

FACULTY SENATE MINUTES #102

John Jay College of Criminal Justice

February 23, 1994

Time 3:15 PM

Room 630 T

Present (29): Yahya Affinnih, Janice Bockmeyer, James Bowen, Orlanda Brugnola, Warren Burdine, Edward Davenport, Jane Davenport, Peter DeForest, Vincent Del Castillo, Robert DeLucia, Elisabeth Gitter, Robert Grappone, Lou Guinta, Laurence Holder, Lee Jenkins, Karen Kaplowitz, Andrew Karmen, Tom Litwack, Barry Luby, James Malone, Jill Norgren, Bruce Pierce, Ronald Reisner, Vilma Santiago-Irizarry, Peter Shenkin, Chris Suggs, Davidson Umeh, Rafael Ventura-Rosa, Bessie Wright

Absent (9): Arvind Agarwal, Michael Blitz, Kojo Dei, P.J. Gibson, Holly Hill Gavin Lewis, Peter Manuel, Charles Reid, Agnes Wieschenberg

AGENDA

1. Discussion of the proposal to establish a branch campus at the police academy in Gurabo, Puerto Rico
2. Guests: President Lynch, Professor Miguel Riestra of the University of Puerto Rico, Associate Superintendent of Police of Puerto Rico Jose Figueroa, and Assistant Superintendent of Police Miriam Francheschi
3. Guest: President Lynch
4. Discussion of the proposal to establish a branch campus at the police academy in Gurabo, Puerto Rico (continued)

1. Discussion of the proposal to establish a branch campus at the police academy in Gurabo, Puerto Rico [Attachment A]

The actions of the College Council on February 16 were reviewed: the Council of Chairs resolution creating an oversight committee, as amended by the Faculty Senate and thereafter similarly amended by the Chairs, was the agenda item for action at the February 16 meeting. The Resolution was moved and seconded. President Lynch said he supported it. After a lengthy debate, during which the students repeatedly asserted that they did not have sufficient information to vote, Provost Wilson called the question at the request of President Lynch at 4:45. The motion to

call the question failed overwhelmingly: people were not prepared to vote on the motion to create a branch campus. At the end of the meeting, at approximately 5:45 PM, President Lynch asked the college Council to give him direction as to whether to tell the Board of Trustees to place the branch campus proposal on its March 21 agenda or to tell the Board of Trustees that we have killed the program. He said that a yes vote would mean that we can continue to work on the program, think about the program, and the issue will come back to the College Council on March 16, but a no vote would mean that the program is dead. Asked what happens if the College Council on March 16 votes against the proposal to create a branch campus, President Lynch said that the item would be pulled from the agenda of the March 21 meeting of the Board of Trustees. President Lynch added that if we do not approve the creation of the branch campus in March, the possibility of a branch campus is dead because Puerto Rico will not agree to start later than April 18. A motion to keep working on the project and to bring the proposal back for a vote at the March 16 College Council meeting passed overwhelmingly by a secret ballot: 33 yes, 10 no, and several abstentions.

The next day President Kaplowitz and Professor Crozier (both of whom attended the College Council meeting) wrote to President Lynch [Attachment A]. Senator Litwack, the Senate's legal counsel, provided counsel on this. The purpose of the letter was so that there would be no misunderstanding as to what was agreed to at the College Council meeting. The letter also asked what document, if any, will be sent to the Board for action by the Board committees (the committees set the agenda of the Board of Trustees meetings) on February 28 in light of the fact that no document or resolution was approved by the College Council. The following day, Friday, February 17, Provost Wilson called President Kaplowitz and asked if she would cancel today's Senate meeting so that there could be an emergency College Council meeting at which answers would be provided to the questions that people said they needed to have in order to make an informed decision. He also said that a vote would be requested of the Council as to whether John Jay should create a branch campus. She explained to the Provost that she is not empowered to cancel a meeting: only the Executive Committee could do so but also explained that she doubted that the Executive Committee would vote to cancel a meeting which would deprive us of a chance to deliberate about such an important issue.

