

Faculty Senate Minutes #358

Friday, May 7, 2010

9:30 AM

Room 630 T

Present (42): Andrea Balis, Spiros Bakiras, Elton Beckett, Adam Berlin, Marvie Brooks, Erica Burleigh, Elise Champeil, Demi Cheng, Shuki Cohen, Virginia Diaz, Edgardo Diaz Diaz, James DiGiovanna, DeeDee Falkenbach, Beverly Frazier, Gail Garfield, Robert Garot, Jay Gates, Katie Gentile, P. J. Gibson, Jay Hamilton, Richard Haw, Heather Holtman, Karen Kaplowitz, Richard Kempter, Tom Litwack, Vincent Maiorino, Nivedita Majumdar, Evan Mandery, Peter Manuel, Tracy Musacchio, Richard Perez, Nicholas Petraco, Rick Richardson, Jodie Roure, Richard Schwester, Francis Sheehan, Robert Till, Shonna Trinch, Cecile Van De Voorde, Thalia Vrachopoulos, Valerie West, Joshua Wilson

Absent (6): William Allen, Janice Dunham, Joshua Freilich, Jessica Gordon Nembhard, Maki Haberfeld, Raul Romero

Guest: Professor Ned Benton

Invited Guests: Prof. Valerie Allen, Mr. Trey Avery, Dr. Richard Hersh, President Jeremy Travis

AGENDA

1. Adoption of the agenda
2. Announcements & reports
3. Approval of Minutes #357 of the April 21, 2010, meeting
4. Approval of the Calendar of the 2010-2011 Faculty Senate meetings
5. Proposal on attendance at Senate meetings: Executive Committee
6. Budget Report and Discussion: Senators Litwack, Hamilton, Kaplowitz
7. John Jay's Draft 5-year Master Plan: Goals and Objectives
8. Results of Keelings Surveys of Faculty, Staff, Students, and Alums
9. Candidates for Honorary Degrees
10. Review of the agenda of the May 13 College Council meeting
11. Invited Guest: President Jeremy Travis
12. New Business

1. **Adoption of the agenda.** Approved.

2. **Announcements & reports [Attachment A]**

3. **Adoption of Minutes #357 of the April 21, 2010, meeting.** Approved.

4. **Proposed Calendar of 2010-2011 Faculty Senate meetings [Attachment B]** Approved.

5. **Proposal on attendance at Senate meetings: Executive Committee**

The Senate discussed a proposal from the Executive Committee that if a senator is absent for two regularly scheduled meetings in a row, an e-mail communication will go out to the senator. If the senator is absent a third consecutive time then the department chair will be notified and will be asked to have the department elect a new department representative. Asked what ramifications this could have when the faculty member comes up for personnel decisions, President Kaplowitz said that attendance and participation at committees and at bodies such as the Senate may be part of discussions when personnel decisions are made. Senator Litwack said that such information should always be a part of the basis for personnel decisions. President Kaplowitz said that the Executive Committee is proposing this policy as a way to empower Senators, so they can say to their chair or to the convener of other meetings that the proposed department date is not possible because it conflicts with a Senate meeting and that too many absences will result in loss of membership. Some senators said that their chairs ignore such conflicts and others said that Senators sometimes miss Senate meetings because of different responsibilities, not just department meetings. Several Senators discussed the impact of absences and how it influences Faculty Senate business. Senators presented other suggestions to be tried before moving toward a more formal approach such as this. This was agreed to.

6. **Budget Report and Discussion: Senators Tom Litwack, Jay Hamilton, Karen Kaplowitz [Attachment C & D]**

Senator Litwack distributed and discussed the FY2010 - FY2013 Financial Plan Projection. He explained his belief that beginning next year we will experience a 2% cut to the budget. Being optimistic, he assumes that next year there will be zero deficit and a zero surplus. He said that he expects that the following year we will have a 3% cut compared to our current allocation and that tuition will be raised. With the projected significant increase in enrollment, spending cuts, and freezing spending on full-time faculty and staff, this would result in our not experiencing a deficit in FY2012; and the current Financial Plan predicts a surplus in FY2013 – but with an FTE enrollment of 800 more FTE's [Full-Time Equivalent students] than we currently have and no additional full-time faculty. He explained that our current financial plan calls for not filling 30 - 40 full-time faculty lines that we were authorized by CUNY to fill if financial resources were available. Senator Litwack and President Kaplowitz discussed the impact this will have on the level of preparation of the students who will be admitted. Senators discussed their concerns and asked what their role is in this process. In response, Senator Jay Hamilton said that all department chairs get this information and it is invaluable for discussion.

