

FACULTY SENATE MINUTES #93

John Jay College of Criminal Justice

September 9, 1993

Time 3:15 PM

Room 630 T

Present (33): Yahya Affinnih, Arvind Agarwal, Michael Blitz, Janice Bockmeyer, James Bowen, Orlanda Brugnola, Edward Davenport, Jane Davenport, Peter DeForest, Kojo Dei, Robert DeLucia, P.J. Gibson, Elisabeth Gitter, Robert Grappone, Lou Guinta, Holly Hill, Laurence Holder, Karen Kaplowitz, Andrew Karmen, Gavin Lewis, Tom Litwack, Barry Luby, James Malone, Peter Manuel, Jill Norgren, Bruce Pierce, Charles Reid, Ronald Reisner, Vilma Santiago-Irizarry, Peter Shenkin, Chris Suggs, Agnes Wieschenberg, Bessie Wright

Absent (5): Vincent Del Castillo, Chris Hewitt, Lee Jenkins, Davidson Umeh, Martin Wallenstein

AGENDA

1. Announcements from the chair
2. Approval of Minutes #92 of the May 20 meeting
3. Approval of Faculty Senate calendar of meetings
4. Senate Committees
5. Election of a Senate representative to College Council
6. Proposal to create a joint Faculty Senate/Council of Chairs Committee on the Evaluation of the President. Election to the Committee if the proposal is approved.
7. Proposal to create a joint Faculty Senate/Council of Chairs Committee on Academic Program Planning & Review. Election to the Committee if the proposal is approved
8. Election of Senator to serve on the Search Committee for Dean of Undergraduate Studies
9. Election: Senate representatives to the College Comprehensive Planning Committee
10. Election: Senate/Chairs Committee on Phase II
11. Proposed Resolution: Resolved, That the Faculty Senate of John Jay College endorses the July 27 Resolution of the Council of Faculty Governance Leaders

1. Announcements from the chair [Attachment A]

President Kaplowitz called the meeting into session and introduced and welcomed the several new members of the Senate: three new departmental representatives to the Faculty Senate and the College Council: Charles Reid (Psychology); Ronald Reisner (Public Management); and Vilma Santiago-Irizarry (Puerto Rican Studies); and Holly Hill (Speech & Theater/SEEK), an at-large representative who by virtue of receiving the next highest number

of votes in the at-large election is replacing Professor Melinda Guttman, who resigned during the summer. The Senate was directed to the written announcements [Attachment A] which include an updated list of Senate members and their constituencies.

President Kaplowitz announced that Senator Jane Davenport has just earned a doctorate in history from the University of Arkansas, having in August successfully defended her dissertation on Congressional ethics. The Senate applauded Dr. Jane Davenport.

It was also announced that Dean Frank McHugh, Registrar Don Gray, and Computer Director Peter Barnett will meet with the Senate on October 20 to discuss on-line registration, both to brief the Senate about the Fall registration process and plans for the future and also to hear from the Senators what they and their colleagues and students have to say about the process. President Kaplowitz explained that all three were pleased to have been invited to the Senate but because none of the three took any vacation this summer, because of the demands of preparing the on-line system, each is going on vacation sequentially and all will be back at the College in time for the October 20 Senate meeting but not before. She added that this meeting date will enable the three administrators and the Senate members to have sufficient time to prepare for the meeting and she urged the Senators to ascertain from their colleagues and from their students what worked well and what needs to be improved in the on-line system.

Senator Gitter said that the on-line registration process was a remarkable success and a tremendous accomplishment and that although the procedure was not perfect and although there were some glitches, we should express to Dean McHugh, to Mr. Gray, and to Dr. Barnett our gratitude and thanks. President Kaplowitz agreed. Senator Gitter moved that President Kaplowitz write to the three administrators on the Senate's behalf conveying the Senate's congratulations and appreciation. The Senate concurred.

2. Approval of Minutes #92 of the May 20 meeting

By a motion duly made and carried, Minutes #92 of the May 20 meeting were approved.

3. Approval of Faculty Senate calendar of meetings

A motion to approve the calendar proposed by the Senate's Executive Committee carried. All meetings are at 3:15 except for the all-day Friday meetings in December and May, which begin at 9:30. Meetings are in Room 630 T.

Fall Semester  
Thursday, September 9  
Wednesday, September 22  
Thursday, October 7  
Wednesday, October 20  
Wednesday, November 10  
Tuesday, November 23  
Friday, December 10

Spring Semester  
Thursday, February 10  
Wednesday, February 23  
Thursday, March 10  
Wednesday, March 23  
Monday, April 11  
Thursday, April 28  
Friday, May 13

The first meeting of the 94-95 Senate is Tuesday, May 24, at 3:00.

4. senate committees

Senators were invited to sign up for the Senate's standing committees on Academic Concerns; Adjunct Issues; Elections; Evaluation; Fiscal Advisory; Student Concerns; and to be the Senate's legal counsel and parliamentarian.

5. Election of a Senate representative to College Council

It was announced that Professor Rick Richardson is resigning from the Faculty Senate as an at-large representative of the adjunct faculty and that the next in line for the position, by virtue of the at-large Spring election results, is Professor Chris Hewitt who has accepted the Senate seat.

It was also explained that in the spring the Senate elected five of its 15 at-large members to the 1993-94 College Council: Senators Brugnola, Kaplowitz, Litwack, Wright, and Richardson, and that a seat on the College Council is, therefore, vacant. The Senate's Executive Committee ascertained that Professor Hewitt will accept nomination to the College Council and will serve if elected. The nomination was seconded. There being no further nominations, Professor Hewitt was declared elected.

Professor Richardson read the following statement: "Dear Senators: It is with sincere regret that I inform you of my resignation from the Faculty Senate and College Council, effective this date. This semester I have begun course work for a graduate degree at the Hunter School of Social Work. The demands of this program are so great upon my time that I would be unable to attend most Faculty Senate and College Council meetings, devote time to my constituents, and maintain the level of vigor toward Senate tasks I had provided in the past. My consolation is in the knowledge that I am replaced with no finer advocate for the rights and welfare of adjunct faculty and the John Jay community at large than Chris Hewitt of the English Department. His intelligence, compassion and guts will serve us all extremely well. I have enjoyed working and serving with an exceptionally talented and highly motivated group of Faculty Senators and have been honored and proud to represent the interests of adjunct faculty. I will, of course, remain committed to the well-being of our college community and its adjunct faculty and would hope to be available to you for whatever counsel and advice I can offer." Professor Richardson was thanked and applauded for his years on the Senate.

6. Proposal to create a joint Faculty Senate/Council of Chairs Committee on the Evaluation of the President

Each CUNY College President must be evaluated every five years, by mandate of the CUNY Board of Trustees. The Board has informed President Lynch that he is to be evaluated this year, apparently this fall. It was explained that it is six years since President Lynch was last evaluated and that this is because when Middle States coincides with the presidential evaluation, the presidential evaluation is postponed a year both so that the College not be burdened with two evaluations in one year and also so that the presidential evaluation can take into account the findings of the Middle States self-study and site visit report.

The presidential evaluation is conducted by a team of three of a President's peers, usually three college presidents, from outside CUNY, chosen by the Chancellor and the Board of Trustees. The team visits the college for several days to meet with organizations and individuals and to study documents relevant to their charge. The evaluators report directly to the Board of Trustees.

To prepare for the last evaluation of President Lynch, a faculty steering committee (including the president of the Faculty Senate and the Chair of the Council of Chairs) developed a survey instrument which was distributed to all members of the instructional staff. The instrument consisted of 32 questions, based on the Board of Trustees description of the responsibilities of a CUNY president. The questions were scored on a scale from 1-7. Written comments were also invited as part of the evaluation process. The numerical results were published as an attachment to the Senate minutes and were given to the evaluation team along with the written comments, which were not published. It was noted that at the time of the last evaluation, there was no HEO Council and therefore the form was sent to both teaching and non-teaching instructional staff (HEOs) but that since we now have a HEO Council it may be that the form should be sent to only the teaching instructional staff, since the HEO Council may be the appropriate body to survey the HEOs, if they wish to.

The proposal of the Senate's Executive Committee is that the faculty should be surveyed for the purpose of providing a systematic contribution to the evaluation process so that when the evaluating team meets with the Senate and with the Chairs there will be data and written comments that will have been solicited from the entire faculty. The proposal also calls for the survey to be conducted jointly by the Senate and Chairs and that a small steering committee of Senators and Chairs review the original instrument, revise it if necessary or develop a substitute instrument, present the instrument for approval by the Senate and by the Chairs, administer the survey, and tabulate it.

Senator Norgren said that the last evaluation took place when she was President of the Faculty Senate and she recalled that it was a very helpful contribution to the evaluation process.

The proposal was moved and the motion was unanimously adopted. Senator Suggs proposed that during the following week Senators should inform the Executive Committee of their interest in serving on this committee and that the Executive Committee should make the choice of three Senate representatives. This was agreed to. [Ed. The Council of Chairs representatives to this ad hoc committee are Professors Ned Benton (Public Management), David Goddard (Sociology), and Harold Sullivan (Government).]

7. Proposal to create a joint Faculty Senate/Council of Chairs Committee on Academic Program Planning & Review. [Attachment B & C]

On June 28, the Board of Trustees approved a Resolution mandating academic planning and academic program review and creating a framework for academic planning and for periodic review (internal and external) of academic programs [see Attachment B]. According to the Chancellory, henceforth the budget of each college will be determined (the word "driven" has been used) by the college's academic program plans. The Board of Trustees Resolution also requires each college to study its associate and baccalaureate degree requirements in light of the fact that the NYS Regents require only

60 credits for an associate degree and 120 credits for a baccalaureate (at John Jay we require 64 credits and 128 credits, as do most, if not all, CUNY colleges).

Furthermore, Vice Chancellor Freeland's July 26 letter to President Lynch [Attachment C] describes what the Chancellory expects from John Jay in light of the June 28 Board Resolution and in light of the March 31 response to the Goldstein Report that President Lynch sent to 80th Street which reported John Jay's academic program planning and review processes. (Every college president was required to write such a report by March 31 and every college president received a letter from Vice Chancellor Freeland critiquing his or her report. The faculty leader of each Faculty Senate (or equivalent body) received a copy of Vice Chancellor Freeland's letter to his or her College's president. Copies of President Lynch's March 31 Report are available from the Senate's Executive Committee.)

The proposal of the Senate's executive committee is to create a joint Senate/Chairs committee to do the following (although the committee would not be limited to these activities): (a) study how academic planning is conducted at the other CUNY colleges, especially those that are vigorously engaged in it; (b) study how other CUNY colleges conduct academic program review (particularly external review which John Jay does not do except when it is mandated by a professional organization) and obtain copies of their guidelines and procedures: among those that conduct external reviews of academic departments and of interdisciplinary programs are Brooklyn, Queens, Hunter, and CCNY; (c) study the plans for academic program collaboration that have been developed by many of the other colleges: collaboration between colleges is being very strongly emphasized by the Chancellor and by the Vice Chancellor for Academic Affairs; (d) compare how other CUNY colleges treat remedial course credits (in terms of credits toward a degree, etc.) and other course credits to see whether we are in sync or out of sync with other CUNY colleges and to what extent; (e) consult with faculty at John Jay and with faculty (and others) at other CUNY schools and review relevant documents; (f) report to the Faculty Senate and to the Council of Chairs its findings and recommendations: the Senate and Chairs will then issue a fact-finding report to the appropriate administrators and College committees, such as the Curriculum Committee.

Senator Gitter suggested that many of these tasks are secretarial or administrative in nature and questioned whether it might not be easier to have staff gather this information. President Kaplowitz noted that the committee could assign tasks to support staff, including the department support staff of those Chairs selected by the Council of Chairs to serve on the Committee, but that the evaluation of these materials requires faculty knowledge and perspective. Senator Litwack said that even the gathering of the information requires faculty knowledge and a faculty perspective because the questions a faculty member would ask are different from what a staff person might ask.

Senator Suggs asked whether it was not true that the Susan Cole notes of the June 24 meeting of Chancellor Reynolds, Vice Chancellor Freeland and other members of the Chancellory provide for released time to John Jay so that we could have a coordinator of academic planning and, if so, should not this person be doing this work. President Kaplowitz said that it is her understanding that John Jay has decided to decline the offer of released time for a person to be the coordinator of academic program planning and that it is her understanding that none of the other colleges is accepting the offer. She said that such an offer is being interpreted as implying a

quasi-receivership status. And, therefore, no one at John Jay has been assigned these responsibilities. Senator Litwack surmised that if we accept the funding for released time for a coordinator of academic planning, we are accepting the accuracy of the categorization of John Jay in the Cole memorandum.

Senator Pierce asked whether the creation of such a committee is a reactive response to the Chancellor's actions or whether it is a creative initiative. President Kaplowitz said that during the summer, before the Cole memorandum was reported on in the New York Times, she and Professor Crozier, the chair of the Council of Chairs, agreed that in light of the Board of Trustees June 28 Resolution we should study what is done at other CUNY colleges so that John Jay does not reinvent processes that have already been developed and tested by other CUNY colleges. She added that the executive committees of the Senate and of the Chairs agreed that long range academic planning is necessary and is in keeping with the recommendations for long range planning in the Middle States report. She said that if we endorse this committee, this would be reported to the College's long range planning committee at its first meeting of the semester on September 13.

