

**Faculty Senate Minutes #541  
John Jay College of Criminal Justice**

**Wednesday, August 31, 2022**

**1:40 PM**

**Zoom**

**Present (34): Chevy Alford, Tarun Banerjee, Elton Beckett, Ned Benton, Janice Bockmeyer, Raisa Castillo, Serguei Cheloukhine, Silvia Dapia, Peter Diaczuk, Jonathan Epstein, Jessica Gordon-Nembhard, Heath Grant, Jonathan Gray, Amy Green, Maki Haberfeld, Emily Haney-Caron, Mohammad Islam, Veronica Johnson, Karen Kaplowitz, Catherine Kemp, Edward Kennedy, Anru Lee, Marie-Helen Maras, Brian Montes, Ray Patton, Ana Pego, Susan Pickman, Maureen Richards, Robert Robinson, Stephen Russell, Francis Sheehan, Thalia Vrachopoulos, Adam Wandt, Violet Yu**

**Absent (3): Joseph Maldonado, Yuk-Ting (Joyce) Lau, Zhun Xu**

**AGENDA**

- **Adoption of agenda**
- **Approval of Minutes #540 of the May 19, 2022, meeting**
- **Election of Faculty to College and Faculty Senate Committees**
- **Proposed Faculty Senate Statement on Lecturers**
- **Discussion of the Reorganization of the Office of Academic Affairs**
- **New Business**

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

2. **Adoption of Minutes #540 of the May 19, 2022, meeting.** Approved.

3. **Election of Faculty to College and Faculty Senate Committees**

By a motion made and seconded, the following members of the faculty were elected to various College and Faculty Senate committees:

**A. Executive Committee of the College Council**

Ned Benton – Public Management  
Heath Grant – LPS  
Amy Green – ISD  
Karen Kaplowitz – English  
Marie-Helen Maras – SFEM  
Francis Sheehan – Sciences  
Adam Wandt – Public Management

**B. Appeals Panel for the Student Complaints Against Faculty Policy**

Heath Brown – Public Management  
James Di Giovanna -- Philosophy

**C. Committee on Student Honors, Prizes, and Awards**

Mohammed Islam – Math & CS  
Peter Mameli – Public Management  
Kevin Wolff – Criminal Justice

**D. Campus Safety Advisory Committee**

Glenn Corbett – Public Management  
Charles Jennings – Security, Fire, and Emergency Management  
Mangai Natarajan – Criminal Justice  
Francis Sheehan – Sciences

**E. Academic Assessment Committee:**

Erica Burleigh – English [Group A]  
Stephen Russell – History [Group A]  
Heath Grant – LPS [Group B]  
Jamie Longazel – Political Science [Group B]  
Jenny Holst – Math & CS [Group C]  
Daniel Yaverbaum – Sciences [Group C]  
Virginia Diaz-Mendoza – SEEK [Group D]  
Shilpa Viswanath – Public Management [Group D]

**F. General Education Assessment Committee**

Karla Batres – Psychology  
James DiGiovanna – Philosophy  
Anila Duro – LPS  
Kim Liao – English  
Judy-Lynne Peters – Public Management  
Rosa Squillacote – Political Science  
Sandra Swenson – Sciences  
Katherine Zuber – Political Science

**G. Administrative, Educational, and Student Support Services Assessment Committee**

Ned Benton – Public Management  
David Shapiro – Public Management

**H. College-wide Student Appeals of Grades Committee**

Jay Pastrana – Sociology  
Matthew Perry – History  
Melinda Powers – English  
Michael Puls – Math & CS  
Toy-Fung Tung – English

**I. Committee on Student Interests**

Genesis Alberto – Math & CS  
Nicole Elias – Public Management

**J. Committee on Student Admissions and Recruitment**

Jennifer Holst – Math & CS  
Ann Huse – English  
Mohamed Islam – Math & CS  
Maria Kiriakova – Library  
Jose Olivo – Math & CS

