executive officers could orally convey the Senate's sensitivity to and acknowledgment of these issues and could at that time report the Faculty Senate's willingness to participate further by selecting additional nominees. She pointed out that we are having another Senate meeting this month. The question was called. Senator Litwack's motion to amend the original motion failed.

The question on the original motion to nominate three was called. The vote on the motion to send three names resulted in a tie vote. President Kaplowitz abstained saying that although we had discussed the issue of a letter, which was the amendment to the motion, we had not yet discussed the question of whether to send six names rather than three names. She said she believes we should send three names because it is not fair to ask people to serve and then to subject half of them to rejection by the President. She said that would cause those who are rejected to feel embarrassed and we would be doing a disservice to our colleagues, colleagues willing to take on a demanding task. She said that such an action sets a bad example and creates bad feelings. She said she doubted that people who would otherwise agree to be nominated would do so given this arrangement and she said she would not want to nominate people under this arrangement. She added that we should not treat our colleagues this way especially since we were not consulted when the mechanism for picking a committee was developed. She said that had there been consultation a better method could have been found. She added that there is no guarantee that our choosing six names would result in a more diversified slate than if we chose three especially given the fact that the faculty are stretched so thin that many decline taking on additional acts of service. She also spoke about the importance of supporting the Council of Chairs. She noted that the Council of Chairs took a strong position in support of the Senate and at the same time decided to send three names. She said that we should speak and act as a faculty, and present ourselves as a unified faculty, as long as the positions are in the best interests of the College and there is no compelling reason to do otherwise.

Senator Richardson moved a reintroduction of the motion that the Senate nominate three faculty for the search committee. Senator O'Hara seconded the motion.

Senator Suggs spoke in favor of sending six names: first, the notion of diversity of the search committee needs to be addressed; the President asked for six names: it seems easy enough to find six of our colleagues willing to serve, some of whom teach in the graduate program and some of whom do not. He said he is sensitive about the issue of not wanting to recommend people half of whom will be turned down by the President but he added that such rejection could be seen as a badge of honor. He said there is a selection process here in picking the six and some will be rejected during that process and that is not very different from being rejected by the President.

Senator Gitter spoke in favor of sending three names rather than six. First, we should support the Council of Chairs which sent three names to the President and which urged the Senate to

also send three names: the Council of Chairs supported the Faculty Senate, we have an excellent relationship with them, and we should support them in their decisions whenever we are in fundamental agreement. Second, for the Senate to not be able to choose the three faculty would infantilize the Senate. Third, we should support our colleagues who are willing to serve on the search committee by not putting them in a position where half will be rejected: it is an insult to those whom the Senate elects and the President rejects.

The motion to send three names carried with seven against and with two abstentions.

Senator Litwack said that although we are empowered to elect anyone on the faculty, we cannot ascertain today whether people who are not here are willing to be nominated and serve if elected. Senator Gitter proposed that the Senate nominate candidates today and that the nominator report to President Kaplowitz by Monday at 5 PM with confirmation that the person will run and then a ballot will be mailed to the Senate members so that we can elect three candidates by May 14, the date President Lynch has requested that the names to sent to him by all groups.

[Ed. The following week it was learned that Provost Wilson had already sent a letter to the faculty inviting faculty to nominate themselves or a colleague by May 12 for election to the search committee by the faculty members of the College Council on May 13: in the interim President Lynch had changed the method of selection. The Senate's executive committee and Provost Wilson agreed that the names submitted to Provost Wilson in response to his letter would be included on the ballot sent to the Faculty Senate. Because this required a delay until 5 PM Wednesday, the deadline for submitting names to the Provost, and because the nominating procedure was thus being expanded, the Senate's executive committee sent a phonemail message to the Senate opening further nominations by members of the Senate until Wednesday at 5 PM. Ultimately, one name was submitted through the Provost's office. Mail ballots were then delivered to each senator.]

[Ed. The following ten faculty were nominated and accepted nomination (either at the Senate meeting or subsequently): Jane Bowers; Orlanda Brugnola; Elizabeth Crespo; Peter DeForest; Tom Litwack; Elizabeth Crespo; Pat O'Hara; Bruce Pierce; Douglas Salane; Edward Shaughnessy. (Eight other faculty declined nomination.)]

Senator Wallenstein raised the question as to whether adjunct faculty would be recognized as being eligible to serve on the search committee since adjuncts are not eligible to vote for chairs of departments. Senator Litwack said the two situations are not comparable. Adjuncts are not allowed to vote for chairs because chairs hire adjuncts and chairs could, therefore, stack the votes through hiring decisions. That is not the case here and, therefore, the objection does not apply.

Senator Norgren said that the hard work done by adjuncts at the College should be recognized by letting adjuncts make important College decisions. She said John Jay could lead the way for other Colleges by setting an example. She also thought an adjunct candidate could be defended on the basis of diversity since adjuncts are one of the least represented groups in the community. Senator O'Hara said he would support a designated adjunct seat though he also supports the Senate recommending an

adjunct as one of our nominees. He said the graduate program sits in the midst of so many structures that it makes more sense to choose an adjunct than to choose people based on their department membership since the chairs represent departments and also because there are interdepartmental programs.

Senator Wallenstein said it is important that the question was raised so that if we do elect an adjunct we have the discussion on the record so it will be clear that we had made an informed decision and did not commit an oversight.

7. Computerized registration: Guests: Dean of Admission and Registration Frank McHugh, Registrar Don Gray, and Computer Center Director Peter Barnett

Dean Frank McHugh, Registrar Don Gray, and Computer Director Peter Barnett were welcomed and thanked for making themselves available to speak with the Senate about computerized registration and the faculty's role. The Senate was directed to a 6-page document which was sent to the Senate with the agenda. Entitled "Status Report: Computerized Registration," the document is dated April 20, 1993, and was written by Provost Wilson in consultation with Vice President Witherspoon, Dean McHugh, Registrar Gray, Director Barnett, and Advisement Director Paul Wyatt. [Copies of the document are available from the Senate's Executive Committee.]

Dean McHugh reported that other colleges have been asked about their experiences with computerized registration and thus we have educated ourselves about some of the glitches which can turn up. He said that he, Registrar Gray, and Dr. Barnett are concerned about approaching computerized registration, of course, especially since the other CUNY colleges do not have some of the problems that we face, but he said that under the leadership of Mr. Gray and Dr. Barnett he has every confidence that we will do the best that we can. He reported an example of the kinds of glitches they had learned about: another CUNY college introduced computerized registration last fall and never thought of developing a method of telling students before they reached a terminal that a section had closed and registration was, of course, a disaster. He said that at every college they visited, they asked what the college would have done differently and then those answers were incorporated into our system. Dean McHugh explained that the 6-page document referred to is divided into three sections: the registration calendar; faculty responsibilities under the new process; and the on-line registration system itself.

Registrar Gray outlined the three primary goals of on-line registration: first, we are streamlining the registration process for the student (right now a student must stand on 11 different lines to complete registration and the new system should get this down to five lines); second, we are giving the student a more complete bill: a computer-generated bill, printed with courses, sections, dates and times the courses meet, room locations, professors' names, and all tuition and fee charges and financial awards they may have, and the balance due; third, the card system will be eliminated and this means an improvement on the security system, control over seat counts (a student who took a card did not necessarily register for the course and may have passed the card to another student or threw it away).

Mr. Gray explained that there are four steps, all in T

Building. First is the access check: before the student enters the process we will determine whether there is a hold on the student's registration, whether the student has been dismissed, the appropriate day and time for the student to register. Once the access check is completed, the student enters, which means the student begins on the second floor. The whole concept of the second floor is a schedule-building concept whereby students will work with the class schedule booklet, with selection sheets, and with prerequisite checklist sheets. The students will be asked to put together several programs: a primary schedule as well as several alternate schedules in case sections are closed out. Mr. Gray explained that an entire support mechanism is being provided on the second floor to help students: there will be counselors and peer counselors and this, he said, is where he and his colleagues on this project would appreciate the help of the faculty in providing academic and departmental representation.

Mr. Gray explained that once students clear the second floor and have their trial schedules, they will go to the gym area where they will interact with the computer terminal operators to record the schedule. The pool of terminal operators will consist of the Registrar's staff and about 44 Gittlesons and HEOs who are now being trained.

Mr. Gray drew the Faculty Senate's attention to page 5 of the document which lists 12 faculty functions which are inherent to registration and which require departmental representation and departmental decision-making during the registration period. The functions are: (1) advising in the major; (2) course content explanations; (3) recruiting for departmental courses; (4) course substitution authorizations; (5) overtally authorizations; (6) participation in new section/cancel combine decisions (chair or designee); (7) waivers of course prerequisites (where appropriate); (8) approval of Independent Studies; (9) schedule approvals for Graduate Students (on Graduate Registration day); (10) advisement and course approval for SEEK students; (11) assist in English and Math placement issues; (12) serve as additional resource in assisting students in their schedule preparation. Mr. Gray said that decisions are now being made as to which departments should be present on which days and how many people will be needed from each department. That is being worked on by the Provost, by the department chairs, and by the Registrar's Office. He said that all faculty who are willing and able to help on that second floor process, where there will be a table for each department, will be very welcome and that the more faculty the better because this is where students will be needing help. He explained that there will be a minimal level of support that will be essential to help the students through the schedule-building process.