Subsequently, later on Friday, President Lynch called her and told her he had called an emergency meeting of the College Council for February 24, tomorrow, and agreed to deliver to Professor Kaplowitz and to Professor Crozier a copy of the 34-page proposal that had been sent to the Board of Trustees that morning, which had not been previously seen. (This document turned out to be a revision of a document which had been sent to the Board on January 21, which similarly had not been seen by the members of the College Council.) Upon being asked why the Council members had not seen the document two days earlier at the College Council meeting, President Lynch explained that it had not been ready for distribution at that time. She said that when she said that the College Council members need copies of the document as do the Senate members, President Lynch said that the Senate would receive copies on Tuesday (the College was closed on Monday). She also asked for a copy of the contract as well as budget information and he said he would work on getting that. President Lynch asked to be invited to today's Senate meeting and also asked to meet with her and Professor Crozier on Tuesday morning at 8 AM. Unfortunately, the 34-page proposal was not distributed to the Senate until shortly before today's meeting (and, indeed, some members of the Senate have not

yet received it). [Copies of the 34-page proposal are available from the Senate's Executive Committee.]

President Kaplowitz reported that later on Friday, after she received the 34-page proposal, she was called by Professor Robert Picken, the faculty representative on CAPP, the Board of Trustees committee on academic policy and program review, who asked to review with her the Board resolution which he had received along with the 34-page proposal. But President Kaplowitz had not yet seen the resolution because the packet delivered by President Lynch's Office contained only the 34-page document and not the two-page Board of Trustees resolution, which is the document that the Board will actually vote on.

And so at 8 AM yesterday, she and two members of the Senate executive committee, Senators Michael Blitz and James Malone, and Professor Crozier, and a member of the Chairs executive committee, Professor Harold Sullivan, met with President Lynch, Provost Wilson, Vice President Rothlein, and Ms. Maull. President Kaplowitz reported that she asked for a copy of draft of the Board of Trustees resolution, which she distributed. [The final version of the Board resolution will be appended to Minutes #103.]

President Xaplowitz said that as she arrived at the Senate meeting room just before the start of the meeting, she was asked by President Lynch for permission to bring three dignitaries from Puerto Rico. At her suggestion, he agreed that rather than have them make lengthy statements as they did at that morning's Cabinet meeting (which she had attended), they would instead answer questions. She said that she reminded President Lynch that whereas we all had thought that we had a month, until March 16, to study the issue, we have only until tomorrow and, therefore, his visit and that of the Puerto Rican officials must necessarily be briefer than the Senate would otherwise wish. President Lynch said he understood. The Senate said that after the officials leave, they would like to ask President Lynch questions rather than ask them in the presence of the visitors, which would be potentially embarrassing to the President. Also, because many of the questions have to do with the impact of the program on the College here, it was agreed that it is not appropriate for the guests to be present when President Lynch is asked those questions.

She also said that the item that is now on tomorrow's College Council agenda is no longer the Council of Chairs resolution but is instead the Curriculum Committee's resolution, which had not been on the previous week's agenda even though it had already been adopted by the Curriculum Committee.

Senator Malone noted that the agenda item had been listed as a "consortium" between John Jay, Puerto Rico, and Middle States. He said that this program has repeatedly been presented as a Middle States initiative to give it legitimacy but that Middle States is not permitted to enter into any form of consortium because of the serious conflict of interest issues that could arise when it evaluates the program and so this misrepresentation is extremely misleading and prejudicial. He said that Ms. Maull, the Secretary of the College Council, dropped the term "consortium" from the agenda an hour ago at his insistence.

Senator Litwack asked whether this is a legal College Council meeting: President Kaplowitz replied that the Charter says that additional College Council meetings may be called by the majority of the members of the College Council present and voting, or by

call of the President, or by call of the Executive Committee, or by call of one-third of the members of the College Council. But the Charter also says the agenda is to be set by the Council's executive committee. Senator Litwack asked whether the Council's executive committee was called into session to set the agenda, Senators Brugnola, Davenport, and Malone, all of whom are members, said it had not been. Senator Litwack said that if any item should be on the agenda it is the Chairs' resolution, since that had been on the previous agenda and no action had been taken at last week's meeting and, therefore, it should be the motion before us as old business.