Senator Guinta questioned where is the leadership on the part of the administration: he asked why the administrators have not provided leadership in this area. President Kaplowitz said that curriculum is a faculty responsibility and the Senate and the Chairs are properly providing leadership. She compared this committee to the joint Senate/Chairs ad hoc committee on the associate degree programs, chaired by Professor Dorothy Bracey, then a member of the Senate, which produced an excellent report which the Senate and Chairs issued and which became the basis for the Curriculum Committee's work on the associate degree program. She noted that although it, too, was a fact-gathering committee it required faculty sensibilities: for example, Senator Bowen was responsible for providing the committee with information about admission procedures and rules and to do so he interviewed people at 80th Street and at John Jay to obtain the answers. She added that she had consulted with Dean Faber and that he has said that he does not view this Senate/Chairs committee as infringing in any way on the Curriculum Committee or on his Office.

Senator Suggs moved the creation of the joint committee. The motion was carried with no negative votes and with six abstentions. The following Senators will serve on the Committee: James Bowen (Government), Betsy Gitter (English), James Malone (Counseling & Student Life), and Chris Suggs (English). [Ed. The Council of Chairs representatives are Professors Sandy Berger (Science), Dorothy Bracey (Anthropology), Mary Gibson (History), and T. Kenneth Moran (Law & Police Science).] President Kaplowitz and Professor Crozier will serve as ex officio members of the committee.

#### 8. Election of Senators to serve on the Search Committee for Dean of Undergraduate Studies

President Lynch has asked the Senate and the Council of Chairs to each choose three members for the search committee, which will be chaired by Provost Basil Wilson. He has also asked Professor Kaplowitz and Professor Crozier to serve and they have accepted appointment. President Lynch will appoint other members so that the necessary constituencies will be represented and so that the committee will be characterized by a diverse membership. The Senate elected Senators Peter DeForest (Science), Holly Hill (Speech and

Theater/SEEK) and Agnes Wieschenberg (Mathematics). [Ed. The Chairs representatives on the search committee are Professors Migdalia DeJesus-Torres de Garcia (Puerto Rican Studies), Carol Groneman (History/TSP), and Jack Zlotnick (Psychology).]

9. Election of Senate representatives to the College Comprehensive Planning Committee

The Senate has 5 seats on this 25-member committee. (The other members are 5 chairs; 2 faculty from the graduate studies and curriculum committees; 7 administrators; 2 HEOs; and 4 students.) Dean of Development and Planning Mary Rothlein is the chair.

The Senate reelected the four eligible members of the Senate who served on the committee last year, Senators Guinta, Kaplowitz, Malone, and Suggs, and elected Senator Edward Davenport to the fifth seat.

10. Election: Senate/Chairs Committee on Phase II

At the Senate's last meeting on May 20, a proposal to form a joint Senate/Chairs Phase II Committee was approved. (Phase II is the building that will replace North Ball and that would be contiguous to T Building.) The purpose of the joint committee is to survey the faculty about what it wants and what it does not want the new building to have and to look like: the North Hall faculty would be asked what it would like to have in Phase II when it moves there, and the T Building faculty would be asked what experiential knowledge they could share with us as to which aspects of T Building should be emulated and which should not be repeated. The committee would also review the departmental proposals for Phase II which were solicited by the administration and were submitted by the department chairs in 1988. Since then, of course, the needs of departments may have changed dramatically and new proposals may have to be solicited. The Committee would report to the Senate and to the Chairs: then the Faculty Senate and the Council of Chairs would together issue a report to the administration.

The Senate representatives to the committee are: Senators Arvind Agarwal (Science), Jane Davenport (Library), P.J. Gibson (English), and Jill Norgren (Government). [Ed. The Chairs representatives are Professors Sandy Berger (Science), Ned Benton (Public Management), and Jannette Domingo (African-American Studies/Economics).]

11. Proposed Resolution: Resolved, That the Faculty Senate of John Jay College of Criminal Justice endorses the July 27 Resolution of the Council of Faculty Governance Leaders  
[Attachment D, E, F, G]

President Kaplowitz presented the Faculty Senate's Executive Committee's proposal that the Senate endorse the July 27 Resolution of the Council of Faculty Governance Leaders [Attachment D]. (The Council of Faculty Governance Leaders is comprised of the elected faculty leader at each CUNY college and the University Faculty Senate Executive Committee.)

President Kaplowitz thanked Senator Norgren for suggesting that a chronology be provided for use with the various documents that had been appended to the Senate agenda and she distributed copies of the chronology [Attachment E].

[Ed. Among the documents that were attached to the agenda are: the Board of Trustees June 28 Resolution; Chancellor Reynolds, report on academic planning which she issued to the Board of Trustees with the Resolution; proposed guidelines for program review issued by the Council of Presidents on June 7 but subsequently withdrawn by the Chancellory in response to faculty protest; the internal Susan Cole memorandum of June 25 summarizing a meeting of the Chancellor and her key staff members the previous day, which was leaked to the New York Times and reported on July 17; the Resolution of the Council of Faculty Governance Leaders overwhelmingly approved on July 27: the "Open Letter of the University Faculty Senate Executive Committee" issued on July 28 with the Resolution; President Lynch's March 31 report on John Jay response to the Goldstein Report; Vice Chancellor Freeland's July 26 letter to President Lynch critiquing his response: a budget request letter from Chancellor Reynolds dated July 30 inviting colleges to compete for an additional one percent of the College's base budget.]

President Kaplowitz reviewed the course of events: in March 1992, Chancellor Reynolds appointed an advisory committee on academic program planning, comprised of six distinguished professors and four college presidents, one of whom, Leon Goldstein, president of Kingsborough Community College, was appointed by the Chancellor to chair the committee. The committee's 160-page report was released by the Chancellor on December 7, 1992: most of the report, which has become known as the Goldstein Report, is a list of recommendations, known as the "first-level review," for strengthening, eliminating, or merging majors and degree programs at the CUNY colleges. Each college was to take each "first-level review" recommendation about its majors and programs and take them to a "second-level review," which was to be conducted by the colleges governance bodies responsible for curricular matters. All college presidents were required to write a report by March 31 to the Chancellor about their college's response to the Goldstein Report including the second-level review decisions, that is, the actions that were taken in response to recommendations to strengthen, close, or merge individual academic departments. Chancellor Reynolds and Vice Chancellor for Academic Affairs Richard Freeland repeatedly asserted to the colleges (to the faculties, to the administrators, and to the students) and to the community (including many elected officials who were furious about the Goldstein Report recommendations) that the second-level review decisions of the colleges would be honored.

Between December 1992 and March 1993, virtually every CUNY governance body, faculty senate and student group, as well as many elected officials, denounced or repudiated the specific recommendations in the Goldstein Report as well as the Report itself because the Report was considered to be a corrupt document: the entire basis of the report was numbers: how many students were enrolled in a major, how many students had graduated with that major, and if there were not many students who were majoring in French, or in Anthropology, or in Philosophy, that program was to be closed down. Besides the fact that much of the data were wrong and that often non-majors take these courses, there was the problem of the very questionable assumption that curricular decisions should be number driven and that liberal arts colleges should be without majors such as philosophy, foreign languages, and anthropology.



In March, the University Faculty Senate without dissent called on the Chancellor to set aside the specific recommendations of the Goldstein Report. John Jay's Faculty Senate endorsed the UFS Resolution and also approved a resolution without dissent that called on the Chancellor and the Board of Trustees to fund John Jay on an equitable basis with other senior colleges so that John Jay could both provide the courses for its majors which are unique to CUNY but also so that John Jay could offer additional majors related to its special mission: the Chancellor had repeatedly said that she wanted the March 31 responses to include proposals for new majors and for new programs as long as they were related to the mission of the college and student enrollment could be anticipated for them. The Chancellor had spoken about the importance of making programs excellent and that duplicative majors throughout CUNY was not what should exist. The John Jay Faculty Senate resolution noted that its majors are not duplicative but are, in fact, unique to CUNY and that if John Jay were to be funded on an equitable basis we would have an additional 100 lines and an additional \$4 million a year (on a \$27 million annual budget).

President Kaplowitz recounted that between December and April, the Chancellor and Vice Chancellor for Academic Affairs Richard Freeland reassured all of us that the second-level review decisions would be honored and respected. They asserted that there was no attempt to override the decisions of the colleges, to undermine the autonomy of the colleges, or to violate the colleges' governance structures. They stated over and over that the decisions of the colleges about the specific recommendations would be honored. Vice Chancellor Freeland wrote an absolutely unambiguous letter, which was circulated widely (members of our Senate got copies) assuring us of this; at the same time, administrators were assured of this as were the students. The colleges deliberated about the Goldstein recommendations and took action about those recommendations with these assurances in mind.

As mentioned, all college presidents were required to write a report to the Chancellor by March 31, reporting what the decisions were of the governance bodies about the specific recommendations as well as to report about other aspects of academic planning, including ideas for new programs and majors. (President Lynch's March 31 report was included among the documents provided to the Senate.)

At John Jay, the Goldstein Report recommendation to close the associate degree program in government and public administration was responded to in two stages. First, the government department voted to close the program but the public management department decided that the program should not be closed without further study. The Curriculum Committee voted to close the Program but this was never voted on by the College Council, as required, because of loss of a quorum or lack of a quorum at three consecutive College Council meetings. In his March 31 report, President Lynch reported that no action had been taken by the College Council and he included as an appendix a resolution from the public management department calling for further study. The second stage took place in April, when the chair of the public management department and Senate representatives of that department informed the Senate that further study is necessary and that the Curriculum Committee's action voting to close the program was contrary to the department's recommendation: the public management department representative had been absent when the Curriculum Committee took up this issue. At the request of the public management department and at the recommendation of the Faculty Senate, in late April the Curriculum Committee sent the question back to the two departments that direct the program and asked that they

study the question of terminating the program and reporting back in the fall. The concern of the public management department and of the Senate was that further second-level review was necessary in terms of the number of students, especially in-service students, who might be adversely affected were the program closed.

Because of the virtually universal outcry against the Goldstein Report, the Chancellory developed a draft resolution for the June 28 Board of Trustees meeting which would set aside the specific recommendations of the Goldstein Report and which would, instead, provide a framework for academic program planning and program review which would now be mandatory at each college and which would influence each College's budget, as stated in the Resolution. The UFS Executive Committee worked with the Chancellory in developing the text of the resolution so that it could be acceptable to both 80th Street and to the faculty. The resolution that the Chancellory provided for the Board committees on June 7 is the same text as the June 28 Board of Trustees resolution but without the underlined sentences and phrases (see Attachment B). At the June 7 Board Committee meetings faculty representatives on the Board committees (who are members of the UFS Executive Committee) proposed amendments to the resolution which were accepted by the committees. These amendments were designed to protect the prerogatives of the faculty and to honor the college and the University governance structures as delineated in the Board of Trustees Bylaws (the amended passages are underlined: see Attachment B). On June 21, at the Board of Trustees public hearing, 63 people spoke, including members of the public, and the comments were almost universally negative, but almost all the speakers were commenting on the Goldstein Report or on the original resolution, not on the version as amended by the Board committees, because the amended version of the Resolution had not been seen by most of the speakers. The Board of Trustees unanimously approved the amended Resolution at its June 28 meeting.

The June 28 Resolution of the Board of Trustees sets aside the Goldstein Report and sets aside the specific recommendations of the Goldstein Report, because the Report venerated such outrage and anger. The resolution instead establishes a framework for academic program planning and academic program review which it now mandates.

Then several events occurred: on June 7 the Council of Presidents met with Vice Chancellor Freeland and that day issued proposed academic program review guidelines developed by the Chancellory: this was despite the fact that the Board of Trustees Resolution, which was scheduled to be voted on three weeks later, mandated that such guidelines are to be developed and approved by the faculty and by the college and University governance structures. In response to faculty protests, these guidelines were subsequently withdrawn. [Copies are available from the Senate's executive committee and were provided to Senators with the agenda.]

The second event was the discovery, through a July 17 New York Times news story, that on June 24, four days before the Board of Trustees was scheduled to vote to set aside the Goldstein recommendations (and several weeks after the Board of Trustees committee meetings), a meeting took place between Chancellor Reynolds and several members of the Chancellory at which supplemental funding was agreed upon for those colleges that had cooperated with the Goldstein Report recommendations and funding was denied or held in abeyance for those colleges perceived as not having cooperated. And so although the Goldstein Report was no longer operative, the March 31 college responses were the operative academic planning documents on which funding decisions were being made. The New York Times story

was based on an internal memorandum from Dr. Cole to Chancellor Reynolds summarizing the decisions made at that June 24 meeting: Chancellor Reynolds' handwritten comments on the upper right hand corner states that the memorandum matches her memory of the meeting and that the memo is for the files of all the vice chancellors [Attachment F]. This memorandum was leaked to the Times and was reported on July 17. Although the Goldstein Report was no longer operative and although the specific recommendations had been set aside by virtue of the Board of Trustees resolution, the college responses to the Goldstein Report were being used as the basis for placing the colleges in one of three categories and budget decisions were made according to which category a college was in: in the case of John Jay, these budget decisions would further exacerbate the funding inequity. And so although the Goldstein Report would be set aside by vote of the Board of Trustees four days later, budget decisions were being made based on each colleges response to Goldstein. Although the decision of the colleges were being respected, in that programs were not being closed in opposition to college governance votes, the Colleges were being punished or rewarded fiscally. Therefore although decisions were not imposed there would be a monetary consequence for those decisions.