Once the student has a schedule, the next step is the auxiliary gym where the student picks up the printed bill and then goes to the 5th floor to pay the bill or to deal with financial aid problems (this last is similar to the current system). The final part of the report includes the registration schedule.

Mr. Gray noted that recently a message was transmitted over phonemail saying that the planned computerized registration is a recipe for disaster. Mr. Gray said that the registration system used in the past will be on standby for summer registration in case there is a problem. He added that he and his colleagues have been doing trial testing for three or four months (involving terminal operators and people pretending to be students) and the

system has been tested and retested and the system has not crashed. There have been, however, speed problems and Dr. Barnett's people have been doing a great job working on those problems, especially on response time, he said. There is still more work to do for the fall and, he explained, we will have the experience of summer school registration. Mr. Gray said that certainly it is not as gloomy a picture as was portrayed on the phonemail message, He said he had wanted to say this publicly because the phonemail message had bothered him quite a bit because we do have forums to discuss these issues: this is an academic community and we can discuss these things. He pointed out that we have the Faculty Senate, we have the Council of Chairs, we have the Curriculum Committee, and he added that a really shoot-from-the-hip phonemail message can undo a lot of work that has been done over the past months.

President Kaplowitz remarked that many senators do not seem to know about the phonemail message being referred to and she asked whether the senators did not in fact receive such a phonemail message. Most senators said they had not received such a message and asked who had sent it. It was explained that the message was from PSC Chapter Chair Haig Bohigian and that the message began by Professor Bohigian saying that the message was to the Faculty Senate, the Council of Chairs, and the administration. Registrar Gray said he felt better knowing that the message was not as widely transmitted as he had thought upon hearing it. He added that the message called for a faculty boycott of the computerized registration process and made allegations that those in charge of on-line registration do not know what they are doing. Registrar Gray said that we could have the best computerized system in place but no system can work without people, and that means faculty and HEOs and Gittlesons, and his concern has been that the phonemail message sends the wrong message and may discourage faculty from participating in the process. He said we really need John Jay faculty and staff to participate.

Mr. Gray explained that as far as the timetable, we will try on-line registration this summer, we will evaluate it this summer, and we are proceeding with an academic calendar that assumes that we will be using the system in the fall. Mr. Gray offered to answer questions.

Senator Del Castillo asked if there would be periodic updates for the faculty who are helping in the second floor advisement area about course close-outs. Mr. Gray said that it is essential to get closed course information into the hands of students, faculty, and counselors before the students reach the terminal operators. Otherwise the expectation level is high and the frustration level is high. closed course information will be on the second floor area. There will be computer terminals in that area and in the adjacent classrooms and anyone can go to a terminal and punch in the course number and section and learn whether it is open or closed. There will also be daily printouts, as are provided now.

Senator Richardson said that Fordham has had computerized registration for quite some time and does not have an arena process except for transfer students and students with problems. Registration there is done during the last week of the semester. and is done within the departments and the students list first, second, and third choices. In this way departments know what courses are needed and what faculty are needed. He asked whether this is envisioned down the road. Mr. Gray said that we have a good starting point now to take the computerized system and then

identify groups of students who we could gradually move out of the arena process: that would be his long-term goal. We do this with freshmen: they go to freshman orientation during the summer, they are then scheduled for their courses, and they then pick up their bill. Senator Richardson said the next group might be graduate students and Mr. Gray agreed that they are the next logical group. Be noted, however, that the idea of registering students during the end of the semester would be difficult at John Jay because of the stop-out rate of our students: he said there is a 40 percent change in student population from year to year and that means it is not feasible to register all students at the end of a semester.

Dean McHugh explained that a cushion of extra days has been built into this fall's registration process because it is the first time we are using a computerized system but he added that it is anticipated that fewer days would be needed for registration in the future not only because certain groups can be registered in advance but because the system will not require such a big cushion. Registration is beginning purposely on a Thursday (August 19) so that if any problem is identified, the Registrar's Office and the Computer Center will have Friday, Saturday, and Sunday to work on it. Another cushion is built in at the end of the process.

Senator Brugnola asked about computerized checking to ensure that a student has successfully completed the first semester of a two-semester sequence. Mr. Gray said that although Peter Barnett would speak to that issue, he wanted to say that one of the concerns he has as we approach the fall registration is that there are three important things we are going to be doing for our students this fall: we will be enforcing prerequisites College-wide in an automated fashion, and that has not been done before, and he is worried about the matching of the course offerings to the courses students need to take. Asked to explain this, Mr. Gray said that although it is claimed that prerequisites have been checked during the card system registration process in the past, he is not convinced that that has indeed been taking place: he explained that although some departments have done prerequisite checking others have not and that it also has depended on which individual was handing out cards on a particular day. With the automated system all prerequisites will definitely be enforced and if we tell students that they cannot take certain courses (and this could involve a large number of mid-level to upper-level courses students are expecting to take) and that they have to instead take lower level courses, we have to offer enough lower level courses to support this. Mr. Gray said he is concerned that on the fifth day of registration, upper division and mid-division courses will be half empty and that the introductory courses will be closed out and, he asked, then what will we do. This can be a real problem and it is one, he said, which a lot of institutions have experienced when they have gone through the advisement and prerequisite enforcement process. He said that the schedule of course offerings is a matter of tradition and history and usually drags behind the enforcement of prerequisites.

Senator Litwack asked whether the department Chairs have been alerted to this issue. Mr. Gray said he alerted the Curriculum Committee and the Provost and Dean Faber to this. Dean McHugh said that as some senators may know, during the past three semesters, the Office of the Dean of Undergraduate Studies did not list quite a few introductory level courses in the course schedule booklet and then made those sections available during the last days of registration because traditionally students who came on those days

found all the introductory courses closed. Dean McHugh also reported that the previous semester a survey was conducted of students at registration asking what courses they needed that they could not get and those courses have been identified: Gail Haus [director of institutional research] is working on an analysis of the survey and should have the results shortly. Dean McHugh said that preliminary data were provided and have been used for the basis of planning summer school course offerings. He said additional sections of those courses identified in the survey will also be offered in the fall. Dean McHugh noted that this is another kind of cushion that is being built into the system.

Mr. Gray said that in naming the three things being done for students this fall, prerequisite checking is the first, and the second is the renumbering of courses, and the third is the on-line registration system. And so although he does not agree with Professor Bohigian that this is a recipe for disaster, there will be some confusion especially because of the renumbering of courses and the prerequisite checking. He said we have to be ready for that and have to provide assistance and guidance for the students.

Senator Brugnola asked about the contractual obligations and the fact that August 30 is the first day that we are contractually obligated to resume faculty duties. President Kaplowitz said that Dean McHugh has provided us with a copy of document issued by the CUNY Central Office at 80th Street and she distributed copies to the Senate. The letter is dated April 27, 1993 and is signed by both Vice Chancellor for Faculty and Staff Relations Brenda Malone and the PSC. The document is an Agreement which states that during the 1993-94 academic year at John Jay (and at many of the other CUNY colleges) "Faculty assigned to registration duties prior to August 30, who are not paid extra compensation shall not be required to perform registration duties for the Spring semester of 1994." In other words, faculty who work in August during annual leave are to be exempt from registration duties in January or, if they are not exempt, they are to be monetarily compensated for each hour of summer work prior to August 30 (the compensation is two-thirds of the hourly adjunct wage). Dean McHugh added that faculty may also choose to volunteer to work in August without compensation or without the January exemption. Senator Norgren said this policy had been discussed by the College Calendar Committee three years ago, and Dean McHugh agreed and said that his office had always been aware of this PSC and CUNY policy. Senator Norgren said that faculty have, in fact, often volunteered because those in small departments, especially, just cannot be exempt because there are too few faculty to carry out the registration responsibilities.

Senator Suggs asked whether students will be able to work at a computer terminal to develop their class schedules. Mr. Gray said that students will be receiving a letter encouraging them to pick up the class schedule booklet early because the booklet will list not only course offerings but also the prerequisites for every course offered. Students will be encouraged to plan their schedules before coming to registration: students may not actually do this the first semester but they will learn the importance of doing this and will do it henceforth. Senator Suggs asked whether students may use a terminal to learn not only about prerequisites but about course availability.

Computer Director Barnett said that the software is available for that but the problem is that we do not have enough terminals. In the future there will be terminal access for prerequisite

checking but for reasons of telecommunications it will not be widely available until a campus network exists. Instead, we are developing batch reports. We are separating two functions: the registration system and the advising/prerequisite checking system. SIMS [Student Information Managements System] does not check prerequisites: it was determined that it could not be done at the same time as registration on the same machine. So we have developed our own prerequisite checking system and it will be fully ready for spring 1994 registration and only partly in place for fall registration. He said the information will at first be available in the form of batch reports printed on paper which each student will receive. The report will list every course the student is eligible to take because the student has fulfilled the prerequisite(s); it will also list every course that every student is permitted to take: in other words, all courses that do not have a prerequisite; and it will list every course for which the student needs to obtain permission. This will be computer generated.