Senator Brugnola asked why President Kaplowitz and Professor Crosier in their February 16 letter brought to President Lynch's attention the question of what the Board of Trustees will be voting on. Senator Litwack said that they were concerned that President Lynch would present a resolution to the Board of Trustees that we were not informed about. He said it is only because of the letter from President Kaplowitz and Professor Crosier that we have the 34-page document that the Board of Trustees received from President Lynch. President Kaplowitz added that she and Professor Crosier and Senator Litwack were concerned that President Lynch would represent to the Board of Trustees that the vote of 33-10 was a vote endorsing the proposal to create a branch campus when it was not that at all. The concern was that he might have misinterpreted or misremembered what the motion was that the Council approved and, she said, she and Professor Crosier did not want to have to contradict him to the Board of Trustees at a public hearing of the Board.

2. Guests: President Lynch, Professor Miguel Riestra of the University of Puerto Rico, Associate Superintendent of Police of Puerto Rico Jose Figueroa, and Assistant Superintendent of Police Miriam Francheschi

President Kaplowitz welcomed the guests whom President Lynch introduced to the Senate.

Senator Litwack noted that according to the documents, notably the 34-page proposal sent by the College to the Board of Trustees, there are 900 cadets in each police academy class. He asked if this is correct. Mr. Figueroa said there will be 800 cadets. Senator Litwack asked whether there will be 800 cadets in each subsequent class and Mr. Figueroa said that is correct. Senator Litwack said there has been a certain amount of concern at the College that we have been moving too quickly: no decision has yet been made but if we do decide to go ahead perhaps we should wait to begin our courses in the fall, but we have been told that the officials of Puerto Rico do not want a delay because of their desire to include the current class of cadets in the program. Senator Litwack asked what would the guests' response be and what would be the response of other officials of Puerto Rico if for legitimate academic reasons John Jay decided it could not go ahead with the program now and decided that if we were to go ahead at all with the program the starting date would have to wait until September.

Mr. Figueroa said he and his colleagues have been asked this question all day. He said that 800 students are at the academy. He said the reason they want John Jay to be the college they work with is because of the quality of John Jay College. When they

considered the options, John Jay was the college they wanted to be involved with. He said that if John Jay's decision is to delay the start of the program until the fall, he and his colleagues would have to look for an alternative college. Senator Litwack asked whether he may conclude, therefore, that even though John Jay is their first choice to run the program they obviously do not feel that John Jay is the only college that can run the program for them since there are other options for them to turn to.

Professor Riestra said he would not like to have to face that alternative. First, it is the policy of his government and it has been a challenge to his society to professionalize the police. The first idea to do so was to contact John Jay through Middle States. He said their students are not theoretical: they are registered for what John Jay calls equivalent credits. They are entitled to receive Title IV funds. He said he and his colleagues cannot now go back to Puerto Rico and tell the police students and the Puerto Rican society that this college education will not be available for this class of 800 students. The cadets are human beings and, he said, he and his colleagues cannot tell them that they will not receive the associate degree. Therefore, he said, they will go even to Timbuktu, if necessary, to look for an alternative college. It will be very hard for them, he said, but they will have to face it. Hopefully, John Jay's answer will be that they will not have to look elsewhere. But there are alternatives all over the world, colleges that would be interested but, he said, it would be awful, unthinkable, for them, but if they have to do that they will face it. He said that he knows John Jay can provide the program for the current class of cadets and he knows that everyone in this room knows it can be done and done well.

Senator Ventura-Rosa asked rather than going all the way to Timbuktu for an alternate college why not go to colleges that are in Puerto Rico and that are already part of the University of Puerto Rico and that would be suitable for this program. Professor Riestra said that their police academy used to be associated with Carolina Regional College of the University of Puerto Rico. He said he is now a member of the Board of Trustees of the University of Puerto Rico which has signed a document to be part of a consortium and if John Jay is unwilling to provide the program the University of Puerto Rico will help them out. But, he explained, they would prefer to have the degree program offered by an institution external to Puerto Rico.