**K. Faculty Senate Committee on Technology**

Alex Alexandrou – SFEM  
Mohamed Ben Zid – Math & CS  
Kate Cauley – Library  
Penny Geyer – LPS  
Heath Grant – LPS  
Mohammed Islam – Math & CS  
Kumar Ramensenthil – Math & CS  
Alexander Schlutz – English  
Ellen Sexton – Library  
David Shapiro – Public Management  
Maggie Smith – LPS  
Liza Steele – Sociology  
Valerie West – Criminal Justice

**L. Faculty Senate Committee on Racial Justice & Inclusion**

Chevy Alford – SEEK  
Silvia Dapia – MLL  
Lissette Delgado-Cruzata – Sciences  
Nicole Elias – Public Management  
Amy Green – ISD  
Jessica Gordon-Nembhard (Chair) – Africana Studies  
Heath Grant – LPS  
Veronica Johnson – Psychology  
Gerald Markowitz – ISD  
Mangai Natarajan – Criminal Justice

**4. Proposed Faculty Senate Statement on Lecturers**

The interim provost has just allocated 20 lecturer lines as well as 23 professoriate lines. Some Senators expressed opposition to the hiring of so many lecturers. It was explained that this is the Chancellor's initiative.

Senator Janice Bockmeyer said her department, Political Science, discussed this issue passionately and decided to accept new lecturer lines being offered this year. CUNY is allocating 500 lecturer lines and some in her department are concerned that, if this were to continue, we would become a two-tier faculty with a majority of lecturers. The status of faculty who do research and bring that into the classroom would be threatened. She said she is looking forward to bringing this Faculty Senate Statement on Lecturers to her department. She especially appreciates the details of the CUNY argument for hiring lecturers.

President Benton explained that the survey of lecturers had been conducted last semester and that the Senate is not trying to deliberate about the decision to hire 500 lecturers but rather how we can support those lecturers who arriving now and those coming next year. He went through the points of the document.

A motion was made and seconded to adopt the Statement for circulation for comment. The motion was adopted by unanimous vote. **[See Appendix A, below, for the text of the Statement.]**

##### **5. Discussion of the Reorganization of the Office of Academic Affairs**

Interim Provost Allison Pease is coming to our next meeting Senate meeting to discuss the reorganization with us. President Benton reviewed the current organization chart as well as the new one. He explained that under both organizations, there are 30 reports to the provost and now there are six deans for the chairs to turn to with their questions and problems, even more than previously. The new structure requires hiring four new Executive Compensation Positions [ECP]. He added that we didn't receive a fiscal and position impact analysis.

Senator Maki Haberfeld said the purpose of reorganizing is to make things easier and simpler but the new structure may not make things easier or simpler. As a department chair, she cannot report any reactions by her faculty because her department hasn't met yet. She said she is a bit confused because it is not clear whom chairs report to. Explaining that she had been involved with graduate projects and had worked on them with the dean of graduate studies, she's not clear who she is supposed to work with now. She said she's not sure that one person responsible for both undergraduate and graduate studies is sufficient. It's hard to find accountability. Also, "interims" tend to stay forever. To summarize her first reaction upon learning the plan, she would have to say she was surprised.

VP Kaplowitz said what Maki is referring to is the fact that the new structure does away with the separation of our college into graduate and undergraduate studies. There is now no dean of graduate studies nor dean of undergraduate studies; instead, there is an associate provost of academic programs, Andrew Sidman, who is responsible for both the graduate and undergraduate academic programs. And there is now an associate provost of student academic success, Janice Johnson Dias, who is now responsible for both graduate and undergraduate student academic

success. VP Kaplowitz also reported that this reorganization has already been approved by CUNY; the delay in the announcement of the new structure until two days ago was because CUNY had to approve it before it could be announced.

Senator Heath Grant said we need clarity as to how this addresses the failures of the old structures. There are frustrations caused by HR but there have also been inefficiencies on the Academic Affairs [AA] side. He said a user journey is necessary.