Senator Wallenstein asked if the computer will be programed to block students from taking courses for which he or she has not yet taken the prerequisites and the answer was yes. Senator Norgren asked how this fits with the batch printout system. Mr. Gray explained that the student presents a schedule to the terminal operator, and the operator enters the student's choices, but any course requiring a prerequisite will be flagged as such. To avoid this from happening, and the delay and frustration that would result, each student will be mailed a customized sheet that lists all the courses that are being offered in the upcoming semester that the student can take because the student has satisfied the prerequisites. So the student is being informed in advance of the courses he or she is eligible to take: any course not on the customized printout is a course for which the student is not eligible to take. If the student nonetheless asks for the course, the computer will flag it: this means that the system requires operator policing at the terminals and that is why the bulk of the terminal operators are from the Registrar's staff as well as other HEOs and Gittlesons. Copies of the customized printout will be on the second floor for advisement purposes, in case a student fails to bring his or her copy.

Senator Norgren asked about the second floor where Mr. Gray said the help of the faculty would be welcome: she asked how he envisions faculty input. She also asked about the spatial arrangement, noting that over the years the arena registration system has evoked complaints about the high noise level which made it so difficult for faculty to do advisement and said that many faculty think faculty offices are the best places to advise students. She also asked what the Counseling Department and Advisement Director Paul Wyatt are saying about a more proper and rational advisement system because, she said, she is not very optimistic about the advisement aspect.

Mr. Gray said that many colleges require students to see an advisor before registration: the student is given a schedule signed by the advisor, and those are the courses and the only courses the student may register for. Mr. Gray said he does not think that kind of advisement should be done at registration. Furthermore, our advisement program is currently on a volunteer basis, so we will have to do the best we can with the constraints upon us. As for the spatial arrangements: there will be tables and chairs in the classrooms on the second floor. There will be more information available than had been previously, including advisement sheets.

Senator Norgren asked how the permission of instructor process will be handled, including substitute prerequisites. Mr. Gray said that there is a prerequisite waiver form which the department chair or designee will be able to sign. Senator Norgren asked if she can code students in advance for waivers, etc. Mr. Gray said this could be done although not in time for the fall registration. He said Thematic Studies has been invited to give information that can be programmed. Mr. Gray asked Dr. Barnett to discuss the prerequisite checking system.

Director Barnett noted that the Faculty Senate was part of the evolution of the computerized registration system during the past two years. He explained that ours is an interim system and that we are moving toward converging with the University system and are continuing to develop the SIMS system, which will be fully operational three years down the road. SIMS is the University registration and information system: John Jay originally set out to join that system a number of years ago but we failed to do so. And so we developed an interim system while developing the SIMS system, which has been mandated by CUNY and which we must, therefore, go into. Dr. Barnett said that BMCC does have on-line prerequisite checking and scheduling building capability but it is a community college and, therefore, has a much less stratified curriculum than does a senior college. The idea of building in special codes is feasible but has to be done in light of priorities. In terms of prerequisites, we are not doing a strict policing but instead we are using human intervention: we can not put the entire procedure on one computer system because it would not run. So we are using a subsystem which produces a batch and will eventually provide on-line prerequisite checks as well as giving immediate advisement information. Initially, there will be a sheet listing courses all students can take, courses the particular student can take, and courses for which the student needs permission. He said he would like to develop a form whereby the department chair signs his or her permission directly onto this sheet listing the courses the student is eligible to take or must get permission to take. Dean McHugh said that a study of the waiver permission forms will be conducted after fall registration.

Senator Norgren asked how typical the summer school students are since we will test the on-line system with them. Dean McHugh said that they are atypical: the summer school students tend to be juniors and seniors, they are better prepared students, they have higher grade point averages, they tend to work full-time in the day and come in the evening. He said that, nonetheless, it would be a valid test and this summer we are offering 50 percent more course sections, approximately 60 sections. And we are offering courses that the students say they are being closed out of.

Senator Bracey referred to the 12 faculty functions listed in the document. She said a department such as hers, Anthropology, which is small, which does not have a major, which has a policy against giving overtaillies, and which has worked very hard to have prerequisites only for those courses for which the Department really thinks students need them, where independent study can only be approved by the faculty member willing to teach the independent study, item #12 is a kind of catchall that seems to be the only kind of faculty intervention needed. Clearly, she said, sometimes the Chair needs to be at registration. Yet, she noted, small departments are being asked to provide the same kind of support as those large departments that have several majors and where the whole question of prerequisites, substitutes, and opening and closing of courses would need a lot of departmental representation.

Dean McHugh said that Provost Wilson is grappling with this issue and it is still evolving. Provost Wilson has met with Professor Crozier and the Chairs' executive committee the previous day and is coming to some kind of closure. He said he thinks the feeling is that some departments will not need a representative there every day. The first day of registration, probably only departments such as English and Mathematics will need to be represented. He added that students will be provided with information as to which English and Mathematics courses they need next. Dean McHugh agreed that we do not want faculty sitting at registration for seven hours doing nothing.

Senator Gitter asked whether there has been thinking about the possibility that perhaps the whole departmental model no longer applies and that, instead, we should have as many faculty present as possible to do general advisement, to help confused students, and, in addition, have a few faculty to answer questions about particular majors. Dean McHugh agreed but added that departments may not be willing to relinquish their traditional role. He said that perhaps she could suggest this to Provost Wilson when he meets with the Senate later in the day.

President Kaplowitz said that in the past when a student changed his or her mind about a course, the student would return the card and another student waiting in the hopes of this happening would then be able to register for the course. She asked what will happen to that student who is willing to wait for an opening: how will an opening become known. Registrar Gray said that the new system will be a much tighter control than the old system because in the past when a student did not want a card he might tear it up or give it to another student (or sell it, Dean McHugh added). Mr. Gray explained that now, when a student chooses a course, that course will appear on the student's bill and the student will be charged for the course and will be officially registered for it unless the student formally drops the course by going to the terminal and dropping it. Upon dropping the course, the computer will register an opening. Each terminal has a printer and as a course closes that fact is printed on the list of closings and as a course opens that fact is also printed.

Senator Norgren asked whether, in light of the University Agreement with the PSC, the Chairs have been instructed to tell faculty what their rights are. Dean McHugh said that he is aware of one Chair who is already assigning department faculty to work registration in August and he said that that should not have taken place because it has not been finalized by the Provost. He said we need first to know what we want the faculty to do and how many faculty we will need. Senator Norgren referred to the phrase in the CUNY/PSC Agreement: "Faculty assigned to registration duties prior to August 30 . . ." and asked whether she is right in interpreting this to mean that faculty have the right to decline such an assignment. Dean McHugh said he has heard differing interpretations about this. Senator Norgren asked whether we will have a ruling on this before next week when the material about registration goes out. Dean McHugh said that his understanding is that the faculty can decline such an assignment but, he added, if a department decided to assign no one to take care of decisions involving that department's courses, it would then be up to the administration to develop a mechanism to see to it that someone makes those decisions and helps students who need determinations such as substitute courses and prerequisite waivers (if the course says "or permission of instructor").

Senator Norgren said we have some built-in conflicts here: we have a personnel process that asks what research have we done over the summer and we have the obligation of working at registration. Dean McHugh said that the 'P' process is now going to ask, as he understands it, what kind and how much advisement the faculty member has done. Senator Norgren said that is not the same as losing two weeks work in an archive by having to return early for registration and that this can be a real issue for junior faculty.

Dr. Barnett said there are three completely separable issues. He said that one issue involves the registration calendar and the complaint that the calendar has added a couple of extra days. But the fact is, he said, that only one day out of contract has been added and that even if we used the old system, five of the seven days of registration would have been out of contract in any case, and so the contractual conflict created by the new computerized system is minimal. The second issue is faculty responsibilities, in general, and the fact is we are taking away the function of the distribution of cards but the issues of waivers, permissions, substitutions, were always there and are being clarified. The third issue is that financial aid has become so complicated that we needed a whole new computerized process to handle financial aid and a large part of the changes we have made in the registration process addresses that need.

President Kaplowitz said that Dean McHugh's point that faculty participation at registration will henceforth be viewed as advisement is something that should be made known to all faculty. She added that much of our work at registration up to now had been clerical and now we will be able to better serve the students by providing advisement and the result of the advice we give and of the computerized prerequisite checking should mean that the students in our courses are properly enrolled and that should enhance the quality of our experience teaching those courses. She also noted that prior to registration, academic departments can make departmental policy decisions about the first eleven of the faculty responsibilities are listed on Provost Wilson's document so that this part of advisement can be less onerous and less idiosyncratic. Since we are about to have department meetings this issue could be taken up now. President Kaplowitz then asked Mr. Gray to clarify the document's statement about hoping to have "all hands aboard": what is being envisioned or hoped for?

Mr. Gray said originally he had thought that one member of each department would be needed and that in the cases of English, Mathematics, and Communication Skills, two people would be needed from those departments: however, as he has been thinking about this he now realizes that what is really needed is a decision maker, someone who can make definitive decisions for a department, decisions that have a finality to them.

Senator Litwack asked how will we ensure that the day/night courses are made available for the students who need them. Dean McHugh said he knows of no way of doing this except to offer more day/night courses, which he thinks we will be doing next semester. He said that the survey that Gail Haus is working on reveals that the students do desire more day/night courses. Dean McHugh asked whether it is proper for a public institution to give preferential treatment to people because they have a certain job, such as law enforcement. Senator Litwack said that he does not think police officers should be given preferential treatment over other students who really need day/night courses but rather that people who do not need those courses often sign up for the evening

section so that they can get into the course and attend the day session. Dean McHugh said he hears that complaint from faculty all the time and his reply is that the faculty should enforce the College policy that students must attend the section for which they are registered unless the individual faculty member gives permission to rotate or to attend the other section. This policy is printed in the registration course schedule booklet more than 20 times, whenever a new discipline is listed. Senator Litwack asked whether it is, in fact, within the faculty's right to require students to attend only the section the student has registered for and Dean McHugh said that it absolutely is and that he would support any faculty member who does this.