Professor Gitter said that she is surprised about the heavy course demands that are being expected of the cadets and asked for a comment about that. Professor Riestra said that currently a 62-credit program is being offered in six months. So the extension to nine months for John Jay's 64-credit degree program is being made at John Jay's insistence and there will be tutors and academic advisors and so the program will, in fact, be easier for the cadets than the one that had been provided. The cadets live at the academy and will have study hours and, therefore, it will be like an immersion program. He said that there will be an outcomes assessment when the students graduate and if the students do not do well, the program can be eliminated. He said that they will "stand and deliver."

President Lynch said that the cadets will have the same program load as many John Jay students. There will be mandatory study hall. And the cadets will be monitored every week instead of twice a year at midterm and at the end of term. They will be reviewed every day and if they are not doing well they will be

required to have tutoring.

President Kaplowitz said she thinks Professor Gitter's question is related to our understanding that after the current class of cadets, there will be three 13-week semesters of 21 or 22 credits each and we are talking about a great many credits in a shorter semester than we have at John Jay. President Lynch said that we are giving 25 equivalent credits and, therefore, there are two 15-week semesters of 18 and 21 credits. President Kaplowitz said that our understanding is that this arrangement is for the first class of cadets only. President Lynch said that is a recommendation by the chairs and by other faculty but that no determination has been made about that.

Senator Jenkins said that he is pleased to see a commitment to professionalize the police force but since John Jay has gone this far in developing the program and since John Jay is viewed as the best college to do this, one reason he assumes we are considered the best is because our academic judgments make us the best. Yet, if in our academic judgment we decide that we cannot begin teaching until September, that will be an academic judgment that will cause the officials of Puerto Rico to reject John Jay entirely.

Professor Riestra noted that the starting date has been moved from January to April. He added that their attitude is to try the program, analyze it, see if it can be done, but they are open to John Jay's suggestions which they will incorporate. There are no a priori prerequisites. President Kaplowitz said there is one prerequisite: if John Jay does not start the program on April 18 we will be rejected. Professor Riestra said that if the program is not to start on April 18 they will have to look for alternatives. He asked the Senate members to place themselves in his situation and that of his colleagues: they have made a commitment to their police cadets, to their society, the program has been reported in the newspapers, people are watching, and he and his colleagues have to respond. He said he would not say John Jay would be out: even if an alternative college were to be found, they would like John Jay to be a consultant to the program. He said their position since the beginning has been to have John Jay empower them so that they can become an independent college of criminal justice at some point in the process.

President Kaplowitz said that she personally, and she knows she can speak for the faculty about this, has tremendous admiration for the commitment of Puerto Rico to have an educated police force. She said as educators who have chosen to teach at this College, in some cases to devote our entire professional lives to educate police officers and future police officers and other criminal justice practitioners, this is something we embrace and we praise our guests and the people of Puerto Rico for doing this. And, she said, we are pleased that our guests and the other officials of Puerto Rico respect our College. She said we understand the imperatives that are informing their decisions. But as faculty responsible to our students here, we also have imperatives that we have to balance with the needs of the people of Puerto Rico and that is one of the things we are deliberating about today.

And, she said, she wholeheartedly agrees with what Senator Jenkins said: when the officials of Puerto Rico signed an agreement on October 29 with the other signatories, those officials were signing a statement of confidence in the ability of John Jay College to produce a program that they could be proud of presenting to their police cadets, to the people of Puerto Rico. She said

that if we determine that we cannot meet that standard in the next month that is something that will not in any way be a reflection of anything but our highest respect for our guests and for the people of Puerto Rico, as well as respect for our own students at John Jay. She said she wants the guests to understand this because we are as serious about and as committed to criminal justice education as are they. She thanked them for coming, Professor Riestra said he hopes the Senate understands their position and she said that he articulated it eloquently and she thanked the guests for giving the Senate the chance to hear it.

3. Guest: President Lynch

President Kaplowitz told President Lynch that many Senators have questions that the Benate did not want to ask in front of the delegation from Puerto Rico.

Senator Gitter said that she hopes the College has an opportunity to submit to the Board of Trustees a revision of the 34-page document because, she said, it is not well written. She said that no matter what kind of deadline is involved, we should represent our College well by sending well-written documents.