The third event, President Kaplowitz added, was that in July, Vice Chancellor Freeland wrote to each college president critiquing the president's March 31 response to the Goldstein Report. The Chancellor's Office gave the senate leader of each college a copy of the letter that Vice Chancellor Freeland sent to her or his president (see Attachment C) as well as a copy of the template of the letter: the part that was unique to each college president was an assessment of the College's actions about the specific recommendations in the Goldstein Report and specified what is next expected of the president and of the College. Although the Goldstein Report was no longer operative and although the specific recommendations had been set aside by virtue of the Board of Trustees resolution, the College responses to the Goldstein Report were now being treated as the operative academic planning document of each College.

As a result of these events, President Kaplowitz explained, the Council of Faculty Governance Leaders met for a specially scheduled meeting on July 27. At the Chancellor's request, the Council first met with several members of her staff, whom she chose: Deputy Chancellor Laurence Mucciolo, Vice Chancellor for Budget Richard Rothbard, Vice chancellor for University Relations Jay Hershenson, and University Dean Ron Berkman (representing VC for Academic Affairs Richard Freeland, who was in Europe). Then, in executive session, the Council passed by an overwhelmingly affirmative vote a Resolution by which the Council "condemns the pattern of duplicity of the Chancellor and the central administration and deplores the resulting loss of credibility in their claims of cooperation and collegiality" and also calls on the Chancellor to "take all necessary steps to restore the faculty's trust and confidence in the integrity and leadership of the University administration" [Attachment D]. At the same time, the UFS Executive Committee issued an "Open Letter," to Chancellor Reynolds [Attachment G] describing the events that led to the Resolution of the Council of Faculty Governance Leaders.

On July 30, Chancellor Reynolds issued a budget request letter to each college president as is done every year, but for the first time the budget request letter also invited each president to present proposals by August 30 for possible additional funding of up to one percent of the colleges base budget (in John Jay's case it would be \$270,000 and for some of the other colleges successful proposals could add a million dollars or more to their budget), which would be

funded on a competitive basis. The criterion for the proposals was each College's March 31 response to the Goldstein Report: the March 31 report was to be the basis for competitive proposals. So again, although the Goldstein Report was no longer operative, the responses to the Report are being treated as the operative documents for each college. So each College is locked into its March 31 response to the Goldstein Report: this means, of course, that colleges that cooperated with the recommendations of the Goldstein Report are all set with acceptable proposals and presumably will do well in the competition. So the Cole memorandum was set aside but another way was devised for basing funding decisions on the same criteria as were used at the June 24 meeting reported in the Cole memorandum.

In light of the July 27 resolution of the Council of Faculty Governance Leaders, Chancellor Reynolds met on August 10 with the University Faculty Senate Executive Committee and said explicitly that "we are done with the Goldstein report." She also agreed to slow down the process of establishing program review guidelines and said that guidelines would not be brought to the Board in September as had been planned. In response to the UFS "Open Letter," she agreed to open the books to several faculty chosen by the UFS Executive Committee to determine whether the 1993-94 base budgets had been allocated differently, as implied by the Cole memorandum. And Chancellor Reynolds asked to be invited to the next meeting of the Council of Faculty Governance Leaders which will be on September 24.

Upon learning that Brooklyn College had on its Senate agenda for September 7 a vote of no confidence in the Chancellor and upon learning that Hunter and CUNY planned similar actions, Chancellor Reynolds in mid-August initiated meetings at each of those colleges with the president of the college and the college's faculty governance leaders. She met with the president and faculty leaders of Brooklyn College the previous week, with the Hunter president and faculty leaders on August 30, and with the CUNY president and faculty leaders a few days ago.

President Kaplowitz noted that in light of the Chancellor's request to meet with the Council of Faculty Governance Leaders on September 24, the UFS Executive Committee (of which she is a member) has recommended to the faculty leaders of college senates that their senates consider taking no further action (other than endorsing the July 27 resolution) because the Chancellor was responding to the second "Resolved" clause of the July 27 resolution, which calls on Chancellor Reynolds to "take all necessary steps to restore faculty's trust and confidence in the integrity and leadership of the University administration."

In the meantime, the Chancellor issued an "Open Letter" to the CUNY community, dated September 3, which President Kaplowitz distributed to the Senate, noting that on page 5 the Chancellor does not repudiate the Cole memorandum decisions but rather explains them by stating that the Cole memorandum reflects the fact that "discussion at the [June 24] meeting recognized that the various CUNY colleges were at different stages in responding to the Report of the Chancellor's Advisory Committee. The categories represented shorthand, preliminary assessments of the work completed as of that date."

President Kaplowitz reported that two days earlier, on September 7, the Brooklyn College Faculty Senate unanimously approved a resolution to endorse the July 27 Council of Governance Leaders and that the previous day, on September 8, the Hunter College Senate unanimously approved a motion to create a Select Committee of the

Senate "charged with ascertaining what would be legitimate grounds for declaring no confidence in a chancellor of a university" and to report its findings to the Hunter Senate no later than the October 27th Senate meeting.

President Kaplowitz explained that the Executive Committee of John Jay's Senate is recommending that the Senate endorse the July 27 Resolution of the Council of Faculty Governance Leaders as its action for now, with the understanding that further action may have to be taken after the September 24 meeting of the Chancellor and the Council of Faculty Governance Leaders.

President Kaplowitz noted that we can also take the more radical action that the Hunter Senate has taken, although the fact that they are doing the work of studying the grounds for a vote of no confidence in a chancellor means that that work is being done for all colleges which may be or may become interested in that course of action. She said that our Senate could do nothing but that she is concerned that silence by John Jay could only render us more invisible than we are already, not only in that we have not been seen as meriting a meeting with the Chancellor, but also in that all our efforts to rectify the inequitable funding of John Jay, which would become even more inequitable if the current trend continues, has been ignored despite the fact that John Jay is responsible for 30 percent of the increase in student enrollment at the senior colleges over the past three years and is responsible for 60 percent of the increase in student enrollment in 1990-91: increase in student enrollment has been until now the requirement for increased funding: this semester we have 9,000 students.

Senator Litwack said that he has studied all of the documents that were sent with the agenda and he is unclear about the following. The Goldstein Report had two components: one component was a series of suggestions for terminating, merging, or strengthening specific programs throughout the University (although only one, and a minor one at that, was identified for termination at John Jay). But the Goldstein Report also had a component which received much less attention which calls on colleges to develop new programs and to engage in discussions and ultimately agreements between various branches of the University to collaborate on academic program offerings, and to develop articulation between colleges. He said that it is clear to him that the part of the Goldstein Report that suggested the closing of programs has been rescinded by the Board of Trustees. But, he said, it is not clear to him that the development of the three categories described in the Cole memorandum was in response to the colleges, reactions to that part of Goldstein Report or whether it was in response to the colleges, response to the part of the Goldstein Report that called upon colleges to come up with plans for new program development, articulation agreements, and collaboration. He said that it is also his understanding that other colleges, including colleges that rejected the specific recommendations to close programs, did come up with very extensive plans for program development and for collaborative programs, which we did not do at John Jay. So we may be in the third tier in response to our failure to develop programs and develop collaborative arrangements. He said it is not clear to him to what extent the latter are no longer University policies. He said that before we issue a resolution that is condemnatory, we should determine whether the Cole memorandum is in violation of previous Board policies.

Senator Brugnola said that the entire message of the Chancellor to the UFS Executive Committee on August 12, as reported by Professor Picken, the UFS Chair, is that we are "done with the Goldstein

Report." So there is no basis for us now to be judged against our response to any part of the Goldstein Report.

Senator DeForest said that following up on this, he asked even if CUNY were not done with the Goldstein Report, whether there is some correspondence we have not seen because there is the March 31 response by the President Lynch saying here is what we are doing to cohere with it and then there is the following letter from Vice Chancellor Freeland saying fine, we appreciate all this: so how is it that we are singled out for punishment.

President Kaplowitz said that in answer to Senator Litwack, it is true that many colleges developed lengthy and detailed reports, some several hundred pages long, but that the only college that did not enact the specific recommendations of the Goldstein Report and that was not to be fiscally punished is CCNY, which was about to have a new president who would be presiding over a college that has daunting problems. There would be no way that 80th Street would not give a new president every benefit, especially fiscal support, especially since the new president was not involved in the colleges response to the Goldstein Report which was a response that rejected the proposed program closings. As for why we are being punished, she said that John Jay administrators have said that it is because we did not close the associate degree program in government and public administration, as had been recommended in the Goldstein Report.

Senator Gitter spoke in support of endorsing the July 27 resolution of the Council of Faculty Governance Leaders. She said that in a sense it does not matter how this all happened: what does matter is that this is not the way to run a University. One does not run a University by allowing colleges to think they have done something wrong but not informing them as to what they have done wrong, if anything, nor by not making it clear to all the colleges what they were expected to provide in their March 31 responses, nor by setting up fiscal competitions, nor by giving the impression that some colleges are being spanked. This is just not the way to operate.

Senator Malone said that the very fact that Senator Litwack is unclear about the issues he has raised indicates that the University is not operating in a productive way nor in a way that is fair to its students, faculty, or administrators.

Senator Litwack said that he agrees but that the resolution before us for endorsement "condemns a pattern of duplicity" and he said there are many resolutions he would support but he is not clear that there is a pattern of duplicity: that does not mean there are not a lot of things wrong with the way the University is being run but that is different from a pattern of duplicity. He said that the parts of the Goldstein Report that call for collaborative programs, new programs, and articulation arrangements are all part of the June 28 Board of Trustees resolution.

Senator Pierce said it is clear to him that the Chancellor has not been behaving responsibly. It is also clear that she initiated the various meetings because she is not a careless or foolish person. She has gotten our attention: the question now is how we should get her attention. He said he remembers in the 1970s when there was a lack of a unified faculty response to the actions of the then Chancellor. He said that the fiscal situation may worsen where we are not dealing with competitions for 1% of the base budgets as supplemental funding but rather with cuts to the base budgets and we want to be in a visible and viable position should that happen. We

need to get back into position as a college that is treated fairly and seriously.

President Kaplowitz said that we want to be a college that is not discounted by 80th Street. She noted that the Chancellor met with Brooklyn, with CCNY, and with Hunter because they were vocal and made their dismay at how they are treated known and this is despite the fact that CCNY was placed in category one, the category of colleges slated to receive supplemental funding, and Brooklyn and Hunter were in category two. John Jay is in category three.

Senator Norgren asked how the Chancellor anticipated her "Open Letter" would be distributed. President Kaplowitz said that the letter was sent to each college president at the end of the day on Friday, September 3, and that she first saw the letter at a meeting of the UFS Executive Committee on September 7 when Professor Picken gave the committee members copies of it.

Senator Suggs said having worked at 80th Street for a number of years and in speaking to people who are currently at 80th Street, he can report that for all the desire for academic planning, 80th Street operates primarily reactively. The vice chancellors and others who work on policy and who draft the board resolutions are basically reactive: they do not like to see things get out too far ahead about things that have always worked in the past. The problem is that the Chancellor is trying to work way out in front of everybody else in ways we do not understand, and she is not necessarily doing so wisely but she still has the same basic advisors. A lot of what we see here is really an ineffective administration trying to figure out what to do. Senator Suggs said that the problem is that we at John Jay are between a rock and a hard place: he said he agrees with Senator Litwack's analysis and at the same time he wants to vote to endorse the resolution of the Council of Faculty Governance Leaders. He said John Jay is in a terrible situation because on the one hand if we do vote for the resolution, when it comes to payback time the reality is that the other colleges that developed lengthy, detailed, thoughtful academic plans will be treated better than those of us that did not do so and we can not complain about the Chancellor for that. On the other hand, if we do not vote for the resolution, we will absolutely be passed over because we will be seen as a nonentity, a college whose faculty did not even respond when all the other colleges and University bodies were doing so, even though we are a college already severely underfunded and treated less fairly than other senior colleges.

Senator Norgren said that the action of the Senate today in voting to create a committee on academic program planning and review is an acknowledgment that our faculty-driven short-term curriculum process is overworked and the long-term process which is supposed to be run by the academic officers of the administration has not worked, which is not our fault. At this point we have now said, in creating this committee, that we see what has to happen. She suggested that if we could somehow integrate that statement into our reply to the Chancellor so that there is information as to why there was not a 200-page report from John Jay then we would be covered both ways: we would address what is of great concern to us about the Chancellor's behavior and we would also be addressing what is of great concern to us internally.