President Kaplowitz said that she knows from attending many, many meetings about on-line registration that Dean McHugh, Mr. Gray, and Dr. Barnett have been working ceaselessly to make the on-line system a reality and to incorporate prerequisite checking, the need for which was an important position of both the Faculty Senate and of the Council of Chairs. She said we are all in their debt for their tireless efforts and consummate professionalism. The Senate applauded the three guests.

8. Discussion of President Lynch's March 31 Report to the Chancellor on John Jay's response to the Report of the Chancellor's Advisory Committee on Academic Proaram Planning

The Senators were referred to the Report that President Lynch sent Chancellor Reynolds about John Jay's response to the recommendations of the Chancellor's Advisory Committee on Academic Program Planning, which had been distributed by the Senate's Executive Committee. (Each college president was required to report by March 31 about her or his college's response.) President Kaplowitz suggested that the Senate acknowledge President Lynch's inclusion of the views of the Faculty Senate as well as his decision to make his Report available to the entire John Jay community. [Copies of President Lynch's Report to Chancellor Reynolds are available from the Senate's Executive Committee.]

The 10-page Report also contains three appendices, one of which is the Faculty Senate's resolution on the funding of current and potential academic programs. It was noted that through this Resolution the Senate raised the issue of the inequitable funding practices by which John Jay is treated. Before this, the issue had been brought forward by the John Jay administration in several memoranda to the Vice Chancellor for Budget and Finance. Through the inclusion of the Senate resolution, the issues articulated in that Resolution have been reported, including the fact that were we to be funded on an equitable basis we would have an additional 100 lines as well as an additional \$4 million more each year. The Faculty Senate's letter to President Lynch reporting the Senate's endorsement of the University Faculty Senate Resolution, which calls upon the Chancellor to set aside the specific recommendations of the APP Advisory Report, is also included. The Student Council resolution in which the students "denounce" the Advisory Report is included, as is the memorandum from the Department of Public Management.

She praised President Lynch's language on page 8 of the Report which unambiguously states that curricular matters are the prerogative of the faculty. After commenting on possible new majors and programs, which the Faculty Senate's Executive

Committee and President Lynch had discussed in January and which are listed in the Senate's Resolution, President Lynch states that "While the President has met with members of the faculty who have autonomy over academic matters and the new programs were announced as suggested initiatives at the Spring faculty meeting, they must be considered still embryonic and at the earliest stages of appropriate faculty deliberation. Moreover, the effective implementation of any program will depend on the adequacy of resources."

Senator Gitter moved that we convey this acknowledgment. Senator Wallenstein supported this and said we should seize the opportunity to praise when praise is due just as we criticize when criticism is due. He said that we are quick enough to blame and to find fault and when someone does a job well we should acknowledge this.

Although there was concern that the President's cover letter does not reflect the faculty or student positions, it was agreed that given the President's position his praise of the Advisory Report as a catalyst for generating discussions on campus is understandable.

Senator Litwack moved that we acknowledge President Lynch's considered response to the Chancellor's report and that we thank him for sharing the entire March 31 response with the faculty. The motion was adopted without dissent.

Professor Haig Bohigian, the PSC chapter chair, asked to speak to the Senate and said that he regretted not having been able to attend the Faculty Senate's discussion of computerized registration earlier in the day. He distributed a transcript of his phonemail message that he had been told Registrar Gray had spoken about. Professor Bohigian said he thinks there will be serious problems registering all of our students with the on-line system based on his information from other colleges where computerized registration has been introduced. He said that he had been told by Dean Frank McHugh that his phonemail message was an attack on the Registrar's office, was inflammatory, and that he had insulted and disparaged the people working on the project. Professor Bohigian said that that had not been his intention. He said that at a meeting of the CUNY chapter chairs the previous night, he surveyed the chapter chairs and they said that his estimate that one third of our students would not be registered by the end of the scheduled registration period is an underestimate. Professor Bohigian said that on-line registration is a very difficult process and that one does not switch totally from one system to the other. He said his intention was to warn the College that we have a potential problem and he added that he would be delighted if he were to be proven wrong. He said that he felt that the College deserved an early warning because the potential for disaster is immense. He reported that there will be further discussion about this issue at the PSC Chapter meeting on May 11. President Kaplowitz thanked Professor Bohigian for explaining his concerns to the Senate.

9. Report of the Senate Fiscal Advisory Committee [Attachment E]

Senator James Cohen, chair of the Senate's Fiscal Advisory

Committee, reported about his Committee's study of non-tax levy monies (aka soft monies). The other members of the Committee are Senators Lou Guinta and Tom Litwack. Senator Cohen said that his Committee was able to get a good handle on the amounts of soft money, the sources of that money, and the kinds of expenditures being made with that money. However, he said, the Committee has not studied soft money derived from the College's centers and institutes since a year ago when it last looked into this. He said the Committee found that most, if not all, of the soft money is spent providing flexibility that is not available with tax levy money, such as for the promotion of the College outside CUNY. He distributed data that he described as the most recent that could be obtained: some data are from the last fiscal year and some are from the previous fiscal year [Attachment E].

Senator Brugnola asked why there was such a large expenditure by the College to rent space: it cost us \$208,000 to generate \$273,000 from space rental [Table 5]. Senator Cohen said that Robert Sermier, the Budget Director, has explained that buildings and grounds people, security people, instructional services people, etc., had to be paid overtime to provide services necessary when parts of the College are rented. Senator Cohen said he had asked Mr. Sermier for two examples of each kind of expense and that he was given this information.

Senator Litwack added that he would like to say that the Committee has gained a general idea of how the non-tax levy monies are spent but he would not like to suggest that the committee obtained exact information about how the monies are spent.

Senator Norgren praised the Fiscal Advisory Committee for its work and noted that this budget information is very helpful to those on the faculty who head various groups because it gives us insight into the sources of possible funds.

Senator Cohen said that after having spent a year and a half studying tax levy funds and a year and a half studying non-tax levy funds, his Committee not only has a good understanding about those funds but also knows what the key issues are and these are issues that the Faculty Senate should address. He said that on the tax levy side, the key issue is enrollment and how enrollment drives the budget and the incentives for increasing enrollment which persist, in spite of statements about keeping enrollment constant: in fact, enrollment continues to go up and continues to drive increases in the budget which are used to cope with a continued sticky tax levy situation. Similarly, he said, on the non-tax levy side, a key issue is that seven staff (and some faculty) working for the College's centers and institutes are on tax levy lines. He explained that under the Board of Trustees Bylaws governing centers and institutes, this raises some issues there that are not handled entirely appropriately, in terms of devoting tax levy resources to support non tax levy operations. Also there are many kinds of expenditures that are made with soft money that we may or may not agree with: \$30,000 to \$40,000 for the international conference in Russia came out of Jacob Marini's net recovery revenues; the funds for the Provost's ten \$1,000 faculty research grants came from the Criminal Justice Center. He noted that we have a \$35 million annual budget at this College and it is always possible for the administration to find funds for discretionary purposes with a budget this size.

Senator Cohen added that it is no longer terribly fruitful for the Fiscal Advisory Committee to try to track down funds,

although it is important for the Committee to try to keep accountability, calling that a useful, ongoing responsibility of the group. A general picture is good enough but given that there is some money available, both on the tax levy and non-tax levy sides, it now behooves the Senate to think about priorities, programs, and policies which the Senate supports and to seek funds to support them. He suggested that in the future, although the Fiscal Advisory Committee should continue to keep track of the College budget, we should decide what to propose as priorities for the faculty for College expenditures, such as computers for North Hall faculty, minority recruitment, student scholarships, a regular budget for the Faculty Senate.

Senator Guinta agreed with Senate Cohen and said that the Senate should be proactive and should propose various ways for the soft money to be spent, such as released time for some faculty to mentor new, incoming faculty and released time for outstanding faculty in each department to mentor the department's adjuncts.

Senator Litwack said he does not want disagree that money should be spent on some of the items mentioned but added that he thinks that the money would be much harder to get than is being assumed. It is not as if there is a pool of soft money just sitting there: in fact, everyone, from the President on down, will undoubtedly say that we need more soft money. While there may be some expenditures which are inappropriate, he said, it is not going to be that easy to get at this money for other purposes. He said the Auxiliary Services Corporation does have funds but those funds are controlled by a board of administrators, students, and faculty: conceivably we could get some small amounts from there.

Senator Guinta said that there is not an inference that there is a cornucopia of money but that we have to get on the court to play the game and that we have to start to vie for the resources.

Senator DeLucia asked why, if the term is "soft" money, it is so hard to get. He noted that he has tried to obtain funding at the College and has invariably been lost in the bureaucracy of trying to determine where to go and what forms to fill out. He said he would find it very helpful to know if there is a particular category of money available to faculty and the method of applying for it.