Benator Litwack asked about President Lynch's comments earlier in the meeting about equivalent and earned credits. Senator Litwack said it was his clear understanding that it had been decided that after the current class of cadets, all the courses will be taught by John Jay and will be earned credits: in other words, equivalent credits will be given only for the current class of cadets. Senator Litwack said he had been told that the Curriculum Committee passed their motion having been assured that after the first class of cadets all subsequent classes would have a program comprised entirely of earned credit and, he noted, the administration's assurance about this is contained in the two of the answers to the 52 Questions from the faculty: the last sentence of the answer to Question #7 states: "The equivalent credit will be eliminated after the first cycle." The last sentence of the answer to Question #8 states: "To reiterate, the equivalent credit will be eliminated after the first cycle."

President Lynch explained that he said what he did earlier in the meeting because he does not think we can give a third semester of earned credit without lengthening the time of the degree program beyond the nine months it is currently set for: that is, if we are really going to give all earned credits, we cannot do it in nine-months, as Professor Kaplowitz indicated in her question earlier. President Lynch said he has asked the officials in Puerto Rico if they are prepared to lengthen the academy period. He said we all want to give only earned credits and Puerto Rico has wanted only earned credits from the beginning. But the question is whether the officials in Puerto Rico will be willing to lengthen the time for the police cadets to receive the **associate degree** longer than nine months.

Senator Grappone asked about the quality of the Library at the police academy in Gurabo. President Lynch said that the officials in Puerto Rico have agreed that \$200,000 will be immediately provided for new books, and a full-time librarian will be hired: there is a full-time librarian now but he is not a professional librarian although he will continue to be there. He said that we at John Jay realize that the weakest link in the program is their

library relative to what has to be done to bring it up to speed. In all these cases, he said, if the educational program there were perfect they would not be asking us to help them.

President Kaplowits said she would like to ask about the focus of today's Senate meeting: the college Council met last week, we took a vote to keep working on the proposal for a branch campus, and we agreed to resume discussion at the next scheduled College Council meeting on March 16. There was no mention at last week's College Council meeting of a document that two days later went to the Board of Trustees, no mention about a resolution that the Board and the Board committees are to vote on that was already developed by the Chancellory, no reference to any of the questions which we still have not received answers to about the budget or about work conditions or the contract that we asked for. We receive documents only upon writing and asking specifically for them. An emergency meeting of the College Council has been called for the next day although we all thought we would have a month to deliberate when we gave the "yes" vote to keep working on the program and yet now we have no time before tomorrow's College Council meeting. Many College Council members cannot attend tomorrow's College Council meeting because it was not a scheduled meeting and they have other commitments. These are extremely important issues in terms of the role of the faculty, due process, informed decision making, collaborative work by the administration and the faculty. She asked President Lynch to comment.

President Lynch said we are obviously hedged in by trying to get a vote of the Board of Trustees before April so that we can begin the branch campus: therefore we have to go to the Board of Trustees committees which meet at the end of this month. And, therefore, he said, if we did not try to get some sort of approval we would fail to meet the April 18 beginning date. The preparation of what we had to do was limited by time: we were told to do this very quickly just before we did it and also were told that the Board of Trustees was preparing a resolution, which we never saw. But, he said, he has been trying to get to the CAPP [Committee on Academic Policy and Program Review of the Board of Trustees] and the Fiscal Affairs Committee on February 28 to get approval for the branch campus.

President Lynch said that on December 21, when he received the telephone call saying that the Governor of Puerto Rico did not want the current class of police cadets to be excluded from getting the associate degree, it meant moving faster than we planned. And so, he explained, he is still trying to see if we can get that agreement, come to closure, and the reality is that that is his purpose and there is no other purpose than that. There is no attempt to interfere with anyone's rights: this is an extraordinary time at the College, it is an opportunity that has knocked, it is a very wonderful opportunity, it is something that Middle States asked us to do, it is something we are committed to as an institution, having finished our Middle States review in which they said we are prepared to do things on the international scene and he said he is trying to do it. He said that is the issue for him: he is trying to do this and he is not trying to hurt anybody or be disrespectful of anybody. He said he is trying to see if we can help Puerto Rico do this. He added that he thinks we are on the cusp of being able to do it: if he thought we could not do it he would not recommend it.