Senator Litwack expressed his own concerns about how admission and academic standards may be compromised by the need for increased enrollment. In addition, he talked about the process of evaluating the current budget and how expenditures can be reduced. He suggested reducing the proposed increase in the adjunct budget by increasing class size, among other methods. Professor Ned Benton disagreed about the utility of increasing class size. Senators suggested that offering more summer courses would be a way to increase our revenue because the college keeps all tuition revenue generated by summer school students. President Kaplowitz and Senator Litwack discussed the admissions standards and how they may be affected by our financial realities.

**7. Discussion and vote: Candidates for Honorary Degrees to be conferred in June 2011:
Professor Valerie Allen, Co-Chair, Committee on Honorary Degrees**

The Senate went into Executive Session to discuss candidates recommended by the Committee on Honorary Degrees. Professor Valerie Allen, Co-Chair of the Committee on Honorary Degrees, presented the qualifications of the candidates. Four candidates of five recommended by the Committee received the requisite 75% affirmative vote of those Senators present and voting. The Senate then rank-ordered them: in descending order of preference they are: Judith Kaye, Lynne Paltrow, Beth Richie, Louis Menand.

The Senate had approved Scott Turow a year ago for this month's commencement and when Mr. Turow accepted but was unable to attend, President Travis extended the invitation to the subsequent year, in accordance with the Honorary Degree procedure. And so President Kaplowitz will forward to President Travis the names of Scott Turow, Judith Kaye, and Lynne Paltrow. If any are unable to attend in June 2011, she will forward the name of Beth Richie and then the name of Louis Menand.

Professor Allen conveyed a recommendation from the Committee on Honorary Degrees that the honorary degree procedure be amended whereby when President Travis extends the invitation to the candidates, he inform the candidates that he must receive their answer by October 15. In this way, if additional candidates are needed, the Committee will have the time needed to issue a new invitation for nominations, to then deliberate, and to then make its recommendations to the Faculty Senate so that the Senate can consider new candidates at its December all-day meeting. The Senate endorsed this proposal and President Kaplowitz said she will convey it to President Travis.

8. Results of Keelings Surveys of Faculty, Staff, Students, and Alums

Dr. Richard Hersh and Mr. Trey Avery of Keeling Associates presented the survey results after having done a new analysis that disaggregated full-time faculty responses from those of adjunct

faculty, as request by the Faculty Senate. As the Senate expected, the results were quite different when the responses were thus disaggregated.

9. John Jay's Draft 5-year Master Plan: Goals and Objectives: Approved by the Master Planning Advisory Committee (MPAC) on April 28

The College is required to adopt a Master Plan every 5 years. Our Master Plan expires this year. In January 2010, President Travis appointed the Master Plan Advisory Committee (MPAC). This group comprises faculty, administrators, staff, students, alums, and community people and is chaired by President Travis. The faculty members are: Jay Hamilton, Karen Kaplowitz, and Francis Sheehan (Faculty Senate); Ned Benton, Tom Kucharski, and Harold Sullivan (Council of Chairs); and Dara Byrne, Allison Pease, Karen Terry, and Fritz Umbach (selected by the Provost in consultation with the President of the Faculty Senate). Also on MPAC are Provost Bowers, VP Eanes, VP Saulnier, VP Hoexter, VP Pignatello, and Dean Domingo.

Over the course of the Spring semester, MPAC developed 5-Year Master Plan Draft Goals and Objectives. The Faculty Senate deliberated about these draft Goals and Objectives and made recommendations for revisions [see below]. MPAC meets again on May 26 to consider these comments and those proffered by others. After MPAC meets on May 26, the draft Goals and Objectives will be transmitted to the College community for comment; this comment period will be through September. Further revisions will be made by MPAC at that time. The draft 5-Year Goals and Objectives will be voted on at the October meeting of the College Council along with a revised Vision Statement.

In the meantime, the Vice Presidents are developing proposed Actions for each of the Objectives and these proposed Actions will be the subject of deliberations and votes later next year. The Senate will have the opportunity to have substantive discussions about the Goals and Objectives again on May 24 and at meetings in September and October.