Senator Litwack referred to the Resolution passed by the College Budget Committee in 1990 [Table 2]. He said, assuming that the Resolution is being carried out and that half of the soft money is going to the Provost for the academic program and that the Provost is keeping it within his Office, he assumes that all this money is being spent for adjuncts. Senator Litwack said he does not for a fact know that this is what the Provost would say if asked how it is spent but he assumes it is and added that we should ask. The other half goes to the President to be used at his discretion. As far as grant money, one third goes to the department, one third goes to the President, and one-third goes to the Provost. Senator Litwack added that he assumes that the reason Mr. Marini has money is that Provost Wilson (like his predecessor) gives part of his share to the Office of Sponsored Programs, presumably to support grant-getting efforts.

Senator Cohen said Mr. Marini's tables [Table 1] enable us to pin down where some of this money is. Under "transfers," which is the one-third, one-third, one-third allocation, the one-third to project directors and their departments is transferred to them.

But the one-third to the Provost and the one-third to the President sit there and are drawn upon when the President or when the Provost wants to use the money: for example, President Lynch drew \$30,000 to \$40,000 of those funds for the St. Petersburg conference and the rest of the funds are sitting there. On the one hand, what Senator Litwack says is right. There is \$50,000 or \$60,000 every year that is at the discretion of the Provost and the President. He added that although this money is, for example, the Provost's third, we could argue to the Provost that that money should be spent on certain specific things. He suggested that we could argue that if tax levy resources are going to support staff for the institutes and centers, why should non-tax levy resources support the two staff members who work for Mr. Marini. We might be able to influence how this money is spent.

Senator Litwack agreed, saying that since this money is generated by the faculty, it is a particular and appropriate source of funds to be used in conjunction, he suggested, with the Faculty Senate. He said perhaps, in fact, this is money that should be spent by the Faculty Senate, in the form of a budget for the Faculty Senate, since it is money generated by the faculty.

Senator Richardson noted that the Faculty Senate recently approved a recommendation made by the senate's Committee on Adjunct Issues that an orientation session, perhaps for three or four hours on a Saturday, be offered each semester for adjuncts. He said money is needed to pay adjuncts to attend such an orientation since adjuncts cannot contractually be obligated to attend meetings. President Kaplowitz praised this suggestion and said that she and Professor Crozier (on behalf of the Chairs) have spoken with Provost Wilson about an orientation session for adjunct faculty and that Provost Wilson has been very responsive to the concept.

Senator Suggs said that all senators should present this budget information to their departments at the end of the semester meetings coming up. He suggested that proactive proposals be proposed for the Senate's consideration in the fall.

Senator Cohen said he does not think it is a good approach to start making a wish list of things we could spend money on. He proposed, instead, that we think about plans, priorities, programs, and policies, in terms of what we want for the College. For example, something like orientation sessions for adjuncts is a programmatic recommendation and for that the possible funding source should be identified and then applied for so that it becomes a line item in the permanent annual budget of that fund: it could be the Student Activities fund, the Corporate Board fund, the Auxiliary Services Fund, etc.

Senator Cohen added that one of the reasons we have learned so much about the budget in recent years is because we have been in a fiscal crunch and a lot of the soft money has been made available for tax levy purposes to shore up our budget: for example, according to Mr. Sermier's documents, all of the above College share funds from the centers and institutes, in the amount of \$206,000, were used to subsidize tax levy operations. If and when we get back to having tax levy revenues that support our tax levy expenditures, there will be quite a lot of soft money available for discretionary spending. \$206,000 is now used to support our tax levy budget. If in two years that money is no longer needed for tax levy purposes, then we will be back to the old fight about using tax levy funds for the staff of the centers

and institutes as opposed to paying for those staff with soft money generated by the centers and institutes.

Asked about our grant getting record, Senator Cohen said that according to Mr. Marini, during the 1991-92 fiscal year, we received 36 grant awards and this brought \$2.15 million in grant money which was administered through the Research Foundation. Fifteen percent of the grants were research grants and 85 percent were training and development grants.

10. Guest: Provost Basil Wilson

Provost Wilson was welcomed and he reported about the many approaches that had been introduced and supported to help develop the culture of teaching that he has made his priority as Provost. Saying he was very pleased that so many faculty have been attending and participating in the Better Teaching Seminars, Provost Wilson noted that the Better Teaching Seminars, which have been presented by the Faculty Senate for more than five years, are being attended by larger and larger numbers of faculty. The seminars are something people look forward to attending and participating in and he added that learning about teaching really does take place there. Provost Wilson described the Better Teaching Seminars as very enlightening and enjoyable and said that he is constantly impressed by our faculty's desire to serve our students. He congratulated Professor Kaplowitz for her work as the coordinator of the seminars.

The Provost also congratulated Professor Michael Blitz for editing "Notes from the Classroom," adding that he had been very pleased to contribute a column to it. He said he looks forward to each edition of "Notes from the Classroom" because he wants to learn what his colleagues have to say about their teaching experiences.

Provost Wilson noted that the Outstanding Teacher Award is now a third component of the culture of teaching. He reported that the Outstanding Teacher Award Selection Committee had received 74 nominations (made by faculty, staff, and students) and that 35 faculty had been nominated. He said that in light of the Senate's recommendation that adjuncts be eligible for nomination and selection, he wanted to note that a number of adjunct faculty were nominated for the award. Provost Wilson described the experience of participating on the selection committee as quite gratifying, especially because the nominating letters were quite lengthy and were systematic, in-depth discussions about the ways in which the nominee is a great teacher. He said that the recipient would be announced at commencement. The members of the selection committee were Professors Lou Guinta, Zelma Henriques, James Malone, Shirley Schnitzer, Natalie Sokoloff, and himself.

Provost Wilson reported that the fourth component of the culture of teaching has made some headway but not sufficient headway. This fourth component is discussions by the individual departments about teaching. He noted that Art, Music, and Philosophy, as well as Thematic Studies, had devoted departmental meetings to such discussions but that it is not clear to him that many other departments have yet gone in that direction. He said that he will continue to urge department chairs to have such discussions so that those who cannot get to the Better Teaching Seminars can participate in these dialogues.

Senator Gitter asked about computerized registration: she questioned whether it would not be better to get away from the departmental model of faculty sitting behind department tables in view of the fact that the faculty are needed primarily for general advisement and not for departmental decisions. The Provost said he thinks that as many faculty as could possibly participate in the experiment of on-line registration would be needed this summer and this fall, but he added that he had spoken earlier that afternoon with the PSC chapter chair, Professor Bohigian, and had assured him that the College will not violate the union contract. Provost Wilson said he had just met with the executive committee of the Council of Chairs and hopes to get a memorandum about registration to the Chairs by Monday. He noted that additional resources had been put into the Computer Center and that Dr. Barnett has been doing a splendid job. He said that we will be conducting prerequisite checking and he believes that we are the only CUNY college that checks for prerequisites.

Provost Wilson said that the fall registration schedule will begin on August 18, which is when the entering freshmen will be block registered. On August 19, freshman registration continues and not all departments will have to be represented. But on August 23, the seniors register and, therefore, those departments that offer majors will have to be represented. On August 24 through to the end of registration, all department Chairs will be asked to be at registration. Provost Wilson explained that because these days are during the faculty's annual leave, an arrangement is being worked on whereby the chairs will receive an increase in release time: currently Chairs receive either 13.5 or 10.5 hours of release time annually (based on the size of the department) and by giving Chairs an additional 1.5 hours of release time annually, Chairs will be able to teach one fewer course a year. He added that he would welcome as many other additional faculty to be present at registration as possible. The difficulty, he said, will be during the crunch time: for example, during spring 1993 registration, despite the fact that we offered more course sections, on the second to last day at around 2 PM, the situation became very tight as students struggled to get certain courses. And so what he anticipates during the last days of registration (the last day of registration is Monday, August 30, and so on Friday, August 27) is that as many faculty as possible will be needed.

Provost Wilson said he would imagine, based on the experience he has had with our academic advisement system, that a sizable number of students know what courses they want, they know how to go about choosing their courses, they know about the majors, they know the basic requirements. But the system is still mystifying to some of the other students and for these students we need as many faculty as possible. He said that he plans to send a memorandum about this to the Chairs and to the PSC chapter chair so that we can be clear about how we will proceed. [Copies of this memorandum are available from the Senate's Executive Committee.]

Senator Litwack asked whether he had heard correctly that Chairs were going to be asked to be at registration. Yes, the Provost said, the Chairs of English, Mathematics, Communication Skills, and SEEK are going to be asked to be there on August 19; on the following day, when the seniors register, the Chairs of the departments that offer a major, as well as the Chairs who were present the previous day, will be asked to be at registration: after that, from August 24 until the end of registration, all the Chairs are being asked to be at registration. Senator Litwack

said that in his experience, having been Chair of the Psychology Department, there is no need for a lot of faculty to be at registration, especially if the Chairs are going to be there. He said that his department has always had two people present at registration to hand out cards because it is a large department: but, he added, quite frankly, if the department were not giving out cards, more than one person would not have been needed.

The Provost said he hopes that Senator Litwack is correct and suspects that he is correct but that his fear is that things may break down and in that case it would be good to have more people there than necessary, especially for the inaugural episode of computerized registration. Senators acknowledged the need for extra coverage while the system is being tried out. Provost Wilson noted that in later semesters fewer faculty would be needed and that once the system is working, we will not need seven days of registration (we might need only five). He added that he thinks that certain members of the faculty, in addition to the Chairs, would like to be present to witness the launching of on-line registration.

