

**Faculty Senate Minutes #501
John Jay College of Criminal Justice**

Tuesday, November 12, 2019

1:40 PM

Moot Court NB

Present (31): Chevy Alford, Andrea Balis, Elton Beckett, Ned Benton, Chelsea Binns, Marta Bladek, Teresa Booker, Marta Concheiro-Guisan, Lissette Delgado-Cruzata, Silva Dapia, Sven Dietrich, Jonathan Epstein, Gail Garfield, Amy Green, Michelle Holder, Karen Kaplowitz, Erica King-Toler, Xerxes Malki, Peter Mameli, Mickey Melendez, Catherine Mulder, Hyunhee Park, John Pittman, David Shapiro, Francis Sheehan, Charles Stone, Marta Laura Suska, Roberto Visani, Hung-Lung Wei, Rebecca Weiss, Violet Yu, Guoqi Zhang

Absent (9): George Andreopoulos, Joel Freiser, P.J. Gibson, Heath Grant, John Gutierrez, Maki Haberfeld, Yuk-Ting (Joyce) Lau, Yu Ma, Edward Paulino

Invited Guest: President Karol Mason

Agenda

- 1. Adoption of the Agenda**
- 2. Adoption of Minutes #500 of the October 15, 2019, meeting**
- 3. Announcements**
- 4. Invited Guest: President Karol Mason**
- 5. Discussion about the Five Proposed Strategic Goals for the 5-Year Strategic Plan**
- 6. New Business**

1. Adoption of the agenda. Approved.

2. Adoption of Minutes #500 of the October 15, 2019, meeting. Approved.

3. Announcements

President Ned Benton explained the absence of the Senate assistant, Nyeisha Dortch, is because of a death in her immediate family. Senator Epstein moved that the Senate express its condolences to her. The motion was unanimously adopted. President Benton reported that he sent the Faculty Senate Statement on Space Planning and North Hall to the vice chancellor for facilities. Since that time CUNY has issued an RFEI [Request For Expressions of Interest] for public/private partnerships that would provide 300,000 square feet for educational purposes.

4. Invited Guest: President Karol Mason

President Mason said her number one concern is the COACHE Survey of Faculty Satisfaction results and how to improve faculty experience and faculty perceptions of the administration. Senator Amy Green asked how President Mason sees the climate survey results. President Mason said there's work to do. In the near term we need to do training. The key is deciding on our institution's core values. A group of faculty and staff is working on a draft for the community's comments and eventual adoption by the College. If we all have a set of core values, we create opportunity whereby all may thrive. A new hire in Human Resources is an expert on training and we will have training across the college. It's important for all of us to embrace the climate report and its recommendations.

Senator Michelle Holder said she is on the hiring committee of the Economics Department. They have been given one faculty line. The committee had a meeting with the provost. The provost wanted to make sure we understood how important diversity and inclusion is in the hiring process. She said this is her sixth year at the college and she's never been in a meeting where that goal and aim is front and center. She said she was very pleased but because she hasn't experienced this for five years, she would like to know how this came about? President Mason said it emerged because she was hired. She said it is clear to her that we don't have a faculty that reflects the student body, something that is critical to our students' success and critical to our faculty's success. This has emerged not only because she was hired to be president but because Yi Li was her choice for the provost. We are a better college when there is a diversity of voices. She said she and the provost are trying a more direct approach this year because they didn't see success last year. She urged senators to send out information about job opening to their networks; she urged senators to recruit people for positions. She said she sends job opening information to her networks.

Senator Holder asked what the new vice president of diversity and inclusion will do? President Mason said the Title IX Office will report to the new vice president who will not have a deep staff, initially, and so she needs to hire a person with persuasive ability who can work across the college, including in the hiring processes. The vice president will be at the table with the senior leadership team. But overseeing climate work is not the work of one person; it is the work of all of us.

Senator Gail Garfield Gail said that the climate report places a lot of emphasis on training but she hopes we don't only do training. People walk away from training sessions and often continue to act and speak as they did before. She said the college is now extremely student-friendly but it is no longer faculty friendly. This is especially true with the existence of our New Building. She said her office is in Haaren Hall but she teaches in Westport and she doesn't see faculty anymore. There are no opportunities for faculty engagement. She asked how can we increase faculty engagement here. Her second issue is that the definition of diversity has become so expanded at our college that everybody is included; she noted this is a trend everywhere. Even in hiring: the diversity of perspectives dilutes what we need to be doing; for

example, people have been brought here for interviews not because they are racial or ethnic minorities but because they meet other kinds of diversity identity.