The Faculty Senate reviewed the draft Goals and Objectives and proposed the following:

GOAL #1: STUDENT SUCCESS:

Add Objective: Promote and facilitate student research. (Delete references to "student research" from "Goal #3: Research and Scholarship" and from the all the objectives in goal #3)

Add Objective: Mastering of basic skills, including written and oral communication, and numeracy.

Add Objective: Establish and promote a culture of civility and mutual respect among and between all members of the John Jay community

Change verb in each objective to: "strengthen" or "maintain and strengthen" so that there's no implication that we are not already doing any of these things to at least some extent

Add to Objective #1. mental health counseling/psychological health/health and wellness [these are various possible language options]

Add to Objective #2: ... and for upper-level students.

Add to Objective #2 or to a separate item: Strengthen pipeline programs (McNair, pre-law, honors) [because pipeline programs are also retention programs]

GOAL #2: TEACHING:

(The criticism of this section by virtually everyone on the Faculty Senate was that these objectives have too much emphasis on faculty accountability and not enough on providing support to faculty.)

Change the Goal to : [Create a collective of] Support faculty [dedicated] dedication to making lifelong learning possible through effective pedagogy.

Add Objective: Provide the conditions necessary for faculty to be successful teachers.

For all Objectives: foreground learning; don't have learning as an afterthought in each item.

Add Objective: Strengthen faculty development and opportunities for faculty reflection and faculty sharing of knowledge/experiences/pedagogy.

Change all initial verbs from "create" to "promote"

Objective #3: delete "evaluating"

GOAL #3: RESEARCH AND SCHOLARSHIP:

Delete "student" from both the goal and the objectives [instead add student research to Goal #1: Student Success]

Add to Goal: Creative Work

Objective #2: With faculty participation, develop a clear and explicit College research strategy to [focus and guide efforts] strength research scholarship.

Delete Objective #3 – redundant.

Add Objective: Disseminate and share faculty research

Add Objective: Provide resources for faculty to do research

Add Objective: Align more clearly and fully an emphasis on teaching vis a vis research

GOAL #4: STRATEGIC PARTNERSHIPS:

In Goal: delete "improve student success" [because it's redundant]

Objective #1: Build collaborations and partnerships

Divide Objective #2 into two objectives:

Help faculty and academic departments link their existing community and intellectual partnerships to the College.

Develop opportunities for faculty to join established John Jay partnerships.

Current Objective #3: Through collaboration and partnerships with other institutions, organizations, and groups, support social projects and creative activities ...

GOAL #5: INSTITUTIONAL EFFECTIVENESS:

Objective #5: Develop and sustain [a culture of commitment to] effective, sound fund-raising and development to secure [adequate] external support.

A General Comment:

Add as either a Goal or an Objective: John Jay will become the preeminent institution of education and research in criminal justice and related areas.

10. Review of the agenda of the May 13 College Council meeting

The Senate discussed a proposal to revise the INC Grade. The proposal is from the Undergraduate Curriculum & Academic Standards Committee and is on the agenda of the May 13 College Council meeting. The proposal would require students to request the INC Grade by email and would require the student and instructor to sign an agreement about the amount and nature of the work that must be completed. Also, the due date for all completed work would be changed to the third week of the following fall or spring semester. Senators disagreed with these proposals. A non-binding straw vote revealed that all were opposed to the proposal. Some suggested that a letter to faculty educating them about this issue is a

better way to address this issue. Others suggested that there is no evidence that there are problems with the current policy and procedure and asked for data about how many and what percent of INC Grades are actually resolved and asked for this same information for those INC grades that automatically turn into an F (and now a FIN) grade.

11. Invited Guest: President Jeremy Travis

President Travis thanked both Dr. Kaplowitz and the Senate for their work on the Master Plan Goals and Objectives. He said that many are interested in the College's future and we are moving toward creating a document that will direct us as we move forward. President Travis reported that Don Gray, Dean for Human Resources, recommended that the theme of Civility at the College be introduced as a topic for the Summer Institute for faculty and staff on June 24. President Travis suggested that we be mindful of the way we address one another and of the words we use. He said that our communications, including e-mail communications, should be respectful and civil. A senator noted that the Faculty Senate addressed this issue earlier this year in terms of hate speech in the classroom and sent a letter to the entire faculty about this topic (in conjunction with the Council of Chairs). President Travis said we should be discussing what is and what should be the communal response when there is disrespectful, uncivil speech and behavior. A senator suggested that we should host a forum to empower students.