Senator Suggs said he understands and agrees except for the fact that when we speak about the Chancellor we are really speaking metaphorically: what we are really talking about is the Office of the Chancellory. The reality is that many things that we talk about the

Chancellor seeing the Chancellor never sees. What she gets is a report filtered through Vice Chancellor Freeland, or Deputy Chancellor Mucciolo, or her assistant Brenda Spatt, or Vice Chancellor Rothbard saying 'this is what John Jay is doing' and it all depends on the tone of the report. He said we could make the argument that we now understand what is required but, he added, we should not believe for a minute that those who make the decisions will ever see that material or that the Chancellor will read any text that we develop.

Senator Malone called the question. The motion to endorse the July 27 resolution of the Council of Faculty Governance Leaders carried with no negative votes and with five abstentions. The motion, therefore carried without dissent [Attachment D].

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

Respectfully submitted,

Edward Davenport  
Recording Secretary



## Announcements from the chair

**16 new faculty have accepted appointment**

Yahya Affinnih - Assistant Professor, African-American Studies  
 Geraldine Casey - Substitute Instructor, Counseling & Student Life  
 Marc Dolan - Assistant Professor, English  
 Andrew Golub - Assistant Professor, Public Management  
 Delores Jones - Instructor, Law and Police Science  
 Leona Lee - Assistant Professor, Sociology  
 James P. Levine - Professor, Government  
 Kathryn Mattimore - Substitute Instructor, Art, Music, and  
 Philosophy (Philosophy)  
 Ruth O'Brien - Assistant Professor, Law and Police Science  
 Charles Reid - Assistant Professor, Psychology  
 Ronald Reisner - Substitute Associate Professor, Public Management  
 Vilma Santiago-Irizarry - Assistant Professor, Puerto Rican Studies  
 Dorothy Moses Schulz - Assistant Professor, Law and Police Science  
 Adina Schwartz - Associate Professor, Law and Police Science  
 Barry Spunt - Associate Professor, Sociology  
 Linda Young - Substitute Instructor, Counseling & Student Life

**New EO heads the criminal justice Ph.D. program**

Dr. James P. Levine has been appointed the Executive Officer of the criminal justice doctoral program, which is housed at John Jay and is administered through the CUNY Graduate School. Dr. Levine, who had been a member of the Brooklyn College political science faculty, has just joined the John Jay faculty in September as a tenured member of the Department of Government. The appointment of executive officers, who are appointed for a three-year term, is made by the President of the Graduate School and University Center. Dr. Frances Degen Horowitz, the Graduate School president, appointed Dr. Levine when Professor Antony Simpson (John Jay, Library) completed his three-year term this spring.

**13 faculty begin Year-lons fellowship (sabbatical) leave**

James Cohen - Public Management  
 Pat Collins - Speech & Theater  
 Lotte Feinberg - Public Management  
 Ansly Hamid - Anthropology  
 Betsy Hegeman - Anthropology  
 Dan Juda - Psychology  
 John Kleinig - Law and Police Science  
 James Noboa - SEEK/Mathematics  
 Dagoberto Orrantia - Foreign Languages  
 Mary Regan - English  
 Is Silver - History  
 Natalie Sokoloff - Sociology  
 Chuck Stickney - English

**3 faculty continue year-long sabbatical begun in February**

Martha Dugan - Counseling and Student Life  
 Theresa Melchionne - Law and Police Science  
 Maureen Wilson - Foreign Languages

**1 faculty on one-semester sabbatical**

Professor Antony Simpson (Library) is on a one-semester sabbatical leave during the fall semester.

**2 faculty on leave (without pay)**

Israel Rosenfeld - History  
 Barbara Stanley - Psychology

**2 faculty on leave for special purposes extended until February**

Blanche Cook - History  
Stergios Mourgos - Public Management

**1 faculty on scholar incentive award leave**

James Deem - Communication Skills

**1 faculty member retired**

Shirley Schnitzer - English

**4 faculty resigned from JJ**

Peter Buirski - Psychology  
Rod Davis - English  
Henry DeLuca - Law and Police Science  
Jay Sexter - Psychology

**13 faculty have returned from fellowship (sabbatical) leave**

Jose Arcaya - Psychology  
Lily Christ - Mathematics  
Lou Cuevas - Counseling and Student Life  
Janice Dunham - Library  
Ken Lenihan - Sociology  
Jerry Markowitz - Thematic Studies/History  
Robert McCrie - Law and Police Science  
Barbara Odabashian - English  
Marlene Park - Art, Music, Philosophy (Art)  
Maria Rodriguez - SEEK/Speech & Theater  
Dennis Sherman - TSP/History  
Timothy Stevens - English  
Antoinette Trembinska - Mathematics

**JJ Faculty Senate president elected to UFS executive committee**

Professor Karen Kaplowitz, president of John Jay's Faculty Senate, was elected on May 11 to the Executive Committee of the University Faculty Senate. In that capacity she has been asked to represent the UFS on the CUNY Construction Fund, on the Board of Trustees Committee on Student Affairs (as the alternate faculty member), and on the University Student Senate (USS) Election Review Committee.

**Better Teaching Seminars scheduled**

The Faculty Senate is presenting its 12th consecutive semester of Better Teaching Seminars. All events are at 3:30 PM in Room 630 T. The dates are: Thursday, September 30; Wednesday, October 27; Monday, November 8; Tuesday, November 30; and Monday, December 20. The September 30 event will be a presentation by Professor Dennis Sherman (History/TSP) on "**Conflict** in the Classroom and the Uncomfortable **Moment.**" The other topics and presenters will be announced shortly.

**Dean Price rescinds resignation**

During the summer, Dean of Graduate Studies Barbara Price rescinded her resignation from the deanship.

**Dean Faber to resign deanship**

Dean of Undergraduate Studies Eli Faber is resigning his deanship effective January 1994 and will return to the History Department after a one-semester sabbatical leave. The announcement was made during the summer. An advertisement for the position appeared in The New York Times "Week in Review" on August 29. (The advertisement is being placed in other publications as well.) A search committee is being appointed, which Provost Wilson will chair.

Town Hall Meeting dates set

Open to all members of the John Jay community, the Town Hall meetings are scheduled for Wednesday, September 29, 4:30-6:00; Tuesday, October 12, 3:15-4:45; Tuesday, November 23, 4:30-6:00; and Monday, December 13, 4:30-6:00. The Town Hall meetings are held in the Faculty Dining Room, second floor of North Hall. Any member of the John Jay community may ask questions or comment about any aspect of the College or University. The opening and closing remarks are made by the president of the College and the president of the Student Council. The Town Hall planning committee members are: Student Council President Robert Hernandez and another member of the Student Council; Professors Karen Kaplowitz and James Malone (representing the Senate); VP John Smith (representing President Lynch); VP Roger Witherspoon; Rebecca Spath, assistant to VP Witherspoon; Professor Maria Volpe, director of the Dispute Resolution program.

Provost's Lecture series scheduled

Provost Basil Wilson has established the following schedule for his third annual lecture series. Thursday, September 30: Professor Lani Guinier; Wednesday, October 13, Vice Chancellor for Academic Affairs Richard Freeland, author of a history of higher education in Massachusetts; Thursday, November 18, the topic is the Mayoral election, speakers to include journalists and politicians; a lecture in December to be announced.

Lani Guinier to speak on September 30

University of Pennsylvania Law Professor Lani Guinier will speak on Thursday, September 30, from 12-2 in the T Building Theater. The talk is titled "What I Would Have Said: Lani Guinier and the New Civil Rights" and is sponsored by the President, the Provost, and the VP for Student Development.

UFS Conference on Campus Governance set for December 3

The University Faculty Senate is conducting an all-day conference for CUNY faculty on "Strengthening Campus Governance 11: Our College and the University: Finding the Balance" on Friday, December 3, at John Jay.

This is a follow-up of the UFS Conference on "Strengthening Campus Governance" held last year, in December 1992, which was chaired by Professor Karen Kaplowitz. The proceedings of that conference have been published and are available in the John Jay Library and have been placed on Reserve.

On Friday, March 4, the UFS is holding a conference for CUNY faculty on "Liberal Education for the 21st Century."

Annual Malcolm/King Breakfast scheduled

The College's annual Malcolm/King Breakfast, in honor of Malcolm X and Martin Luther King, Jr. will be on Friday, February 25.

Symposium on dispute resolution at JJ October

A dispute resolution symposium for CUNY faculty and staff is being held at John Jay on Friday, October 1, from 9:30-noon. Under the leadership of Professor Maria Volpe (Sociology), and funded by a planning grant from the Hewlett Foundation, a University-wide consortium linking the activities and interests of faculty staff interested in dispute resolution is being developed. The members of the consortium planning grant committee, in addition to Professor Volpe, are: Professors Beryl Blaustone (CUNY Law School), Louis Guinta (John Jay), Frank Terrell (CCNY), and Peter Wengert (York). For information about the fall symposium, which is open to all CUNY faculty, and which will feature workshops on research, curriculum, and dispute resolution training, call ext. 8692.

Collegre Council calendar set

All members of the College community may attend and speak at the College Council meetings, although only members may make motions and vote. The meetings are at 3:15 in Room 630 T. The College Council is a 56-member body, with 28 faculty (elected by departments and by the Faculty Senate), 15 students, 6 administrators (president, the three vice presidents, dean of registration, dean of graduate studies), 5 HEOs, 1 non-instructional staff, 1 alumni rep. Written agenda items are submitted to the Secretary of the College Council, Ms. Patricia Maull. The Executive Committee, which sets the agenda, is comprised of 6 faculty, 3 students, 4 administrators, and 1 HEO.

Collese Council  
meeting

Thur. Sept 23  
Tues. Oct 26  
Wed. Nov 17  
Wed. Dec 15  
Wed. Feb 16  
Wed. Mar 16  
Thur. Apr 14  
Mon. May 16

Aaenda Deadline &  
Executive Committee meeting

Sept 8  
Oct 14  
Nov 4  
Dec 2  
Jan 27  
Mar 2  
Apr 5  
May 4

Board of Trustees calendar

The meetings of the CUNY Board of Trustees, which are held every month (except December and April, unless necessary) are open to the public and are held at the Central Office at 535 East 80th Street at 4:30 PM. A week prior to each meeting, at 4 PM, the Trustees hold a public hearing, at the Central Office, to enable the public to comment about any item that is on the agenda of the forthcoming meeting. Any member of the public may speak at a public hearing but to do so one must sign up by telephoning the Secretary of the Board of Trustees no later than 4 PM the Friday preceding the public hearing and stating that one intends to speak. Oral comments are limited to three minutes but written statements may be submitted.

Board meeting

Mon. September 27  
Mon. October 25  
Mon. November 22  
Mon. January 24  
Tue. February 22  
Mon. March 21  
Tue. May 31  
Mon. June 27

Public Hearing

Mon. September 20  
Mon. October 18  
Mon. November 15  
Tue. January 18  
Mon. February 14  
Mon. March 14  
Mon. May 23  
Mon. June 20

The agenda items on the agenda of each Board of Trustees meeting come out of the Board of Trustees standing committees on fiscal affairs; academic policy; student affairs; public affairs; faculty and staff relations. These committee meetings are open to the public. For information about the schedule of the BOT committee meetings, telephone ext. 8724.

Dr. Betances to speak October 21

Dr. Samuel Betances, professor of sociology at Northeastern University, will speak on Thursday, October 21, at a time and place to be announced. The event is presented by the Office of the VP of Student Development. The announcement of the event characterizes the guest speaker as someone whose "name has become synonymous with building positive synergy through ethnic diversity."

**Series of 4 interactive videoconferences scheduled**

At a time and place to be announced, the Office of the VP for Student Development is sponsoring four interactive videoconferences:

November 10: "Can we get along: a blueprint for campus unity."  
 December 8: "Integration, segregation, & educational equality: options and objectives for all **Americans.**"  
 February 2: "Beyond the dream VI: a celebration of black **history.**"  
 March 23: "Black issues at 10 years: a decade of learning, growing, and sharing."

**May 26 President's Cabinet**

The situation of the CUNY Cadet program was discussed. It was noted that the 1,000 students awaiting appointment to the next class, if the funding is restored, is characterized by 33% African-American, 40% Latino, 7% Asian, and 20% white. Also, women comprise 39%. At the Public Safety hearing at the City Council, NYPD Commissioner Ray Kelly testified that he would like to have both the CUNY Cadet Program and the NYPD's own Senior Cadet program.

It was reported that more than 900 students are eligible to graduate and that more than 600 have picked up caps and gowns.

Dean Price reported that John Jay is giving two courses this summer at the Drug Enforcement Administration's NY field division offices at 99 Tenth Avenue: CRJ 708.60 "Law, evidence, and ethics," and PAD 700.60 "Public administration."