Senator Amy Green asked where the academic departments in the new org chart are. President Benton said there had been 30 direct reports in the old structure; in new one, it is essentially the same. He doesn't think a provost can supervise 23 chairs much less 30 direct reports. The chairs feel like they are supervised by everyone. Senator Green asked whether this new structure solves any problem. We started talking about hiring lecturers and now we're talking about hiring more ECP people. It's noteworthy that we are discussing both things in same Senate session.

Senator Jonathan Gray asked whether Allison Pease is going to run for the position that she created. President Benton said that when the provost stepped aside, that meant there were several openings and that meant she could use the old structure or create a new structure.

VP Karen Kaplowitz noted that the last several Middle States Self-Studies, including this one, have said that the organization of AA is severely flawed and that AA needs reorganizing. Not only did the provost step aside, but at the same time our dean of undergraduate studies and associate provost for student retention left to head the CUNY Honors College.

Senator Green asked whether this increases or decreases the provost's position. President Benton said it doesn't radically change it at all. He pointed out that President Mason's greatest priority is student academic success and this structure emphasizes that.

Senator Haberfeld criticized the lack of consultation, the ignoring of shared governance. VP Kaplowitz said that in August Allison Pease met with the Senate Executive Committee – she had suggested meeting with the full Senate but the Executive Committee thought that unrealistic in the middle of summer – and she also met with the Council of Chairs and described to both groups her proposal. Senator Benton said he would have preferred to have seen the actual org charts to better understand what she had been proposing. Senator Stephen Russell noted that Allison held three zoom sessions which were open to all faculty, during which she presented the old structure and its problems and invited comments and suggestions.

Senator Jessica Gordon-Nembhard said she doesn't have a huge problem with the restructuring, but she does have a problem over process. She doesn't understand what shared leadership means for the Senate since this happened without the Senate. She said she doesn't know why we call it shared leadership because we don't have any.

President Benton said that during consultations with Allison, he expressed his opinion was that it is important to have a dean of faculty to whom the chairs report, because it is necessary for chairs to have someone to coordinate and support them and to clear up processes connected with class schedules. There needs to be a process of scheduling that is more planful than what has been coming out of AA. He also suggested there should be much more in the portfolio of the

new dean of faculty, saying he is shocked that Angela Crossman's former position as associate to the faculty was basically the same as it is now. That's the number one area that doesn't work well. He also advocated that there be responsibility for the leadership of the graduate program directors, that they should be working with the faculty and leadership of their graduate programs. We shouldn't have a structure where one dean is doing one thing and another is doing something else. He doesn't understand what the reorganization is accomplishing.

He said that what he heard Middle States say three times is we shouldn't have 30 people reporting to the provost. His advice to Allison is to let the chairs and program directors know they have open access to her as the provost but that for day-to-day issues they report to Angela. He never thought the reorganization would take four more deans. The registrar's office is saying they do not have enough staff but we're adding four ECP people. A few years ago, the Senate argued against organizing the college into schools because we didn't want to add four more deans. Here we're suddenly investing a lot of money that would have opened up a lot of doors. Even when we voted on the financial plan, we didn't know the full cost of the reorganization. He is hoping that with a lot of candid discussion, Angela Crossman's portfolio will change.

Senator Elton Beckett asked what is our path forward, saying his concern is that he doesn't see enough about student services and that it seems people have to go to a number of people to help students.

President Benton said we're having Allison come to our next meeting and he urged the senators to be prepared to ask thought provoking questions. He said he still believes there are changes possible as to how the plan is implemented. It may be possible to clarify who the chairs and program directors report to. He suggested that our representatives on the Budget Planning Committee should ask for a full budget accounting in terms of how much the new positions and the new structure will cost.

VP Kaplowitz moved that the Senate make that request now, rather than wait for the BPC to meet, which might be quite a while. The motion was adopted by unanimous vote and two resolutions were unanimously approved:

**Faculty Senate Resolution on  
Accountability for Student Success**

*Adopted by Unanimous Vote of the Faculty Senate on August 31, 2022*

The Senate requests from the Provost an explanation of accountability for student success as envisioned in the restructuring plan, including responses to the following questions:

- Who assesses student success in undergraduate majors and graduate programs?
- How are Major Coordinators and Program Directors held accountable for student success in the programs they lead, if student success initiatives are based on other divisions of Academic Affairs?
- How do Major Coordinators and Program Directors organize and coordinate student success initiatives and resources for their students at the program level?
- How do Directors of Graduate programs with special funds (such as excellence fees) plan

and administer student success programs when responsibility for administration of the funds has been moved to the Provost's Office?