The Senate spoke about ways of maximizing revenue, such as by increasing our summer school course offerings and how this can be an excellent way to bring in financial resources. President Travis said he completely agrees and is, in fact, in the process of appointing a Task Force to work on making John Jay a truly year round college and would be soon asking Dr. Kaplowitz to recommend three faculty members to serve on it. He suggested that we need to follow Professor Ned Benton's approach which was to ask the students what courses they would like to take in the summer. Also, there are now ads in SUNY student newspapers to attract more students to John Jay during the summer. Online education is another way to bring additional resources to the College, President Travis said, noting that this is being done elsewhere.

The meeting was adjourned at 5:10 PM

Submitted by
Virginia Diaz
Recording Secretary

ATTACHMENT A

Announcements

Faculty Personnel Committee at-large election results announced:

The following three faculty members were elected to at-large positions:

Bettina Carbonell – English

Carmen Solis – SEEK

Karen Terry – Criminal Justice

The following three faculty members were elected to alternate at-large positions:

Josh Freilich – Criminal Justice

Gail Garfield – Sociology

Chitra Raghaven – Psychology

Student Council 2010-2011 election results announced:

President: Joseph Onwu

Vice President: Maxine Kerr

Treasurer: Anastasia Williams

Secretary: Elizabeth Cyran

Graduate Representatives: Ajibade Longe
Clement James

Senior Representative: Chad Infante

Junior Representatives: Courtney Taylor
Paulique Cardona
Brian Costa
Lewquay Williams

Sophomore Representatives: Winderline Petit-Frere
Mehak Kapoor
Michelle Tsang

Freshman Representatives: Akuba Chinebuah
Davinder Paul Singh
Alex Griffith

Judicial Committee Representatives: John S. Cusick
Lewquay Williams
Stanley Okwudili
Ajibade Longe
Nayanny Bello

ATTACHMENT B

Proposed

Faculty Senate Calendar of Meetings for 2010-2011

Fall 2010

Wednesday, September 15
Thursday, September 30
Wednesday, October 13
Thursday, October 28
Wednesday, November 10
Tuesday, November 23
Friday, December 10 – all-day meeting

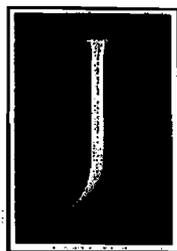
Spring 2011

Thursday, February 10
Wednesday [Monday classes], February 23
Thursday, March 10
Wednesday, March 23
Wednesday, April 6
Thursday, April 28
Friday, May 13 – all-day meeting

First meeting of the 2010-2011 Faculty Senate

Wednesday, May 25

All meetings are in Room 630T at 3:20 PM, except for the all-day meetings in December and in May, which begin at 9:30 AM.



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

Responding to the New Fiscal Realities at John Jay

Budget and Planning Committee Meeting

April 29, 2010

Office of Finance and Administration

ATTACHMENT C

Managing College Finances in an Environment of Constraint and Economic Stress

- ❑ Absorbing University allocation cuts and higher revenue expectations
- ❑ Higher level of fiscal discipline
- ❑ Monthly ESM meetings to manage the “checkbook”
- ❑ More engagement with campus leadership
 - ▶ Budget & Planning Committee
 - ▶ Financial Planning Sub-Committee
 - ▶ Heo Council
 - ▶ Student Leadership

Actions Taken to Avert Deficit FY 2010 and Create Surplus

- Prioritized and scrutinized spending**
- Paused non-instructional staff hiring pauses (vacancy control - 38 positions vacant)**
- Revised Fall 2010 faculty hiring plan (27 recruited to start Fall '10)**
- Revised enrollment projections (increase summer and for longer term)**
- Paused OTPS spending and reduced college assistant expenditures**
- Reviewed all funding sources to offset tax levy costs**

Allocation & Expenditure Review

- Process drafted by the Financial Planning Sub-Committee and presented to the Budget & Planning Committee
 - ▶ Goals
 - Preserve core business and its support
 - Preserve full time staffing
 - Reduce or eliminate unnecessary expenses
 - Look for efficiencies