**First outstanding teaching award Presented at commencement**

Professor Betsy Gitter (English/TSP) was awarded the Outstanding Teaching Award during commencement ceremonies at Carnegie Hall on May 27. This is the first time that such an award has been given at the College. Professor Gitter received a plaque. Also, a \$1000 scholarship in her name was awarded to a student who was selected in a separate competition. There were 74 letters sent to the selection committee: 35 faculty were nominated. The selection committee was chaired by Provost Basil Wilson and the other members were Professors Lou Guinta, Zelma Henriques, James Malone, Shirley Schnitzer, and Natalie Sokoloff. Professor Gitter, who was nominated by the Thematic Studies Department, first learned that she had been selected when her name was announced by Provost Wilson.

**May 27 commencement ceremony**

The 28th John Jay commencement on May 27 at Carnegie Hall was marked by the largest number of degrees granted in a single year: more than 900. In addition, three honorary degrees were conferred: forensic anthropologist Clyde Collins Snow; attorney and social activist Frederick A. O Schwartz, Jr.; and Ephraim Isaac, director of Yale's Institute of Semitic Studies, who gave the commencement address.

Presidential medals were bestowed on James M. Fox, head of the New York division of the FBI; alumna M. Beatrice Jackson, a mental health worker since her graduation, who received her degree from John Jay at the age of 70 (BA '76); Michael J. Murphy, former NYPD commissioner and former acting president of John Jay; and US district judge for the southern district of NY Sonia Sotomayor.

The salutatory address was given by James F. Byrne and the valedictory address by Mark A. Green.

Numerous academic awards and scholarships were presented to graduating students by faculty and administrators.

Also part of the ceremony were speeches by President Lynch; Mr. Ronald Quartimon (BS '93), outgoing president of Student Council; and Professor Karen Kaplowitz, president of the Faculty Senate.

The 1993 Class Gift was awarded to "Part of the **Solution.**" A reception for the graduates and their guests was held in T Building immediately after the graduation exercises.

**June 7 BoT Committee on Fiscal Affairs**

The Committee discussed the \$300,000 cut in senior college fringe benefits that would have to be made to comply with the Mayor's request on June 4 for savings at all agencies. The cut in the community college budget is \$6.7 million. The liaison of the Council of Presidents reported that the Council decided to go ahead with hiring full-time faculty because the Mayor said that the hiring freeze will not include police, fire, and teachers. Acting VC for Building Buxbaum reported that emergency lighting is necessary for colleges to be in compliance with the fire codes. He also reported about revised master plans for Brooklyn and Bronx CC and said that more revised master plans can be expected to be coming in the fall.

Most of the meeting was devoted to the BoT resolution on academic program planning. The three goals were identified as: enhancement of the quality of academic programs and support of academic programs; greater collaboration across the University to provide stronger academic programs; achieve efficiencies through planning. Trustee William Howard, the committee chair, said: the State asked us to look at such things as the full-time and adjunct faculty: we will have to hire full time faculty and this review process that the Resolution requires will enable us to know where we need to hire full-time faculty. Vice Chancellor Freeland spoke about college-to-college collaborations and said that Baruch had submitted a very strong plan. He added that the last resolved clause says that campus-based academic planning should drive budget allocations. The Resolution was amended by the faculty member, Professor Bernard Sohmer (CCNY).

**June 7 BoT Comm on Academic Policy, Program, and Research (CAPPR).**

A proposal to transfer both a degree program and its faculty from NYCTech to BronxCC was approved. The BoT Resolution on Academic Program Planning was taken up by the committee. Various amendments made by Professor Sandi Cooper (CSI) and by student member Anthony Giordano were approved and the Resolution was approved. VC Freeland said the resolution puts the BoT on record as to what it wants done: it requires colleges to conduct regular review of programs and to work collaboratively. President LeClerc (Hunter), the Council of Presidents liaison, said that there is an important potential outcome because strategic planning is taking place at some colleges but it is meaningless if 80th Street does not fund those activities.

President Santiago Santiago (Hostos) presented proposals for a computer program involving 350 computer stations and an associate in applied sciences and paralegal studies: she noted that the new NYPD police academy will be three blocks away and the new courthouse 10 blocks away. A letter of intent to articulate with the program from the John Jay administration was dated eight years ago in 1986. Professor Cooper and Professor Picken urged that all articulation agreements go through each college's curriculum committee and governance body the way it is done, for example, at Queens College. BoT Vice Chair Edith Everett said that truth in advertising requires that if we say courses are transferable they must, in fact, be transferable. Professor Robert Picken said that eight year old articulation letters are unacceptable and proposed that henceforth articulation letters be dated within one year of submission to CAPPR and Trustee Cenci said he agreed completely as did the others.

**June 9 Council of Faculty Governance Leaders**

In response to the Board of Trustees plan to consider a resolution on academic program planning at its June 28 meeting, the Council of Faculty Governance Leaders approved by unanimous vote a resolution to the Board of Trustees requesting that "henceforth substantive academic policy items be scheduled for action during the contractual academic year."

May 24 Board of Trustees meeting

Chancellor Reynolds reported a 6.3 percent increase in admissions, with a 5.5 percent increase at the senior colleges and a 7.7 percent increase at the community colleges. She announced that Governor Cuomo and the New York State Science and Technology Foundation has for the first time designated CUNY as a Center for Advanced Technology (CAT): scientists from five CUNY colleges worked on this: CCNY, Brooklyn, Hunter, Queens, and College of Staten Island. The

Chancellor also reported she is working to get the budget for the CUNY/NYPD Police Cadet program restored to the NYPD budget: she said she wanted to emphasize that the money was cut from the NYPD budget and not from CUNY's budget.

The Board decided that henceforth the title of 'president emeritus' will be conferred automatically on college presidents who have honorably retired from CUNY after 10 years or more of presidential service (and if fewer than ten years, upon the recommendation of the BOT).

The BOT approved three new academic programs: a dual, joint degree at QC and QCC in education programs; a program in bilingual education at QC; and an associate degree in science at BMCC.

It was announced that two additional colleges have developed programs with high schools: KCC and Medgar Evers: that makes nine high schools or middle schools with which CUNY colleges are working.

The Board approved a resolution on the College Work Study Program: 10,000 CUNY students are in the program and the Clinton administration is proposing a cut which would cause CUNY to lose \$3.5 million, which is 30 percent of its annual CWS allotment. The resolution asks the NY Congressional delegation to oppose the cut.

When honorary degree candidates were presented for approval, Trustee Carrion said that no Latino and no Asians were on the list and she offered to work with the Chancellor to develop a list of potential candidates for honorary degrees. Chancellor Reynolds agreed and asked to be charged to discuss this with the college presidents but she also noted that some Latino and Asian candidates were in fact offered honorary degrees but declined to accept them. Trustee Picken recommended that the names of all honorary degree recipients be published.

Board of Trustees appointments

At its executive session on May 24 the Board of Trustees designated Dr. Yolanda T. Moses to be President of CCNY effective August 1. At the time of her selection, Dr. Moses was vice president for academic affairs at CSU Dominguez Hills, California. The Board also named Dr. Leo A. Corbie as acting president of Bronx Community College: the search for that presidency has been reopened. Outgoing BCC president Dr. Roscoe Brown was named University Professor of education at the Graduate School for the period of September 1, 1993 to June 30, 1994.

June 21 Board of Trustees public hearing

The public hearing on the agenda of the June 28 BOT meeting was held at the Hunter College School of Social Work to accommodate the 108 members of the public who signed up to speak about the proposed Resolution on academic program planning. During the four-hour hearing 63 people spoke, including Dr. Irwin Polishook, president of the Professional Staff Congress, and many students, faculty, heads of faculty senates, including Professor Karen Kaplowitz, and members of the public, including Susan Sontag, Ruby Dee, Toni Morrison (through a written statement read for her by Ms. Dee), and Tony Kushner. Professor James Wynne (Political Science, York) presented the June 9 Resolution of the Council of Faculty Governance Leaders that requested that "henceforth substantive academic policy items be scheduled for action during the contractual academic year."

**June 28 Board of Trustees meeting**

The Board devoted most of the meeting to the Resolution on Academic Program Planning. The Resolution was approved by a vote of 13-0 by the voting Trustees. Professor Picken, the faculty Trustee, noted that the BOT's Declaration of Financial Exigency for 1992-93 had expired and that, therefore, normal personnel procedures are in place once again.

**Board appointment made June 28**

At an executive session on June 28, the Board of Trustees named Dr. Elsa Nunez-Wormack to the position of Vice Chancellor for Student Affairs. She continues to also serve as University Dean for Undergraduate Studies.

**Council of Faculty Governance Leaders July 27**

The Council first met, at the request of Chancellor Reynolds, with Deputy Chancellor Laurence Mucciolo, Vice Chancellor Richard Rothbard (budget), Vice Chancellor Jay Hershenson (University relations) and University Dean Ron Berkman. Then in executive session, the Council approved a resolution (Attachment D).

**Chancellor to meet with Council of Faculty Governance Leaders**

Chancellor Reynolds has asked to be invited to the next meeting of the Council of Faculty Governance Leaders, which is on September 24.

**On-line registration and prerequisite checking**

During the last week of June, Professor Kaplowitz and Professor Crozier were informed by members of the College administration that they were recommending against checking prerequisites for all courses, at fall registration, although that had been the plan, which had been in response to the mandate from both the Faculty Senate and the Council of Chairs: each organization unanimously approved resolutions in 1991 stating that on-line registration should not be conducted if universal prerequisite checking is not performed.

A meeting was held at the end of June with Provost Basil Wilson, Registrar Donald Gray, Dean Frank McHugh, Computer Director Peter Barnett, Advising Director Paul Wyatt, Professors Robert Crozier, Karen Kaplowitz, Michael Blitz, and Edward Davenport.

The reasons presented by the administrators for not enforcing prerequisites for all courses were: this is the first time we are using an on-line registration system to register all 9000 students; most of the courses have just been renumbered, which will create tremendous confusion among the students; a great number of courses have had their prerequisites changed and rather than resulting in a streamlining, which had been expected, instead many additional prerequisites were added; the new catalog, which will state the new prerequisites and the new course numbers, will not be available before August 1, at the earliest; sufficient numbers of sections of introductory courses have not been scheduled.

The proposal by the administrators was the following: the prerequisites would be checked and enforced for all required core courses (except foreign languages) which account for 359 sections or 35 percent of all sections, and prerequisites would also be checked and enforced for all 400-level courses. Since 359 sections (35%) will have prerequisites checked and since another 303 sections (29.6%) do not have any prerequisites, the total number of sections that will not be checked and enforced for prerequisites is 35 percent (approximately 360 sections).

The administrators also reiterated their commitment to have all prerequisites checked and enforced in the future. They recommend that this be phased in so that the rest of the courses will be added to the prerequisite checking system in February.



On-line registration and prerequisite checking (cont)

At the recommendation of the representatives of the Senate and Chairs, it was agreed that if a faculty member who is teaching a course that did not have the prerequisites checked determines that a student who has not had the prerequisite(s) is not academically prepared for the course, that student, with a letter from the faculty member, will not be charged the late registration fee to drop the course or to enroll in another course.

The faculty representatives at the meeting noted that they can not speak for their organizations, which took unanimous and unambiguous stands on this issue. But they acknowledged the compelling arguments being presented. The administrators noted that the prerequisite checking that will be done in the fall is more than was ever previously done on a systematic, uniform basis, and the faculty representatives acknowledged this fact.

Dean Frank McHugh, Registrar Don Gray, and Computer Director Peter Barnett have accepted an invitation to come to the Senate on October 20 to report on the fall on-line registration process and on prerequisite checking at fall registration and in the future.

College Personnel committee guidelines being issued

Several years ago a subcommittee of the P&B Committee, comprised of several department chairs and a Faculty Senate representative who had served on the P&B, began codifying the procedures of the College personnel process. This document was approved by the P&B in May and is now being distributed to the faculty by the Office of the Provost. Professor Serena Nanda (Chair, Anthropology), who chaired the subcommittee during most of the process, will come to the Senate in November to explain the process and to answer questions. Professor Nanda made a preliminary report to the Senate on May 14, 1991 (Faculty Senate Minutes #61). The Senate representatives to the subcommittee were Professor Lawrence Kobilinsky and then Professor Jill Norgren.

Professor Ray Rizzo on medical leave

Professor Ray Rizzo, Chair of the Speech and Theater Department, suffered a stroke on September 1 and is in a rehabilitation center. Professor Martin Wallenstein has been elected acting chair.

Committee on honorary degrees calls for nominations

The Committee on Honorary Degrees has issued a call to all members of the College community for nominations for candidates to be considered for an honorary degree to be conferred at commencement in May/June 1994. Not eligible is anyone who has been formally connected with CUNY as an employee, etc. during the past three years; anyone who is an elected NYC or NYS official; and anyone who has already received an honorary degree from any CUNY school (the Committee and the Faculty Senate executive committee both have a list of previous recipients). The Committee on Honorary Degrees considers nominations from any member of the John Jay community, and then recommends candidates to the Faculty Senate. The Senate considers each recommendation and those that receive an affirmative vote of at least 75 percent of those Senators present and voting are forwarded to President Lynch for his consideration. Those candidates that are approved by President Lynch are forwarded to 80th Street for first informal approval by the Chancellor and the Board of Trustees and then formal vote by the Board at a public meeting. The Committee has asked for nominations with biographical material before October 20.