Asked about the budget, Provost Wilson said that we have not yet received our budget for next year: it should arrive in a week or two. Based on the history of the last two years, he said, John Jay is at the point of stabilization. He noted that we should have no difficulty filling the 12 faculty lines that we are searching for. Provost Wilson said that what is most troublesome about the way CUNY allocates resources is that 80th Street keeps forcing each College to increase the number of students: if a College does not increase enrollment, it loses funding. He said the administration is writing to the Central Administration saying that John Jay has been carrying the University for the past six years, in terms of enrollment increases, and that we are not going to accept more students unless we receive additional resources.

President Kaplowitz said that earlier in the meeting the Senate had discussed President Lynch's response to the Report of the Chancellor's Advisory Committee on Academic Program Planning and was pleased that the Senate's Resolution about the kinds of majors we could develop if we had sufficient funding was included, especially because the Resolution speaks to the inequitable funding of John Jay. She asked the Provost what else we could do to convince the University to fund John Jay on a more equitable basis with the other senior colleges and she asked whether John Jay faculty should perhaps start making the case at the Board of Trustees' public hearings. She noted that at the Manhattan public hearing that the Board of Trustees held in January, which Provost Wilson attended as did she, faculty and students from all the CUNY colleges in Manhattan testified, almost all speaking proudly about various programs at their colleges which they teach in or are enrolled in: John Jay, however, was represented by only one speaker, a person from the Justice Department, who described the Human Dignity Course we give in Latin America and South America.

Provost Wilson said that two letters are being sent to 80th Street: the first says that we can not keep increasing enrollment unless we get a significant increase of resources and the second letter has to do with the equitable distribution of resources among the Colleges. Kr. Sermier, the budget director, has obtained the data for that second letter. The problem is what do we do beyond sending these letters.

Senator Suggs raised the analogous issue of determining

internal need for resources, specifically faculty lines emptied by early retirement and other causes: he noted, for example, that the English Department has recently lost five faculty, most of whom had taught the upper-level writing courses and since other departments have also lost many faculty, he asked what system is used to determine how resources are allocated within John Jay. Provost Wilson explained that the Chairs and the former Provost developed a system for allocating lines to departments and that the system works well.

The Provost agreed that the College needs to fill faculty lines. He noted that one of the things that the Middle States site team report points out, and it is one of the things that the Faculty Senate has raised and as a result there is a realization of this throughout the College, is that we really have to rebuild the research-oriented faculty, especially in the area of criminal justice. Provost Wilson said that several new faculty will be coming in September and that they will strengthen us in terms of our publications and our other contributions to the field of criminal justice.

President Kaplowitz asked with regard to the search for a new dean of graduate studies, whether, in case we select someone from outside the College, a new line on a full professor level would be allocated so that we could effectuate such a hire. Provost Wilson said that a new line would be available because the search would be a genuine one and would be open to candidates outside the College.

Senator Suggs said that he, too, had noted the part of the Middle States site visit report that comments about the need to increase faculty research. He pointed out that at other CUNY colleges, one aspect of faculty development is devoted to faculty development in terms of research. He asked whether, as the Provost moves ahead with enhancing the culture of teaching, there is any way that the administration can support faculty development in terms of research. He added that the Better Teaching Seminars are a way of addressing the culture of teaching as a community but that research is a different kind of activity than teaching. Provost Wilson said this is one of his projects for the 1993-94 academic year. He noted that last year he awarded 10 research grants to faculty on a competitive basis and said that those will continue next year. He added he is trying to forge a research task force so that faculty may be brought together who have similar research interests: for example, there are a number of faculty who have a research interest in drug abuse and a number who have an interest in comparative policing. The idea is to organize research groupings and this is something he plans to work on.

Provost Wilson noted that the student government elections have just been completed and commented on the political sophistication of our students: there were two slates and the students elected two candidates from one slate and two from the other. He also noted the multicultural voting patterns: people were not voting based only on the candidates' ethnicity or race. He also noted that this year the campaigning was not marked by the acrimony of last year's election. And more students voted this year: more than 1400 students voted, compared to 1300 last year.

President Kaplowitz told Provost Wilson that earlier in the day the Senate had unanimously approved a Resolution that calls on Mayor Dinkins, Speaker Vallone, and the City Council members to restore the funding of the CUNY/NYPD Police Cadet Program. The

Provost said the Cadet Program is the sort of program which the City Council would support and that he was glad to learn of the Senate's action.

Senator Litwack said that the Senate had felt when the Cadets came to the Senate to thank us that a visit by the Cadets to the City Council would be even more effective than letters. The Provost said because demonstrations by police officers in uniform are not permitted there is a feeling by some that the Police Cadets, in uniform, should also not engage in political actions. The suggestion was made that cadets demonstrate while holding posters of cadets in uniform.

Provost Wilson reported that at its last meeting, the College Personnel and Budget (PLB) Committee was very close to agreeing on a document that is designed not only for the PLB members but for all faculty regarding PLB procedures. This document, which will be distributed once it receives final approval (probably in September or October), will provide information about criteria and procedures for reappointment, tenure, and promotion. He added that the document contains nothing new or revolutionary; rather, it describes what the PLB does and has been doing.

Provost Wilson said he hopes the faculty understand what a gargantuan operation the student evaluation of the faculty is. The last time the evaluation was conducted, he said, the numbers of evaluation forms were not correct for some departments, so this time great efforts were made to improve the process. He said it is still an overwhelming process, one that is tremendously time consuming, and he invited suggestions for improving it.

Senator Gitter pointed out that student evaluations are for two purposes: one is to provide information to the PLB for personnel actions and the other is to provide feedback directly to the instructor. She proposed that faculty who have moved all the way through the personnel process, that is, tenured full professors, continue to be evaluated by their students but that they do not need to have the results in the form of a computerized printout. Instead, those faculty could be given the actual forms that have been filled out by the students, from which they can obtain the feedback that both the written comments and the numerical answers provide. The Provost said that such an approach might be possible.

President Kaplowitz recommended that the student evaluation questions also be rethought. She cited the very first question, which is gender specific: it asks about "the instructor's attitude toward viewpoints other than his own." She noted that a faculty member who is an expert on research methods had sent her an article that discusses how such language creates a bias for the entire evaluation and this is especially true when it is the very first question. Female faculty are thereby disadvantaged by the evaluation form, since this official John Jay document implies that only males are or should be college instructors.

Senator Cohen noted that as a member of the Public Management Department, he is not in a department that is directly connected to criminal justice. He said that his department has people who work on various social policy issues, such as health, public transportation, organizational behavior, and public policy. He asked what the Provost's attitude is to faculty such as him: he explained that his question is prompted by the fact that when the Provost talked about faculty research he talked about criminal

justice research. He added that he assumes that the 10 research awards were given primarily to criminal justice faculty. Provost Wilson said that that is not necessarily so but added that because so much of our resources and so much of our name recognition come under the rubric of criminal justice, it is terribly important for us to be in the lead in terms of criminal justice research. But, he added, Senator Cohen is correct that not just criminal justice research and not just criminal justice faculty need to be supported but rather those faculty who do research on public finance, on productivity, and on other social policy issues. Provost Wilson added that there is the recognition in the College that in yesteryear we had a number of faculty who were in the vanguard of criminal justice research and those people retired or for one reason or another are no longer here and we did not replace them. As a result, we have not been producing the monographs that reflect the name of the College. He added that he does not want to give the impression that he is interested only in criminal justice research.

Senator DeLucia asked whether, in the registration process, the organization of faculty who advise students could be rationalized. Provost Wilson said that at the same time that we are embarking on on-line registration, we have replaced and added a tremendous number of prerequisites and have renumbered our entire course offerings. He said he has certain misgivings as to how well that will work and said that this is something that Registrar Don Gray has been concerned about. He said any ideas about how we can design registration to expedite the process will be welcome.

Provost Wilson said he would like to thank the Faculty Senate for its supportive approach to the development and implementation of on-line registration. He said that what comes across in reviewing the work of the Faculty Senate is the dedication of the Senators and their willingness to sacrifice and to work for the good of the College, and of its faculty, and of its students. A college is only as good as its faculty, he said, and one of the things that the Middle States visiting team recognized and acknowledged is the vitality of the John Jay faculty. He said it is a source of pride to him to be part of such a faculty. He added that as a member of the faculty he is pleased to report that he will be teaching a course in the fall semester.

The Senate thanked Provost Wilson for meeting with us and for his support of the faculty and of the culture of teaching.

The meeting was adjourned at 4 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary

Announcements from the chair

Comprehensive planning committee briefed by President Lynch
 President Lynch briefed the members of the Comprehensive Planning Committee at its third meeting on April 29. He reported that admission to the College will be stopped in June when last fall's enrollment of 8,500 is expected to be reached and that if enrollment is not cut off, we would have 9,500 students here in the fall. He also reported that the 1983 Master Plan for John Jay envisions the College enrolling 7,300 students, which is all that our physical plant is designed to accommodate. Because the College's Master Plan calls for that size student body and for a physical plant to accommodate that size student body, we will not be permitted to design the Phase II building in excess of the 220,000 net square feet (300,000 gross) that North Hall (which is to be replaced by Phase 11) provides. (It was noted, for comparison, that T Building measures 600,000 square feet.)