Allocation & Expenditure Review Phase 1

Establish Savings Targets and Goals for FY 2011

- OTPS - \$600,000 (10%)
- CA's - \$250,000 (4%)

Proposals

- DoIT: Extend replacement cycle for pc's, institute more duplex and network printing (\$40,000)
- Facilities: Reduce expenditures on furniture, space renovations and uniforms (\$315,000)
- Campus Office Services: Reduce cost of central services (postage, office supplies, paper by 10% and allocate to departments) (\$50,000)

Allocation & Expenditure Review Phase 1

- ❑ Purchase remanufactured toner only (\$20,000), reduce office mail delivery to once per day
- ❑ Reduce outsourced printing, memberships, administrative travel, professional development, photography services (\$90,000)
- ❑ Offset College costs of supporting JJC Foundation accounts with a fee (\$50,000)
- ❑ Eliminate vacancies from staff retirements (\$200,000)

Non-Tax Levy Savings

- ❑ Reduce food expenditures, alumni events, public relations and graphic design consultants
- ❑ Suspend 2012 International Conference

Total Savings \$1,170,000

Allocation & Expenditure Review Phase 1

- ❑ Reorganize Academic Affairs – Office of Continuing & Professional Studies

- ❑ Discontinue certain institutes and centers
 - ▶ Leadership Academy

 - ▶ Crime Scene Academy

 - ▶ Center for Modern Forensic Practice

 - ▶ Center for Business Preparedness

Allocation & Expenditure Review – Phase 2

Areas that Require Additional Evaluation

- Special task forces to analyze:**
 - ▶ **Adjunct expenditures – analysis Summer 2010, report by end of Fall Semester**
 - ▶ **College assistant and non-teaching adjunct expenditures – due Fall 2010**
 - ▶ **Centers & institutes – due July 1**
 - ▶ **Academic programs – due December 1**

- ▶ **Non-instructional programs – due December 1**
- ▶ **Revenue generation – multi year plans due December 1**
 - **Differential tuition**
 - **Fees**
 - **Online education**
 - **Year round instruction model**
 - **Certificate programs**
- ▶ **Ongoing staff assignment and position review**

Other Efforts

- Ongoing consultation with CUNY regarding revenue target and budget allocation policies to address the underlying historical issues which create funding inequities for the College
- Contingency planning for likely State budget reduction next year
- Pursue additional leased space
- Secure additional funding from CUNY to staff and manage new building

ATTACHMENT D

Dear President Travis and Members of the Budget and Planning Committee,

We, the faculty members of the Financial Planning Subcommittee (FPS) of the Budget and Planning Committee, have reviewed the Financial Plan that was distributed to us at a meeting of the FPS on Monday, April 26.

We understand and appreciate the need, in the face of the College's financial crisis, to pause most of the almost-completed searches for full-time tenure track faculty lines, to not fill most of our full-time substitute faculty lines, to freeze most administrative hiring, and to plan for an increase in student enrollment in FY11.

However, we do not endorse these actions as more than short-term solutions because the necessary analysis of cost savings and efficiencies has not been completed, and has not been shared with us so that we can participate in formulating a more comprehensive financial strategy. A complete analysis may allow us to cope with the current financial challenges, increase full-time faculty *and* limit enrollment growth.

For the same reason, we cannot yet endorse this draft of the Financial Plan. It does not reflect, to our best knowledge, a thorough analysis and implementation of the ways that the College can decrease expenditures, increase efficiencies, produce savings, or increase revenues. The agreed-upon goals of the bucket exercise have not yet been achieved.

The College's Financial Plan should identify the combination of expenditure cuts and revenue increases to weather the financial storm. It should also provide a roadmap to the eventual restoration of full-time tenure-track faculty hiring and necessary administrative hiring, as well as the maintenance of student enrollment levels that will enable us to raise our academic standards.

We, therefore, call upon the College administration to re-engage in both the letter and spirit of the planned bucket exercise to produce the maximum efficiencies and savings consistent with the agreed upon primary goals and values of the College.

Ned Benton
Jay Hamilton
Karen Kaplowitz
Tom Kucharski
Tom Litwack
Francis Sheehan
Harold Sullivan

April 30, 2010