**Women's Center gets full-time director**

Geraldine Casey, the part-time director of the Women's Center during its first semester last spring, has been appointed the full-time acting director. The Women's Center is Room 1110 North (ext 8184).

**Alumni association to honor grads**

The distinguished alumni reception, honoring three graduates, will be on December 2, at 5:30 PM in the Theater lobby, followed by a theatrical presentation by the Speech and Theater Department.

**Bramshill visiting professor from Liverpool**

Professor Malcolm Parry, from Liverpool, is this semester's Bramshill (England) Police College's visiting professor at John Jay.

**Police cadet program receives partial restoration of fundin**

The CUNY/NYPD Police Cadet Program has had \$1.2 million of (Its budget restored. This will enable the CUNY students who were in the program last year, its inaugural year, to continue this year and complete the program. The funding to enable a new class of CUNY cadets to begin this semester has not yet been restored.

**1993-94 Faculty Senate membership****At-large Representatives:**

Michael Blitz (English)  
 James Bowen (Government)  
 Orlanda Brugnola (Art, Music, Philosophy) [adjunct rep]  
 Jane Davenport (Library)  
 Peter DeForest (Science)  
 Robert DeLucia (Counseling & Student Life)  
 Lou Guinta (Counseling/Communications Skills)  
 Chris Hewitt (English) [adjunct rep]  
 Holly Hill (SEEK/Speech & Theater)  
 Laurence Holder (SEEK)  
 Lee Jenkins (English)  
 Karen Kaplowitz (English)  
 Tom Litwack (Psychology)  
 Jill Norgren (Government)  
 Bessie Wright (SEEK)

**Departmental Representatives:**

Yahya Affinnih (African-American Studies)  
 Arvind Agarwal (Science)  
 Janice Bockmeyer (Government)  
 Edward Davenport (SEEK)  
 Kojo Dei (Anthropology)  
 Vincent Del Castillo (Law and Police Science)  
 P.J. Gibson (English)  
 Elisabeth Gitter (Thematic Studies)  
 Robert Grappone (Library)  
 Andrew Karmen (Sociology)  
 Gavin Lewis (History)  
 Barry Luby (Foreign Languages & Literature)  
 James Malone (Counseling & Student Life)  
 Peter Manuel (Art, Music, Philosophy)  
 Bruce Pierce (Law, Police Science, & CJ Administration)  
 Charles Reid (Psychology)  
 Ronald Reisner (Public Management)  
 Vilma Santiago-Irizarry (Puerto Rican Studies)  
 Peter Shenkin (Mathematics)  
 Chris Suggs (English)  
 Davidson Umeh (Physical Education & Athletics)  
 Martin Wallenstein (Speech & Theater)  
 Agnes Wieschenberg (Mathematics)

ATTACHMENT B

**BOARD OF TRUSTEES MEETING - JUNE 28, 1993**

**NO. 5. THE CITY UNIVERSITY OF NEW YORK RESOLUTION ON ACADEMIC PROGRAM PLANNING:** The following resolution was approved by the Committee on Academic Policy, Program and Research, and the Committee on Fiscal Affairs, Facilities, and Contract Review:

**A. POLICY ON ACADEMIC PROGRAM PLANNING:**

WHEREAS, between 1989 and 1993 declining resources and rising enrollments at all the colleges and schools of The City University of New York have placed severe pressures on academic programs; and

WHEREAS, the Board of Trustees, the Chancellor; the presidents, faculty, students, alumni and other groups have made vigorous efforts to persuade the State and the City to increase funding and are committed to continuing these activities as a top priority; and

WHEREAS, the colleges have worked diligently since 1989 to maintain their offerings in adverse circumstances, in many cases undertaking demanding efforts of planning and program review to guide budgeting; and

WHEREAS, in 1991, the Board of Trustees sought a University-wide analysis of academic programs in relation to current student needs and of the University's potential to serve students better by expanding inter-college collaboration; and

WHEREAS, in March, 1992 the Chancellor established an Advisory Committee on Academic Program Planning, and in December, 1992 the Committee issued a report containing recommendations for consideration by the colleges; and

WHEREAS, the Chancellor asked each college to respond to the Committee's report in accordance with local governance procedures and also asked the University Faculty Senate and University Student Senate to consider the Report; and

WHEREAS, all the colleges as well as the University Faculty Senate and University Student Senate have submitted responses that contain, in varying degrees, useful proposals and initiatives and taken together constitute an important step in the continuing planning effort; and

WHEREAS, the Board expresses its gratitude for the initiation of this process to the Board Committees on Fiscal Affairs and Academic Policy, Program and Research and also extends its deep appreciation to the Advisory Committee, the presidents of the colleges, the college faculty and students, the University Faculty Senate, the University Student Senate and other interested parties for their participation in academic program planning; and

WHEREAS, the Board acknowledges that the next phase of academic planning will substantially depend upon campus initiatives within established governance procedures and subject to the guidelines and policies of the Board; now therefore be it

RESOLVED, That the Board of Trustees endorses the continuation, and where needed, initiation or intensification, of campus-based planning program review and program development activities and charges the Office of Academic Affairs to assist the colleges to achieve the goals of these processes. The Chancellor shall provide annual reports on the status and outcomes of campus-based planning and undertake additional reviews of academic program areas as appropriate; and be it further

ATTACHMENT B (cont)

RESOLVED, That the Board of Trustees affirms the importance of inter-college collaboration in offering academic programs and calls upon the colleges, using established appropriate governance mechanisms, to pursue such arrangements as educationally appropriate through such means as jointly designed and offered programs, shared program resources, joint appointments of faculty, college-to-college articulation agreements, and coordinated course schedules; and be it further

RESOLVED, That the Board of Trustees urges the faculties of the University to work together within disciplinary, inter-disciplinary and professional groupings to identify ways in which each field can be strengthened across the University in areas such as curriculum, program development, faculty hiring and mentoring. and faculty development; and be it further

RESOLVED, That, within the context of academic program planning, the Board reaffirms the importance of strong and effective University-wide policies and procedures on articulation to insure the maximum transfer of credits for students while maintaining academic standards and academic integrity; and be it further

RESOLVED, That all academic programs be subject to a formal, periodic review procedure, including both self-study and external assessment, to be conducted in accordance with guidelines for academic program review to be established by the Chancellor after consultation with appropriate groups and governance bodies and with the approval of the Committee on Academic Policy, Program and Research and the Board of Trustees. The Chancellor shall report regularly to the Committee on Academic Policy, Program and Research regarding these reviews; and be it further

RESOLVED, That all academic programs failing to meet guidelines for certification review that identify adequate levels of activity and resources be subject to a program certification review process through which such program shall be reviewed by campus bodies responsible for curriculum. Programs subject to certification review that are endorsed for continuation at the campus level shall be considered for approval by the Committee on Academic Policy, Program and Research. Programs that fail to receive the approval of appropriate college authorities and the Board Committee shall be discontinued and decertified. After consultation with appropriate groups and governance bodies and with the approval of the Committee on Academic Policy, Program and Research and the Board of Trustees, the Chancellor shall issue guidelines for certification review that provide the basis for designating programs to be subject to certification review and for the certification review process; and be it further

RESOLVED, That the colleges and schools shall regularly review their bulletins and related publications to insure that all listed programs and courses are actually available to students with reasonable frequency and according to the terms indicated, and shall inform the Chancellor of the results of these reviews; and be it further

RESOLVED, That the Chancellor undertake a review, including comparisons with other universities, of the number of credits required for completion of the University's bachelors and associate degree programs beyond the number necessary for registration or accreditation and report her conclusions to the Board by the end of the next academic year; and be it further

RESOLVED, That the Chancellor coordinate the academic program and budget planning and implementation processes of the University to further the plans developed by the colleges and the goals and objectives set forth in this resolution.

EXPLANATION: The resolution on Academic Program Planning has its origins in two distinct concerns of the Board of Trustees. First, despite the best efforts of the University and the colleges, the budgetary cutback of the past several years have unavoidably affected the quality and accessibility of CUNY's academic programs. Second, the University should take full advantage of its capabilities as a system by encouraging collaboration among and between the colleges. The Board understands that to maintain access as well as academic excellence improved funding is critical and of the highest priority, but also that the best and most creative use must be made of available resources. In the latter context it is vital that the campus-based planning and program review activities identified through the academic program planning process but not yet completed be vigorously continued and that specific timetables for the completion of these activities be established.

The resolution affirms the value of increased collaboration throughout the University in three key contexts: educational programs involving two or more colleges, including college-to-college articulation agreements; University-wide interaction of faculties within disciplinary and professional fields; and University-wide articulation policy. The Board especially encourages collaborative initiatives from the colleges and disciplinary groups and anticipates that new academic programs will typically be developed through existing channels of campus-based planning. Although this resolution is particularly concerned with instructional programs, there are also significant future benefits from collaboration in the areas of research, scholarship and public service. Finally, in making reference to governance bodies, the resolution recognizes that governance arrangements vary from campus to campus and that, at the system-wide level, the relevant bodies include the University Faculty Senate and the University Student Senate.

This resolution requires three related activities by the colleges in the area of program review. The first is a regular review and assessment of each academic program, an activity better developed at some campuses than others. Such reviews are an indispensable aid to the maintenance of academic quality. The second is the formal certification review of academic programs based upon criteria for their continuation and endorsement by a college, the Board Committee on Academic Policy, Program and Research, and, in accordance with University procedure, action by the full Board. The implementation guidelines to be established by the Chancellor should reflect sensitivity to the multiple ways in which academic programs serve the educational purposes of students and colleges. The third is a review of bulletins and catalogues and is intended to assure that all the colleges provide accurate information about the availability of programs, courses and faculty to students and the public.

During the past year academic program planning has emphasized undergraduate and masters degree programs. While ~~these~~ programs constitute the largest part of the University's offerings, other areas, such as remedial programs, may require systematic review and attention. The Board is aware that steps have already been taken to initiate reviews of doctoral programs and ESL instruction.

The study of total degree requirements grows out of the Board's belief that CUNY's students should be able to complete their degrees in a reasonable period of time. Any requirements in excess of the 120 or 60 credits mandated by State policy for the bachelors and associate degrees should be based on demonstrable educational reasons. In this context questions about general degree requirements in all academic fields, including physical education, should be considered.

Finally, the resolution calls upon the Chancellor to make sure that the University's system for establishing academic programs and for allocating resources is appropriately linked to plans developed by the colleges in the context of this resolution and reinforces sound academic planning.



Vice-Chancellor for Academic Affairs

535 East 80 Street, New York, N.Y. 10021

(212) 794-5414

July 26, 1993

President Gerald W. Lynch  
John Jay College of Criminal Justice  
The City University of New York  
899 Tenth Avenue  
New York, New York 10019

Dear President Lynch:

As you know, at its meeting on June 28 the Board of Trustees passed the Resolution on Academic Program Planning. Through this action the Board endorsed continuation of the Academic Program Planning process and established a framework of general directions and specific issues to guide the next stage of that process. The Resolution calls upon the colleges to pursue a series of activities related to Academic Program Planning and also charges the Office of Academic Affairs to assist the colleges in this work.

The Board's action followed a review by the University administration of responses by each CUNY college to the Report of the Chancellor's Advisory Committee on Academic Program Planning. John Jay's submission reflected broad and lively campus discussion as well as careful consideration of each of the Report's specific recommendations to the College. I especially appreciated the College's interest in working with other CUNY campuses to strengthen and develop programs as well as in developing new programs specific to John Jay and enriching the international dimension of your offerings. The steps recently taken to establish a strategic planning process, combined with the existing system of program reviews, are fully consistent with the thrust of the Board Resolution on Academic Program Planning.

Let me also express appreciation for the supplementary materials attached to your submission, particularly the resolutions passed by the Faculty Senate and Student Council, as well as the Department of Public Management. While I have focused my review chiefly on the College's official submission, these additional documents have been helpful in understanding the full range of opinion within the College community.

## ATTACHMENT C (cont)

The purpose of this letter is to set the stage for the next phase of the planning process. The letter contains three parts. The first part discusses the linkage between Academic Program Planning and budgeting at the University level as well as patterns of communication between the colleges and the University administration as the Academic Program Planning process continues.

The second part of the letter reviews those elements of the Resolution that call for action by the colleges during 1993-94 in various areas of concern and also summarizes my understanding of the current state of affairs at John Jay College in each of these areas. This section of the letter quotes selectively from the Resolution itself to introduce various topics. I should note, however, that this letter does not discuss all aspects of the Resolution, since there are a number of items--such as University articulation policy and the development of guidelines for certification review--that do not call for immediate action by the colleges. I shall be in touch with you, as appropriate, with respect to these other aspects of the Resolution. Meanwhile, I have attached a copy of the complete, Board-approved text for your information; please refer to it for full statements of the provisions quoted in this letter.

The third part of this letter reviews a number of specific programmatic issues raised by John Jay's response to the Report of the Chancellor's Advisory Committee that need to be addressed during the next stage of planning.