**Faculty Senate Resolution on the  
Financial Impact of the Academic Affairs Restructuring and Non-Faculty Hiring**

*Adopted by Unanimous Vote of the Faculty Senate on August 31, 2022*

The Senate requests of Interim Vice President Mark Flower, in consultation with the Financial Planning Subcommittee, a financial impact analysis of the recent academic affairs restructuring and other possible hiring. The analysis should cover the same years as the Financial Plan including FY 2022 as a baseline, and identify the financial impacts of the following:

- Plans and funding for plans to fill non-faculty vacancies
- The college's procedures for position accountability and financial impact management.
- The additional or upgraded positions planned at all levels of the Academic Affairs Restructuring, including the full cost of redeployed faculty lines.
- Funding allocated in the Financial Plan to support implementation of the Academic Affairs Restructuring
- The Financial Plan count of all faculty lines as of Fall 2023 when the report to the legislative leadership is required.

The meeting was adjourned at 3:02 pm

Provided by  
Karen Kaplowitz

**Appendix A**

**Faculty Senate Statement on the Academic and Professional Status of Lecturers**

*Approved by unanimous vote on August 31, 2022 for circulation as a comment draft*

CUNY has proposed a "Lecturer Hiring Initiative" to create up to 500 new faculty positions at the rank of Lecturer during Fiscal Years 2023 to 2024. According to CUNY, the objectives of the hiring initiative are to:

- increase the number of full-time faculty members whose primary focus is teaching and direct student engagement.
- move CUNY towards a better balance of full-time faculty and contingent faculty, particularly the number of instructional hours taught by full-time faculty relative to part-time faculty.
- strengthen academic departments by significantly reducing the administrative overhead of hiring and evaluating thousands of part-time faculty.
- allow for role differentiation, better utilizing the strengths of the University's community

- of teachers and scholars.
- increase teaching effectiveness in the general education core, gateway courses in pivotal majors, high DWIF courses, that together have outsize impacts on student degree completion.
- facilitate continuous improvement of curriculum and pedagogy, promoting experimentation and adoption of innovative and evidence-based pedagogical practices that enhance quality teaching and learning and equitable outcomes.
- Increase faculty contact with students through increased office hours, advising and special projects.
- advance the diversification of CUNY faculty.
- provide the possibility of full-time employment to some contingent faculty members, creating a pathway to permanency at CUNY.

CUNY's document further enumerates anticipated benefits of the initiative. While overall student progress depends partly upon an array of out-of-class supports, students' experience in their courses is by far the largest component of their college experience, and the difference between well-run courses with high levels of student engagement and those that are mediocre or worse is what can make or break a college career. CUNY is overly dependent upon part-time faculty members who, while committed to our students, are unable to deliver the steady presence or ongoing effort that is required for a broadly available transformative educational experience. Among the critical benefits of hiring lecturers that CUNY enumerates are:

- improved student progress in their general education curricula and their majors:
  - having full-time instructors has a particularly high impact in courses that currently have low rates of passing or marginal student performance even when passing; these courses are now largely taught by adjunct faculty members who are not generally available to students and are not in a position to provide steadily improving courses based on assessment term after term.
  - increased availability of faculty to students for advising and out-of-class academic support that only full-time faculty members can provide. Students turn first to faculty not only for help with their courses but also for career advice and general support.
  - expanding the availability of high impact practices including First-Year Experiences, Learning Communities, Writing-Intensive Courses, Collaborative Assignments and Projects, ePortfolios, Service Learning, and Capstone Courses and Projects.
- increased curricular and pedagogical innovation with full-time faculty who are fully committed to instruction:
  - lecturers can intensely focus on new course development and revision of existing courses, bringing innovation, increased use of digital learning.
  - The new hires will form cohorts and participate in professional development that is both general and specific to their disciplines
- increased departmental effectiveness by:
  - lowering the demand on chairs to hire and evaluate as many as 70-80 adjunct faculty members each term.
  - adding full contributing departmental members who can participate in key committees and take on key departmental functions.