President Mason said she wants our faculty to more closely reflect our students. Latinx students are 50% of our student body; African-American students are the next largest group. We need white faculty, too, she said, but there is now an underrepresentation of faculty of color. She said that faculty engagement is the issue that is her number one concern from the COACHE Survey. She said that the president of the University of Maryland/Baltimore County, Freeman Hrabowski, wants to invest in her to help make her a successful college president. She showed him the COACHE Survey results. He told her she's too cerebral, that she leads from her brain, but she has to lead from her heart. Someone else investing in her said she is focused on meat and potatoes issues but the faculty need desert. Unfortunately, with the new CUNY rules as a result of the Attorney General's investigation and report about CUNY, we can't use most of our funding for food for social events. Despite this, this year she has sent an invitation to all faculty to attend the college's holiday party. As for concerns about training, the training will be interactive; we won't just train and then let people walk away. A consultant called PointMade did some training recently with some administrators, staff, faculty, and students in leadership positions at the college and then gave everyone a confidential survey. Before reading the results, she had thought there was more of a foundation of trust among groups than there is. She realizes that a lot of work has to happen. She explained that she uses the term "training" to mean "culture change."

Senator Amy Green told President Mason that many faculty don't get face time with her, adding that it is inexpensive is to bring diverse groups of faculty into her office for a cup of coffee or tea. Senator Green said she is on the COACHE Study Group and she sees that so many faculty are feeling alienated from administrators. She noted that the provost met her department chair but not with her department. President Mason said she thinks Amy is right. She noted that she had met with all the academic departments during her first year and the provost had met with all the departments last year, which was his first year. But she is hearing that this is not what faculty want. So she is having lunches in her office with Associate Provost Anthony Carpi and random groups of faculty to hear about their research and the provost is having lunch with random groups of faculty. She said she likes the idea of coffee and tea. She said she would like the Faculty Senate to randomly choose faculty for these get-togethers so she's not seen as favoring anyone.

Senator Jonathan Epstein said from the adjunct faculty perspective, administrators are not giving adjuncts the respect and attention they deserve. President Mason said that is why she said that if the Faculty Senate chose those to be invited it would be more inclusive. She said it was not until the last labor/management meeting where she was told she was not approachable that she realized there was a problem. She explained that anyone who asks to meet with her, she meets with. She wants to be seen as approachable. She added that she is not going to stop meeting with departments; the notes she took at the department meetings show how much speaking was done by faculty even though they are now saying that she did all the talking.

Senator Roberto Visani said the receptions for art shows in the corridor outside the president office was a place for faculty to see each other. President Mason said there are still exhibitions but there was also concern about some of the people who were coming in from outside.

President Benton asked for a budget update, including about our OTPS [Other Than Personnel] budget. President Mason said we have a \$5.8 million deficit for this year and that she's in conversation with CUNY about it. She explained that because of that, CUNY approved our spending of only \$6.6 million for OTPS but that we are \$900,000 short. OTPS is the only thing CUNY is able to control. We already cut \$1 million already. She thanked the faculty for all they do, for really working hard, for cutting where we could cut. She appreciates our sacrifices. She noted there is new leadership at CUNY and that she is so encouraged by the leadership, which is phenomenal. There is a real culture change at CUNY Central. They are models of good leadership. The Chancellor's team is phenomenal. The new mantra at CUNY Central is: "how can we support the colleges?"

5. Discussion about the 5 proposed Strategic Goals for the 5-Year Strategic Plan

The following are general comments by individual senators about the five proposed Strategic Goals for our Five-Year Strategic Plan proposed by the Strategic Planning Subcommittee:

It is good that these goals focus on improving what we already do, rather than adding new initiatives we cannot afford to do; some of the wording is too general; should the goals imply outcomes that can be measured; there is a need for more attention to supporting adjunct faculty; goals should address overuse of adjuncts and the need for full-time faculty; faculty involvement and engagement should be featured in the goals; we are not proposing new initiatives, as we did in the previous goals five year ago: is this intentional? should students have opportunities to comment on the goals other than at meetings: might there be a general opportunity to post comments via a survey or a social media vehicle; student persistence and retention at the college should be included in a goal; should the third and the fifth goals be rewritten so that one of the goals focuses on financial investment and sustainability, and the other deals with environmental justice and sustainability?

The following are comments about specific goals by individual members of the Senate:

Advance undergraduate and graduate student success through a holistic, student-centered educational model:

What does holistic mean in this context? holistic, student-centered educational model seems pie-in-sky and is at best one way to achieve student success; just say student success; it is good that it includes graduate students; it should include student retention as a prerequisite to student success.

Promote diversity, inclusion, equity, access, and cultural competence in the classroom, across the campus, and in post-graduate contexts.

Add excellence; what does cultural competence mean in this context? what is a post-graduate context and how does the college support the goal in that context?

Build financial stability and sustainability including a focus on enrollment, the environment, and space.

Change enrollment to enrollment management; enrollment alone implies only enrollment growth; focus on financial stability and sustainability, leaving out the included topics; advocacy for sufficient resources should be included; is this about finance or is this about environmental sustainability: they seem like different topics.

Be a leader in justice education, research, and public engagement.

It is not clear that justice modifies all three topics; what is justice public engagement: is that advocacy for justice?

Improve organizational capacity, effectiveness, and excellence by investing in staff, faculty and infrastructure.

How does this relate to the third goal about fiscal stability; they could be viewed as contradictory; should these two goals be combined?

The meeting was adjourned at 3:00 pm.

Provided by Karen Kaplowitz