Before turning to specifics, I would like to emphasize the importance I attach to proceeding during the next stage of the process in a manner that fully respects the role of the colleges and of collegiate governance. The Resolution on Academic Program Planning passed by the Board of Trustees does not provide a means by which the University administration can impose specific, predetermined programmatic changes on the colleges. The clear intent of the Board of Trustees in approving the Resolution on Academic Program Planning was to acknowledge the primary responsibility of the colleges to shape programs, design curricula, and assign programmatic priorities consistent with the broad goals of the Resolution to assure program quality, achieve improved efficiency in the use of resources, and promote collaboration throughout the University.

It is my hope that the planning process can proceed in a spirit of cooperation between the colleges and the University administration that recognizes the importance of both collegiate initiative and university-wide coordination. I shall endeavor to carry out the responsibilities assigned to me under the Resolution in that spirit and to assist the colleges in any way that I can.

I would like to make one other point of a general nature. **There** have been occasional expressions of concern that the goal of Academic Program Planning is somehow to shift the balance at **CUNY** in the direction of professional and career-oriented programs, thus denying students access to the traditional liberal arts. Nothing could be further from the truth. Assuring the availability of comprehensive offerings in the liberal arts and sciences is a central feature of every college plan developed through this process, and this is a priority welcomed by myself as well as Chancellor Reynolds. We are **determined that** the effect of Academic Program Planning will be to **strengthen** the liberal arts and sciences throughout CUNY.

**PART I**

The Resolution anticipates intensified interactions between the colleges and the Office of Academic Affairs in a number of areas. We **have** much work still to do in creating mechanisms and procedures to carry out these provisions, and I intend to work closely with the presidents and chief academic officers in designing them. **At** this point two new areas of communication and coordination can be identified.

**Budgeting:** The Board Resolution calls *upon* the Chancellor to "coordinate the academic program and budget planning and implementation processes of the University to further the plans developed by the colleges and the goals and objectives set forth in this resolution." **Thus**, Chancellor Reynolds **has** asked me, working with Vice Chancellor Rothbard, to begin implementing this charge as we proceed with the FY95 budget request. One goal **shared** by all the colleges is the reduction of our dependence on adjunct faculty through more full-time hiring, and this priority **will** be strongly reaffirmed in our budget document. The Chancellor's call letter **will** ask for additional specific suggestions and proposals from the colleges.

The FY94 budget allocations may also provide opportunities to further college-based objectives related to Academic Program Planning. Through the efforts of Vice Chancellor **Rothbard**, various initiatives have been implemented on a University-wide basis that have the potential to generate considerable savings. **In addition**, we continue to **seek** relief from the State on the .5% "**holdback**," and **we** are pursuing other City and State funding opportunities. These efforts could make **resources** available within the FY94 budget allocations.

Assuming some success in achieving more budgetary flexibility, the regular Financial Plan meetings with the University Budget Office that **will** occur in the early fall will be an occasion to discuss the financial needs of the colleges growing out of Academic Program Planning. I would suggest, therefore, that you begin identifying projects that can be funded in FY94 to advance specific initiatives



## ATTACHMENT C (cont)

discussed in your response to the Report of the Chancellor's Advisory Committee. Vice Chancellor Rothbard and I are working on a format for these meetings and will be in touch with you about it.

Your submission, as well as our subsequent discussion, identified areas in which John Jay would like additional resources, including ESL, ethnic studies, and several new programs that you are considering. Based on a clear understanding of the steps you have taken to institutionalize strategic planning and program review procedures along the lines urged by the Resolution approved by the Board of Trustees, we would be prepared to continue our discussion on these issues. To assist the College in moving forward, we are prepared to provide some resources, possibly in the form of released time, to allow an appropriate member of the John Jay staff to work with you and Provost Wilson in further developing your program planning and review processes. We are also eager to support some of the new collaborative enterprises in which you are engaged.

I anticipate that there will be additional opportunities to fund projects related to Academic Program Planning during the course of the coming academic year. For example, we are currently working on approaches to cross-campus, discipline-based collaboration, and I expect that we shall be making funds available for initiatives in this context.

I anticipate that there will be additional opportunities to fund projects related to Academic Program Planning during the course of the coming academic year. For example, we are currently working on approaches to cross-campus, discipline-based collaboration, and I expect that we shall be making funds available for initiatives in this context.

**Reporting to the Board:** The Resolution calls upon the Chancellor to report regularly to the Board on progress in Academic Program Planning. In order to assist the Chancellor in making these reports, I need to ask the colleges to keep me informed about their own plans and activities. At the moment, I see a need for two communications:

-Statement of Projected Academic Program Planning Activities, 1993-94: I would appreciate receiving from you in the early fall a response to this letter in the form of a memorandum indicating your plans for carrying out the various elements of the Resolution as they apply to your college during at least the coming academic year; statements that look beyond the spring of 1994 are, of course, very welcome.

-Annual Report of Planning Activities: I also ask you to provide me with a summary of activities and accomplishments that can be the basis for the Chancellor's Report to the Board at the June 1994 meeting. I would request such a report by May 1, 1994.

I shall probably need to request additional responses on specific matters related to the Resolution as the continued planning process unfolds. I will make every attempt, however, to keep these requests to a minimum.

## PART 11

College-based Activities called for in the Resolution on Academic Program Planning.

**Strategic Planning:** The Resolution "endorses the continuation, and where needed, initiation or intensification, of campus-based planning, program review and program development activities..". This language is an explicit reference to the **planning** activities summarized in each college's response to the Report of the Chancellor's Advisory Committee, including, of course, college-initiated planning activities undertaken prior to the appointment of the **Chancellor's** Advisory Committee.

As recommended by your internal self-study and the **Report** of the **Middle States** Evaluation team, John Jay initiated a system of strategic planning in the spring of 1993. I am pleased to know that a comprehensive Planning Committee has already met and has formed subcommittees to **address** key areas. I would be interested to know your plans for the work of this committee as part of the Statement of Projected Academic Program Planning Activities requested in Part 1 of this letter. I would also appreciate knowing more about **how your system works**, including your approach to linking planning with resource allocation and program reviews.

**Program Review:** The Resolution states that "all academic programs be subject to a formal, periodic review procedure, including both self-study and external assessment, to be conducted in accordance with guidelines for academic program review to be established by the Chancellor after consultation with appropriate groups and governance bodies and with the approval of the Committee on Academic Policy, Program and, Research and the Board of Trustees."

John Jay instituted a system of program reviews five years ago. Since that time, all but two of your degree programs have been reviewed, with the remaining two scheduled for the coming academic year. This background places the College in a solid position in connection with the Board Resolution.

As you know, although considerable work has been done over the past two years at the University level to develop procedures for a college-based program review process, including the recent discussion of draft guidelines by the Academic Affairs Committee of the Council of Presidents and by the full Council, no formal guidelines have yet been proposed by the Chancellor or considered by the Board. I would anticipate that the consultative process required to establish the guidelines called for by the Resolution

will occur during the fall semester with the goal of Board action at the earliest possible time next year. It will be some time **before** we can know whether the Board guidelines will necessitate modification of the John Jay review process. You describe your system as one of "internal" reviews, and it seems quite possible that the University-wide guidelines will call for an external component as well. Until the Board acts, however, it makes sense for you to proceed with the reviews **scheduled** for the coming academic year. Once the Board acts, I shall be happy to use the resources of the Office of Academic Affairs in whatever way I can to assist you as you move ahead with of your system of program reviews.

**Collaborative Activities:** The Resolution "affirms the importance of inter-college collaboration in offering academic programs and calls upon the colleges, using established appropriate governance mechanisms, to pursue such arrangements as educationally appropriate..."

John Jay has recognized that its own specialized mission makes it an ideal partner for collaboration. In particular, I would welcome any proposal to link Jay with Hunter in the development of an International Criminal Justice program, particularly making use of Hunter's strengths in foreign languages and area studies. Equally welcome would be various ideas we discussed for joint or cooperative programs with the Law School, a natural partner for John Jay, or cooperative arrangements with Hostos and the Police Academy in preparing police officers for bilingual service.

John Jay's response referred to discussions with the other CUNY campuses offering Public Administration with a view to collaboration and sharing resources to strengthen the MPA program. As I have indicated, I am strongly supportive of this direction and would ask that you keep me posted on the outcome of those discussions. If my office can be of service in facilitating collaboration in this area, we would be happy to do so.

Your response also referred to two new programs that you may propose in collaboration with other campuses, the associate program in Fire Science with New York City Tech and the baccalaureate in Dispute Resolution, which I understand is being developed by a University committee. Again, the Office of Academic Administration would be pleased to assist in these collaborations as needed, and I would appreciate knowing your plans for the further development of both activities.

**Review of Catalogues and Other Publications:** The Resolution states that "the colleges and schools shall regularly review their bulletins and related publications to insure that all listed programs and courses are actually available to students with reasonable frequency and according to the terms indicated, and shall inform the Chancellor of the result of these reviews." I

would appreciate your indicating to me how you would plan to respond to this provision of the Resolution as part of the Statement of Projected Academic Program Planning Activities, 1993-94 requested in Part I of this letter.

### PART III

Issues related to specific programs and fields raised by John Jay's response to the Report of the Chancellor's Advisory Committee on Academic Program Planning.

The following paragraphs comment on the discussion of specific fields in John Jay's response and suggest areas for consideration during the next phase of planning at the college. Please note that these paragraphs do not refer to every program area mentioned in your response. In the interests of time and space, this letter does not review fields where the college's submission fully answered questions raised by the Advisory Committee and where steps beyond those already undertaken by the college do not seem necessary at this time.

**Public Administration, Associate Degree Program:** My current understanding is that the College has suspended this program. I would appreciate formal confirmation of this action in your Statement of Projected Academic Program Planning Activities for 1993-94. I would also appreciate a description of the steps you will take regarding the intended decertification of this program.

**Public Administration, MPA:** You have indicated that the Public Administration Department at John Jay has initiated discussions with corresponding departments at Baruch and Hunter to discuss ways of strengthening graduate and undergraduate offerings in Public Administration throughout the University through collaboration and shared resources. As I indicated above, I am very supportive of this effort and will gladly put the resources of my office behind it in any way that would be helpful. Please keep me informed about your progress.

**Physical Education:** I appreciate the College's review of the Academic Program Planning Report's recommendation on Physical Education and the special role that this field plays at John Jay in relation to its mission. I also note that the College itself exempts from its Physical Education requirements students who have Police Academy, Fire Academy, or other comparable agency training, or military training. I am, as you know, prepared to respect the judgment of the College with regard to the specific content of curricular requirements. The broader question of Physical Education's role in our total degree requirements will be considered as part of the general study of degree requirements mandated by the Board as part of the Resolution on Academic Program Planning.

New Programs: The College has indicated its intention to develop new programs at the baccalaureate level in International Criminal Justice, Dispute Resolution, and Criminal Justice and the Humanities, and, at the associate level, in Fire Science. Each of the programs seems to fit into John Jay's special mission or to represent an appropriate extension of that mission. The program in International Criminal Justice, for example, reflects the growing international activity and reputation of John Jay College and should help to bring some of the experience acquired abroad back to our students, who face a rapidly shrinking world and an increasingly multicultural city. Each of these programs will, of course, be reviewed by the Office of Academic Affairs on its merits when submitted.

Of the proposed new programs, the one I understand least well based on current information is Criminal Justice and the Humanities. I can see very well why the College might wish to offer such a curriculum and also how it would diversify your program, but I need to understand more fully its role and value as a degree offering to undergraduates. Let me repeat here my appreciation of your willingness, in relation to at least three of these proposed programs, to collaborate with other units of the University for the sake of strengthening program quality and the efficient use of limited resources. To the extent that one of your concerns, for example, in the Humanities, is providing your arts and sciences faculty with opportunities to teach advanced courses--a completely legitimate impulse--we should also consider ways in which the John Jay faculty might contribute to the offerings of other CUNY colleges in appropriate disciplines.

As I indicated earlier, I appreciate John Jay's contributions to the University's discussion of Academic Program Planning. I look forward to working closely with the College as it endeavors to fulfill its educational missions.

Sincerely,



Richard M. Freeland  
Vice Chancellor

Enclosure

cc: Chancellor W. Ann Reynolds



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

*The City University of New York*

*445 West 59th Street, New York, N. Y. 10019*

*212 2378000 / 8724*

Resolution of the Faculty Senate  
of John Jay College of Criminal Justice

Adopted Without Dissent

September 9, 1993

Resolved, That the Faculty Senate of John Jay College of Criminal Justice endorses the following Resolution which was overwhelmingly passed on July 27, 1993, by the Council of Faculty Governance Leaders of the City University of New York:

- Whereas: The City University Board of Trustees passed the Resolution on Academic Program Planning on June 28, 1993, and
- Whereas: The meeting of June 24, 1993, of the Chancellor and her senior staff concerning "Budgetary Implementation of the Academic Planning Process" appears to promulgate policy that is in violation of the June 7, 1993, recommendations of the Board of Trustees Committee on Academic Policy, Program, and Research and subsequent June 28 Board of Trustees Resolution on Academic Program Planning, and
- Whereas: The meeting of June 24 of the Chancellor and her senior staff raises questions about the honoring of the separation of the responsibilities of the Chancellor and the college presidents, and
- Whereas: The meeting of June 24 of the Chancellor and her senior staff sets a punitive tone in the evaluation of academic programs and subsequent budgeting, and
- Whereas: Apparent violations or circumventions of existing Board of Trustees policies or stated intentions create serious questions of administrative integrity, now therefore be it
- Resolved: That the Council of Faculty Governance Leaders condemns the pattern of duplicity of the Chancellor and the central administration and deplors the resulting loss of credibility in their claims of cooperation and collegiality, and be it further
- Resolved: That the Council of Faculty Governance Leaders calls upon the Chancellor to take all necessary steps to restore the faculty's trust and confidence in the integrity and leadership of the University administration.