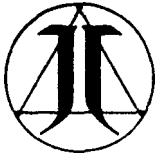
President Lynch spoke about the need for new full-time faculty and the need for innovative ways to get full-time lines. He also reported that in June 1994, John Jay will host the John Jay/St. Petersburg conference on criminal justice, and during the same month the College will hold an international conference on drug addiction, treatment, and prevention.

Student Council elections conducted

Student Council elections and other student elections were held on May 5 and May 6. The number of students who voted in the elections was 1442. All positions for the executive officers were contested. None of the other positions was contested. Those elected are:

President:	Robert Hernandez
Vice President:	Terrence Harris
Treasurer:	Simone Moore
Secretary:	Debra LaVille-Wilson
4 Graduate Reps:	Keith Howard
4 Senior Reps:	Aneerah Riaz Henry Hopeton
4 Junior Reps:	Andrew Green Rosa Polanco Seny Taveras
4 Sophomore Reps:	Jermaine Matthews Ramon Quintana
4 Freshman Reps:	Nicole Graham Jason Pagan
1 College Council at-large Rep:	Eugene Durante

Judicial Committee Student Panel (6 positions):
 Kimesha Bailey Paul Nathan
 Denese Clue Guerline Nelson
 Konstantine Gianoutsos



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

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

(212) 237-8000

To: Prof. Karen Kaplowitz
From: Brian Murphy *BM*
Date: May 5, 1993
Subject: CRIME STATISTIC COMPARISON

The following statistics are listed to confirm my contention that incidents have been on the rise at John Jay. As you can **see**, incidents have roughly doubled during the past two months in comparison to last year's spring semester.

CRIME	JAN/92-JAN/93		FEB/92-FEB/93		MAR/92-MAR/93	
LARCENY	11	- 5	13	- 22	16	- 20
CRIM. TRESPASS	0	- 1	0	- 1	3	- 2
HARASSMENT	1	- 1	2	- 5	4	- 7
ROBBERY	1	- 0	0	- 0	0	- 0
DIS. CONDUCT	1	- 4	1	- 3	3	- 4
CRIM. MISCHIEF	2	- 1	2	- 2	1	- 7
BURGLARY	0	- 0	0	- 2	0	- 2
BOMB SCARE	0	- 0	0	- 2	0	- 1
DRUGS	0	- 0	0	- 0	0	- 1
ASSAULT	0	- 0	0	- 0	0	- 3
MENACING	0	- 0	0	- 0	0	- 1
WEAPON	0	- 0	0	- 0	0	- 1
CRIM. IMPERSONATION	0	- 0	0	- 0	0	- 1
LEAVING SCENE ACC.	0	- 0	0	- 0	0	- 1
TOTALS	16	- 12	18	- 37	27	- 51

The approximate cost to install turnstiles for ID access in both buildings would **be** 9250,000.

Regarding Baruch College, ID checks were institututed following a very brutal rape of a staff member in a ladies room. This information was given to me by Mr. Harry McLaughlin, Director of Security at Baruch College.

RESOLUTION OF THE FACULTY SENATE OF JOHN JAY COLLEGE
OF CRIMINAL JUSTICE ON THE CUNY/NYPD POLICE CADET PROGRAM

Adopted by Unanimous Vote May 7, 1993

WHEREAS, The CUNY/NYPD Police Cadet Program is an initiative of the Mayor's Office and of the New York City Council, and is funded as part of the City's Safe Streets, Safe City Program, and

WHEREAS, The CUNY/NYPD Cadet Corps is an innovative and visionary program designed and implemented jointly by The City University of New York and the New York Police Department to produce college-educated police officers who are reflective and representative of the people of the City of New York whom they serve, and

WHEREAS, The CUNY/NYPD Cadet Corps is a model and an integral part of a more diverse police force as envisioned by Mayor David Dinkins and Police Commissioner Raymond Kelly, with the current class comprised of 127 students of whom 67% are people of color (47% Latino and 15% African American) and 37% women, all of whom are New York City residents, as mandated by the program, and

WHEREAS, The CUNY Cadets, having been recruited by CUNY and screened for police service by the NYPD, are all full-time students enrolled in Associate Degree programs at 10 CUNY Colleges in all five boroughs, these colleges being John Jay College of Criminal Justice, Medgar Evers College, The College of Staten Island, New York City Technical College, Borough of Manhattan Community College, Bronx Community College, Hostos Community College, Kingsborough Community College, LaGuardia Community College, and Queensborough Community College, and

WHEREAS, CUNY Cadets study not only at their home college but also receive intensive training, specialized study, and supervised practical work experience at John Jay College of Criminal Justice, specifically designed to prepare them for police service, and

WHEREAS, The CUNY/NYPD Cadet Corps was slated for expansion in the January 1993 Financial Plan and, as a result, more than 1,000 additional prospective Cadets are now being screened for admission, and

WHEREAS, The CUNY/NYPD Cadet Corps was totally eliminated in the Mayor's Executive Budget announced on May 3, 1993, whereby the elimination of the \$3.5 million program will mean the layoff of the entire class this fall and the loss of hundreds of college-educated future police officers, and

WHEREAS, The Faculty Senate is the voice of the faculty of John Jay College of Criminal Justice, a College whose mission is the education of current and future criminal justice practitioners and whose 8,500 students reside in equal numbers in all five boroughs of the City of New York, therefore be it

RESOLVED, That the Faculty Senate of John Jay College of Criminal Justice calls upon Mayor David Dinkins, Speaker Peter Vallone, and the members of the City Council to restore the funding of the CUNY/NYPD Cadet Corps, which is a model and a hope for the citizens of the City of New York and for the students of The City University of New York.

SPONSORED BY THE FACULTY SENATE

- "Ways to Handle the Gap Between Faculty's Expectations and Students' Experiences in the Classroom": March 1, 1988
- "Issues and Problems with which Teaching Faculty Constantly Grapple": March 23, 1988
- "Methods by which Students Learn to Learn": April 20, 1988
- "Coping with the Term Paper Load: Techniques for Assessing and Grading Term Papers": May 3, 1988
- "How to Establish Meaningful Instructional Goals and Develop Effective Assessment Techniques": October 5, 1988
- "Teaching the APA Documentation Method": October 12 & October 13, 1988
- "Integrating Computers Into Your Curriculum: How to Get the Most Out of the Five-Session Computer Lab Limit": October 19 & October 20, 1988
- "Assigning and Teaching 'Inflammatory' Material": October 27, 1988
- "What Do College Students Know? Recent Commentaries by E.D. Hirsch, Jr., Allan Bloom, and Diane Ravitch": November 2, 1988
- "Collaborative Learning in the Classroom": November 8 & November 9, 1988
- "The Personnel Process": November 10 & November 16, 1988
- "Gender and Women's Studies in the Curriculum: Their Relation to Criminal Justice and the Liberal Arts": November 29, 1988
- "Holistic Grading of Students' Essays and Papers": November 30, 1988
- "Designing Research Project Assignments Across the Curriculum": March 1, 1989
- "What Do You Do?: The Role of the Teacher when Students Make Racist, Sexist, Homophobic, and Other Such Comments in Class": March 14, 1989
- "What Do You Do?: Part 11: The Role of the Teacher when Students Make Racist, Sexist, Homophobic, and Other Such Comments in Class: Continued": April 12, 1989
- "Teaching 'Inflammatory' Texts": November 14, 1989
- "Teaching the Learning and Physically Disabled": November 29, 1989
- "The Art of Designing Successful Research Paper Assignments": February 28, 1990
- "Plagiarism: Defining It, Detecting It, Dealing With It": March 22, 1990
- "Innumeracy (Mathematical Illiteracy) and Its Consequences": April 5, 1990

BETTER TEACHING SEMINARS (cont)

- "Designing Assignments for Critical Thinking": April 18, 1990
- "Ethnic Studies 122: Report from the Field: Year One": April 25, 1990
- "American Cultural Pluralism and the Law": October 3, 1990
- "Preparing Ourselves to Facilitate Discussions of Multicultural Issues in the Classroom": November 1, 1990
- "Teaching College Freshmen: The Challenges and Opportunities":
November 2, 1990
- "The Personnel Process: Reappointment, Tenure, and Promotion":
November 8, 1990
- "Designing Assignments for Critical Thinking": March 6, 1991
- "Archives as Teaching Resources": October 29, 1991
- "What We Can and Should Do About Disruptive Behavior in the Classroom": November 26, 1991
- "Sexual Harassment on Campus and in the Workplace": December 4, 1991
- "The First Week of Class and the Rest of the Semester: How to Make the Classroom Experience Conducive to Teaching and to Learning": December 12, 1991
- "Sexual Harassment on Campus and in the Workplace": March 12, 1992
- "Using the Resources of John Jay's Library to Incorporate Issues of Multiculturalism in Course Curricula": March 25, 1992
- "Library Resources for Cultural Diversity Throughout the Curriculum: Practical Discussions": April 2, 1992
- "College as Experienced by Gender: The Harvard Report, the Report of the American Association of University Women (AAUW), and other Studies": April 8, 1992
- "Tuning in to Unspoken Messages: Teaching the ESL Student":
September 23, 1992
- "Designing Topics for Student Papers and Evaluating and Grading Papers: A Continuum": October 22, 1992
- "Audiovisual Technology and the Classroom": November 3, 1992
- "Designing Topics for Student Papers and Evaluating and Grading Papers: A Continuum": February 16, 1993
- "Hate Speech: In the Classroom, On Campus, and Elsewhere":
March 4, 1993
- "Ethnic Studies: Four Years Later: A Report from the Field":
March 24, 1993
- "Classroom Decorum: Rules versus Strategies": April 22, 1993
- "What are the Characteristics of a Good Teacher?": May 6, 1993



TABLE 1

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
 899 Tenth Avenue, New York, N.Y. 10019
 (212) 237-3449

Office of Sponsored Programs

TO: Jim Cohen
 FROM: Jacob Marini
 Laura Cooke
 DATE: April 5, 1993
 RE: Earnings Funds

Balance as of July 1, 1991	\$126,119
ADD REVENUES:	
Net Recoveries	56,241
Transfers	1,000
Miscellaneous Income	705
Total Revenues	57,946
LESS EXPENDITURES and TRANSFERS:	
College Expenditures	
Salary and Wages	85,659
OTPS	5,996
Transfers	32,700
Total Expenditures	124,355
Balance as of June 30, 1992	\$ 59,710

EXPLANATION OF REVENUES

Net Recoveries - Indirect costs and release time recoveries.