- addition of full-time employment opportunities for individuals who may now be piecing together a career with a number of unpredictable part-time positions that make for a logistically-challenged life, a marginally livable wage, and lack of long-term prospects.

CUNY further proposes measures to improve the academic and professional status of lecturers:

- In tandem with this initiative the CUNY bylaws will be reviewed with reference to lecturer position in departments with the intent of expanding the range of possible roles, including serving as department chair.
- Campuses will agree to review their governance as well with the view to creating an environment for lecturers in which they are incorporated into departments as full members.
- OAA will plan to bring in the newly hired lecturers as a cohort in fall of 2022 and will provide professional development through the Innovative Teaching Academy

The Faculty Senate of John Jay College of Criminal Justice concurs with the general goals that CUNY has articulated to improve the academic and professional status of lecturers. To that end, the Senate initiated a survey of current lecturers at John Jay College during the Spring 2022 semester in order to better understand their perceptions of their academic and professional status and to invite recommendations for improvement.

### **Issues and Recommendations:**

Based on the survey and based on written and oral comments by lectures and other campus stakeholders, the Faculty Senate has identified the following issues and recommendations. Drafts of this statement are to be circulated to campus stakeholders including current lecturers to invite further comments and recommendations.

- ***Lecturer Voting Status in Departments***

Lecturers currently have the right to vote in their department elections. There is a need, however, to communicate, through the election guidelines, lecturers' eligibility to participate in elections.

- ***Lecturer Service on Department Personnel and Budget Committees***

Lecturers have the right to be nominated and elected to serve on their department Personnel and Budget (P&B) committee. Any limitation on the number of lecturers who can be elected, possibly based on differing interpretations of the CUNY Bylaws and the College Charter, should be clarified in college policy passed by the College Council.

- ***Lecturers Serving as Department Chairs***

Lecturers may not, currently, serve as a department chair. Problems that have been identified include the challenge of conducting annual reviews of the professoriate faculty members and problems with voting on the College-wide Faculty Personnel Committee.

- ***Lecturer pathway to assistant professor lines***

There is a need to clarify this pathway in the Faculty Personnel Committee Guidelines, which authorize such a pathway but which do not describe precisely how it can happen.

- ***Lecturer Teaching Loads***

There are misunderstandings as to what the teaching load of a lecturer is. This needs to be made clear.

- ***Mandated Lecturer Teaching Assignments***

There is a need to reaffirm the authority of the department chair to assign courses. Also, there are benefits of having all faculty – not just lecturers – teach gateway and DFW-heavy courses, and benefits of having lecturers teach courses in their areas of expertise.

- ***Adjunct Faculty Eligibility for Lecturer Conversion Lines***

There exists much ambiguity about this, which CUNY claims as a benefit for career paths of current adjunct faculty.

- ***Promotion Opportunities for Lecturers***

Currently there is no opportunity for promotion within the lecturer rank. Furthermore, opportunities for compensation increases should be clarified.

- ***Orientation***

The orientation for current and new lecturers needs to be improved. Furthermore, the orientation should be aligned with actual policies and regulations.

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**Information: Calendar of 2022-2023 Faculty Senate meetings**

**First Meeting of the 2022-23 Senate**

Thursday, May 19, 2022

**Fall 2022**

Wednesday, August 31

Monday, September 12

Wednesday, September 28

Tuesday, October 11

Thursday, October 27

Thursday, November 10

Tuesday, November 22

Friday, December 2

**Spring 2023**

Thursday, February 2  
Wednesday, February 15  
Thursday, March 2  
Tuesday, March 14  
Wednesday, March 29  
Tuesday, April 18  
Friday, May 5

*First meeting of the 2023-2024 Senate*