Chronology of events related to agenda item #11:

- March 1992 - Chancellor Reynolds establishes an advisory committee to study academic program planning chaired by Leon Goldstein, president of Kingsborough Community College
  - Dec. 7, 1992 - Chancellor Reynolds releases the report, known as the Goldstein Report
  - Feb - Mar 1993 - faculty and college senates of all CUNY colleges (except one) repudiate the Report; University Faculty Senate approves a resolution without dissent calling on the Chancellor to set aside the specific recommendations of the Report.
  - Dec - spring - Chancellor Reynolds and Vice Chancellors reiterate to faculty, students, and administrators that the governance procedures at each College are responsible for the decisions about implementing the Goldstein recommendations and that the decisions of the Colleges would be honored.
  - June 7, 1993 - Board of Trustees Committee on Academic Program, Policy, and Research (CAPPR) amends and approves for action by the Board of Trustees a Resolution setting aside the Goldstein Report and establishing a framework for academic program planning and review.
  - June 21, 1993 - Board of Trustees public hearing
  - June 28, 1993 - Board of Trustees unanimously approves the Resolution
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- June 7, 1993 - Council of Presidents issues proposed guidelines for academic program review prior to the BoT approval of the Resolution; in response to faculty protest, 80th Street decides not to send the guidelines to CAPPR and to the BoT in June.
  - June 24, 1993 - Meeting of the Chancellor and other members of the Chancellory to make funding decisions based on the College responses to the Goldstein Report [this meeting is the subject of the internal June 25 Cole memorandum to the Chancellor]
  - July 17, 1993 - New York Times reports on the Cole memorandum

## Chronology (cont)

- July 26, 1993 - Vice Chancellor Freeland issues letters to each College president critiquing the March 31 college response to the Goldstein Report
- July 27, 1993 - Council of Faculty Governance Leaders approves Resolution
- July 28, 1993 - University Faculty Senate Executive Committee issues "Open Letter to the Chancellor"
- July 30, 1993 - Chancellor Reynolds writes to each College president to submit proposals for competition for a possible 1% increase of the college's base budget: these proposals must be based on the college's March 31 response to the Goldstein Report
- Aug. 10, 1993 - Chancellor Reynolds meets with the UFS Executive Committee and states "we are done with the Goldstein Report."
- late Aug-Sept - Chancellor Reynolds initiates and holds separate meetings with faculty leaders and college presidents of Hunter; CCNY; Brooklyn.
- Sept 3, 1993 - Chancellor Reynolds issues "Open Letter" in which she explains that the Cole memorandum reflects the fact that "discussion at the [June 24] meeting recognized that the various CUNY colleges were at different stages in responding to the Report of the Chancellor's Advisory Committee. The categories represented shorthand, preliminary assessments of the work completed as of that date" (p.5).
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- Sept. 24, 1993 - Council of Faculty Governance Leaders to meet: Chancellor Reynolds' August 2 request to be invited is granted



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The City University of New York

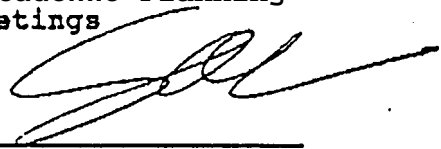


Office of Academic Affairs  
535 East 80 Street, New York, N.Y. 10021  
(212) 794- 5778

*c: all v.c.'s P.2/5  
[to c. m.] summary 4/29*

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**To:** Chancellor W. Ann Reynolds  
**From:** Susan A. Cole  
Visiting Senior Fellow in Academic Administration  
**Subject:** **Budgetary Implementation of the Academic Planning  
Process/Notes from the June 24 Meetings**  
**Date:** June 25, 1993



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As you requested, I have attempted to set down the principal decisions reached at the June 24 meeting in regard to how to realize the objectives of the academic planning process over the next year through inflection of the University's budgetary processes. (For your future reference, the members of your staff present at the meeting were: Deputy Chancellor Mucciolo, Vice Chancellors Rothbard, **Malone**, Freeland and Hershenson, and Budget Director Brabham. I have not circulated any copies of this memorandum, leaving its use **and** distribution to your discretion.)

General Principles

Several general principles were established:

- (1) Most significant was the articulation of the principle that the budgetary processes of the University should begin more fully to reflect academic planning goals. A corollary to this was that appropriate arrangements should be made for the Vice Chancellor for Academic Affairs to be included in deliberations on budget development and allocation.
- (2) A second general principle was that the central administration should be seen to be expending discretionary funds in support of those colleges that were embracing the goals and purposes of rigorous planning and expanding resources through inter-college collaborations.
- (3) A third general principle was that the expenditure of the discretionary dollars should be clearly related to the accomplishment of other important University purposes,

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specifically: correcting for the recent losses in full-time faculty positions; advancing the goals set forth in the SETM report; and, addressing workforce needs, particularly in regard to expanding capacity in health programs.

### Community Colleges

A sum of approximately \$10 million would be identified by Vice Chancellor Rothbard for discretionary allocation to the community colleges. The funds would be allocated to specific community colleges, based on the extent to which they had embraced the planning process and had clearly identified goals in keeping with overall University program objectives. The funds allocated to the colleges would be channeled to specific initiatives, especially:

- \* to increase capacity and quality in mathematics and laboratory science **programs** in support of both associate and transfer **programs**;
- \* to expand capacity and quality in selected health programs;
- \* to support creative collaborations and articulation arrangements **with** senior colleges.

### Senior Colleges

A sum of approximately \$3 to 5 million would be identified by Vice Chancellor **Rothbard** for discretionary allocation to the senior colleges. Again the funds would be distributed in larger measure to those colleges that had embraced the planning process. The senior colleges were divided into three groupings, as follows:

I	II	III
Baruch City NYC Tech	Brooklyn Hunter Lehman Staten Island	John Jay Queens York

I. It was agreed **that** ~~the~~ Group I colleges **would** receive appreciably more ~~dollars~~ for **the** following general purposes:

Baruch would be assisted in the development of new program initiatives designed to enhance its status **as** a premier school of business;

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City would be assisted in rebuilding their humanities programs, particularly in those areas where it is undertaking significant internal curricular revitalization and where it is actively pursuing collaborative arrangements with other colleges, especially Lehman;

NYC Tech would be assisted in realizing its status **as a** four-year technical institution through support for the development of specifically identified baccalaureate degree programs.

**II.** Group II institutions would each be treated quite discretely, as follows:

Brooklyn would be given more time, **as** it requested, but no money now. Presumably, support might be forthcoming when the college produced an effective plan.

Lehman would be encouraged to continue its planning work, but might receive some support in furtherance **of** its collaborative initiatives with City, as well as with other Bronx-area colleges. Consideration should be given to providing President Fernandez with an Academic Planning Coordinator, as discussed below for Group III institutions.

Support for Hunter, which **should** be in the form of faculty positions, would **be** modulated in accordance with Hunter's willingness to make itself of use to **the** larger University community, especially in two areas. The first area would be exercising leadership in developing **a** coordinated and collaborative plan for foreign language instruction in the University. (It was suggested that Bob Picken might be drafted to participate in this effort, **as** well as Prof. Dorothy James from the German Department at Hunter.) The second area would focus on making progress on articulation in several key areas **where** there have been long-standing problems.

Support for Staten Island **would** be frozen, pending appointment of **a** new president.

**III.** The Group III institutions were **all** perceived as having accomplished the least among the senior institutions in their responses to the academic planning process. It was determined that John Jay and Queens would be requested to appoint an Academic Planning Coordinator to advance the planning process forward, and that Central would support release time for an individual to be selected by them for this purpose. In the **case** of York, the selection of the Coordinator would be made by Central. (Vice Chancellor Freeland was to initiate conversations and draft **a** letter to this effect for John Jay and Queens; Deputy Chancellor Mucciolo was to make the contact with York.)

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Graduate School

It was agreed that a number of graduate programs had significant needs for additional faculty and additional stipends for graduate student support. However, absent a clearly articulated set of priorities and a plan for development of the graduate programs, no significant resources should be added to the programs at this time. The Graduate School should be encouraged to pursue its review and planning processes aggressively over the 1993-94 year, and the Vice Chancellor for Academic Affairs should work with President Horowitz to accomplish the strategic inclusion of a panel of distinguished and senior external consultants in those processes.



*Office of the University Faculty Senate  
535 East 80 Street, New York, N.Y. 10021  
(212) 794-5538*

July 28, 1993

An Open Letter to Chancellor W. Ann Reynolds  
The City University of New York

Dear Chancellor Reynolds:

Academic planning has always been an important component of the professional life of faculty at most of the colleges of the City University. It has invariably been the case that, with the exception of accreditation reviews, activities in this domain were locally determined, implemented, and **utilized** with full faculty participation. With the Board of Trustees Resolution on Academic Program Planning, past practice was pushed aside in favor of academic planning processes mandated by the University administration, conducted under guidelines recommended by the Chancellor, and providing the basis for University action. In the discussions which have taken place **since** last December, the role of the colleges **and** the role of the University in the academic planning processes has been one of the central issues, perhaps the major issue. In the end, the University Faculty Senate and other faculty governance bodies struggled to **try** to define a process that protected the rights and responsibilities of the faculty at the colleges while at the same time allowing for a University role in shaping the character of the review processes. The final understanding, as embodied in the resolution passed by the Board of Trustees at its meeting of June **28**, 1993, appeared to provide a starting point for planning that incorporated an entirely new role for the academic administration of the University, and many in faculty leadership positions were prepared to give the new structure a chance to work with the hope of building an effective collaborative venture.

That possibility has receded into the distance, if not vanished completely. Two events have called into question the commitment of the chancellory to a **true** collaboration. First **was** the circulation of the guidelines for periodic review of academic programs **as** approved by the Council of Presidents at its June 7 meeting. Many faculty viewed the nascent guidelines **as** the first test of the collaborative character of the new planning process. To **find** that proposed guidelines were circulating before the actual adoption **of** the Resolution was **an** affront to those who had expected to participate in their development, **as well as** to the Trustees who had not yet even adopted the Resolution. Real questions of trust arose concerning the administration's **intentions**, although the furor over the Council's guidelines diminished when it became clear that they would not be brought to the Trustees in June.

**Any** lingering belief that the University administration intended to work **as** partners with college faculties **and** the University Faculty Senate was dispelled with the publication **of** the notes of the meeting held on June **24**, four days in advance **of** Board approval of the policy

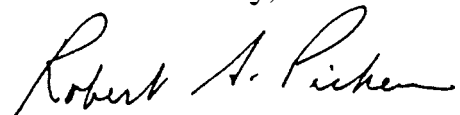
Resolution, in which the Chancellor and her senior staff evaluated the college responses to the Goldstein report and made decisions about levels of funding based on those responses. It is the case that the Chancellor has the authority to make discretionary budget allocations and has previously stated publicly that she would support those college plans that met the goals of the Goldstein process (although the criteria used to evaluate the plans are unknown to any but those senior members of the chancellory involved in the June 24 meeting). Nevertheless, those decisions, made by an ad hoc group of senior University staff acting without notification to any other of the constituencies of the University, have undermined any sense faculty had that they were embarked upon a collaborative venture.

Perhaps the most troubling element of the notes of the June 24 meeting is the sense that colleges whose responses were deemed unacceptable were to be punished fiscally. The belief now exists at many colleges that base budget allocations have been adjusted to reflect the level of responsiveness to the Goldstein process. Unless this belief can be allayed, there is no possibility that the academic program planning process *can* go forward with the support of the faculty.

Evidence of this feeling is apparent in the resolution of the Council of Faculty Governance Leaders, adopted June 27, 1993. That resolution called on the Chancellor "to take all necessary steps to restore the faculty's trust and confidence in the integrity and leadership of the University administration." A first step in rebuilding confidence would be for the chancellory to provide to the Senate documentation on the base budget allocations for 1992-93 and 1993-94 which can be examined by knowledgeable faculty to determine if there are differences in the computation of those budgets that appear to reflect the placement of a college in one of the three groups listed in the June 24 meeting notes.

Up to this time, ~~the~~ University Faculty Senate has played a constructive and participatory role in the development of the academic planning policy process. However, absent good **faith** on the part of the chancellory, the University Faculty Senate must act to assist the college governance bodies in asserting their responsibility for the scope of the academic offerings of their institutions, the content of those programs, and the integrity of the degrees they confer.

Yours sincerely,



Robert A. Picken, Chair  
On behalf of the  
Executive Committee of the  
University Faculty Senate