Transfers - Funds from other CUNY sources to cover costs associated with specific faculty assigned to non-teaching tasks.

EXPLANATION OF EXPENDITURES AND TRANSFERS

Expenditures/Salary and Wages - Salary and fringe benefits for Assistant Director of Sponsored Programs (beginning January, 1990);

adjunct replacements; adjuncts hired by the Provost's Office; and temporary employees hired by the President or Provost for various College supported activities (i.e., Director of Saturday Math Express, Director of the Writing Center)

Other than Personnel Services (OTPS) - Materials and supplies specific to the grants office such as reference materials; faculty and administrative travel reimbursement approved by the President or Provost; equipment purchases approved by the President or Provost; and contractual agreements approved by the President or Provost.

Transfers - transfers to subaccounts as part of the College's agreement to return a percentage of overhead to the Project Directors and their Departments.

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TABLE 2

The following Resolution was passed by the College Budget Committee on June 7, 1990, and was agreed to by President Lynch:

Resolved:

- I. At the appropriate time, after the end of the fiscal year, Robert Sermier, the Budget Director, should inform the Budget Committee as to the net income of the Criminal Justice Center, the Office of Special Programs, and other training and research programs of the College.
- II. Beginning now, at least 50% of the net income of the Criminal Justice Center, the Office of Special Programs, and other training and research programs of the College, should go to the academic budget to be dispersed by the Provost after appropriate consultation.
- III. All indirect costs that return to the College from grants should be divided according to the previous agreement: one third to the Office of the President, one third to the Office of the Provost, and one third to the Department or Center that brought in the grant.

TABLE 3

04-Mar-93 - Student Association Initial Budget

Budgeted Expenditures				
	Ear- marked	Unear- marked	Non-student Fee Income	Total
commencement	56,058.00			56,058.00
Association Expenses	147,734.50			147,734.50
Orientation [Undergrad.]	12,975.00			12,975.00
Orientation [Graduate]	1,039.50			1,039.50
Student Activities	41,040.50			41,040.50
Athletics	145,930.50		3,415.83	149,346.33
Recreation	116,385.00			116,385.00
student Services	12,043.50			12,043.50
Graduate Studies	7,623.00			7,623.00
Student Government	61,459.00	11,262.25	23,180.00	95,901.25
Media/Yearbook	49,452.00			49,452.00
Clubs	89,200.50		495.00	89,695.50
Quality of Life	8,996.50			8,996.50
Child Care	58,925.50			58,925.50
Outstanding Bills				0.00
Music Licenses			2,200.00	2,200.00
Total	808,863.00	11,262.25	29,290.83	849,416.08
Unallocated	0.00	781.25	0.00	781.25

TABLE 4

student Activity Fee Earmarking 1992-93
John Jay College of Criminal Justice

Category	Undergraduate		Graduate
	F/T	P/T	All
Commencement	\$ 3.00	\$ 3.00	\$3.00
Association Expenses	8.75	6.75	6.75
Undergraduate Orientation	.75	.75	
Graduate Orientation			.75
Student Activities	2.50	2.00	.75
Intercollegiate Athletics	9.00	6.75	3.50
Intramurals & Recreation	7.50	4.75	3.25
Student Development Programs	.75	.50	.50
Graduate Studies			5.50
Student Government	3.50	3.00	3.00
Clubs	5.25	5.00	
Media/Yearbook	3.00	2.25	1.75
Quality of Life	.50	.50	.25
Child Care	3.50	3.25	
Unearmarked Funds	.75	.50	.50
Total Student Activity Fees	48.75	39.00	29.50
Consolidated Fee *	2.00	2.00	2.00
Total Fees	\$50.75	\$41.00	\$31.50

* Note: Consolidated fees are transferred directly to the University and are not a part of the Student Activities Association Budget.

TABLE 5
Sources And Uses Of
Revenues From Lease/Rental/Use of Facilities
Fiscal Year 1991-92
(On A Cash Basis; Rounded To Nearest \$)

<u>Area Used</u>	<u>Type Of Use</u>	<u>Program Official</u>	<u>Program Revenues</u>	<u>Program costs</u>	<u>State Share</u>	<u>College Share</u>
President's Office; Public Areas	Films & videos	President	31,077	11,564	2,020	17,493
Theatre	Theatrical	J. Smith	49,953	41,712	3,297	4,944
Gymnasia; Fitness Ctr.; Other Phys. Ed.	Athletics and Recreation	S. Larkin	97,496	81,409	6,337	9,750
Classrooms; MicroLab	Training	L. Guinta	35,850	29,935	2,330	3,585
Conference Rooms; All Other Space	Meeting; Misc.	J. Smith	10,363	8,653	674	1,036
Cafeteria; Rathskellar	Food and Beverage Service	Aux Serv Corp Bd	20,100	-	-	20,100
Bookstore	Bookstore	Aux Serv Corp Bd	86,601	-	-	86,601

Notes: 1. For items 1, 2, 3, 4, and 5

(a) N.Y. State requires all revenues to be deposited in State "IFR" account from which it deducts 6.5% surcharge; College share is amount remaining after program costs and State surcharge are deducted from program revenues.

(b) All College shares used to subsidize tax levy budget. as per P&B Committee recommendation/Presidential decision

2. For items 6 & 7, all revenues are deposited into the bank account of the legally independent Auxiliary Services Corporation; funds are spent as budgeted by eleven member Board of Directors - 5 students; 3 faculty; 3 administrators.

TABLE 6

Auxiliary Services

Proposed Budget - FY 92-93

Projected Revenue - Cafeteria/Rathskellar	-	\$ 25,000
Game Machines	-	4,000
Bookstore	-	95,000

Total	-	\$124,000

Surplus At End of FY91-92 = \$3,164

Proposed Budget

<u>Cateaorv</u>	<u>Spent Last Year</u>	<u>Proposed This Year</u>
Campus Events	32,787	38,737
Local Events	25,404	30,014
Non-Local Events	1,782	2,106
Amenities	17,915	21,166
Congratulations/ Condolences	1,650	1,949
Registration/Student Recruitment	8,564	10,118
Community Services	6,512	7,694
Student Assoc./Loan Fund	11,900	14,880
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TOTAL	\$106,514	\$126,664

Projected Surplus At End Of Year = \$500.00

NOTE: For past three years, Corporation has set aside 10% of expected revenues as a grant to the Student Association. Last year, Corporation earmarked the 10% grant to be applied to the Association's Hardship Loan Fund. This year, the proposed budget would raise the Student Association/Loan Fund's percentage to 12% of expected revenues or \$14,880. This is an increase in dollars of \$2,980 over last year's allocation of \$11,900, or an increase of 25.0%. All other categories are proposed to be increased by 18.1%, arrived at as follows: Add last year's surplus (\$3,164) to this year's projected income (\$124,000) for a total of \$127,164; subtract a planned-for end-of-year nominal surplus of \$500 and the Proposed Student Assoc./Loan Fund allocation of \$14,880 leaving \$111,784 to be allocated to the other categories; the other categories expended \$94,614 last year (\$106,514 - \$11,900) so the increase for this year would be \$111,764 - \$94,614 = \$17,170 or 18.1% in total and for each category.

(over)

DESCRIPTION OF AUXILIARY ENTERPRISES EXPENDITURE CATEGORIES

College Hospitality Fund

The funds are allocated to further the educational, cultural, and social activities of the College and are anticipated to be expended to provide representation, hospitality and amenities related to academic conferences; visiting lecturers; academic evaluation teams; public service forums; student, faculty, and criminal justice community recognition ceremonies; and such other educational, public service, cultural, or social invitational events as may involve members of the College community or the community at large.

Condolence and Congratulation Fund

The funds are allocated to permit expressions of condolence or congratulations on behalf of the John Jay College community.

Reaistration Fund

The funds are allocated to provide refreshments to staff members of the College who work extra hours during Registration periods.

Amenities Fund

Because no college tax levy budget funds are provided, these funds are allocated for use by the President of the College at his discretion, and are anticipated to be used to provide the hospitality and social amenities common to the operation of the Office of a College President both within and outside the College.

Community Service Fund

The funds are allocated to provide College participation in and support of public service activities in the local community.

Student Recruiting

Funds are allocated to pay for refreshments and other expenses for prospective student groups which visit the school, and to pay travel expenses of staff who recruit students for the College.