President Kaplowits said that she appreciated President Lynch's responsiveness to her request by arranging for her to get

the 34-page proposal on Friday that was sent to the Board of Trustees earlier on Friday but she noted that the proposal is almost exactly the same document that was originally sent to the Board of Trustees on January 21. She said she cannot imagine that there was not a draft version of the proposal available for the College Council last week. President Lynch said there was no document available as far as he knows.

Senator Litwack noted that the draft resolution of the Board of Trustees is dated February 17. President Lynch said that 80th Street wrote the resolution and no one at the College saw it until after the College Council meeting. He said he did not know about it until after the College Council meeting. Asked who wrote the resolution, President Lynch that Vice Chancellor Freeland's Office wrote it, specifically Dr. George Sussman, who works for Vice Chancellor Freeland. President Lynch said he did not see it until the previous day's Board meeting. He urged the Senate to consider this to be something out of the usual but we do have the commitment of the officials of Puerto Rico and he said he gives his own commitment to modify the program as we go along as we need to improve it.

Senator Litwack said that if we had time he would have other questions about procedures. But leaving that aside now, he wishes to bring President Lynch's attention to something that the guests from Puerto Rico said respecting a class of 800 cadets as opposed to 900 cadets although the budget for the program is based on 900 cadets according to the 34-page proposal sent to the Board. [N.B. The budget for the program in the original version of the proposal that was sent to the Board on January 21 is based on 800 cadets.] Senator Litwack noted that the fact that there will be only 800 students means the revenues will be 10 percent less than expected: even though our expenses will decline somewhat because there will be fewer students, all the overhead expenses will remain the same and so the excess revenue after expenditures shown in the budget projection is now totally wiped out.

Senator Litwack said he does not see anyplace in the budget proposal that there is any method of compensating the College for the time that College officials such as financial aid officers, registration officials, chairs, etc., will have to put into this program. It is true that the budget provides for faculty to be hired but the faculty are to be hired on substitute lines at \$30,000 a year, which is the absolute bottom of the assistant professor scale. But leave aside faculty, he said, what about the time that the chairs spend, the registrar spends, the financial aid officers spend, how will they be compensated and how will their absence from John Jay or from the business of John Jay be compensated.

President Lynch said there are no overhead costs because Puerto Rico is providing the facility, the maintenance, the security, and so forth, and so the only thing that the difference in the class size means is that there will be 100 fewer students to teach and so, therefore, there will be a lot of people we will not need to hire. Furthermore, he said, we intend to send someone from financial aid and someone from the registrar's office, paid for out of this program, to Puerto Rico to be there to process the forms and to be available for the students. So that all the costs will be replaced here and the faculty will be full-time substitutes, not part-time replacements.

Senator Orlanda of said that the answer to one of the 52

questions, about adjunct faculty, is insulting to John Jay's adjunct faculty: She asked at what rank will the adjunct faculty be hired and also asked about the credentials of the current police academy instructors. President Lynch said that all the police academy instructors have master's degrees except for the firearms instructor and the physical education instructors and, therefore, the academy instructors are much better credentialed than the NYPD academy instructors. The intention was to have each academic department here interview and hire people from Puerto Rico to do a lot of the teaching in conjunction with our full-time faculty. He said that the hope is that in the future this will be an opportunity for faculty development, or for a change of pace, for those who choose to go for a three-month semester. But at the beginning we will be hiring a lot of people. The salary rates in Puerto Rico are a lot lower than in New York and by the admission of the officials of Puerto Rico we would be able to attract a lot of faculty from among the 45 accredited colleges and universities in Puerto Rico and so there would be a rich pool of people to hire from.

President Lynch said the College has already received more than a hundred resumes of people from Puerto Rico and the positions have not even been advertised yet (this has been by word of mouth) and when the positions are advertised we expect to be flooded by applications from people who would like to have a second opportunity to make some money. He said he has spoken to several of the presidents of colleges in Puerto Rico and several of the chancellors and they think their faculty would be very interested. Also they think their faculty would be interested because of what he said is the fundamental issue for him: the government of Puerto Rico decided to do something very professional: there is a terrible crime problem, a terrible drug problem, and Puerto Rico could have decided to have a more militaristic police, to have tougher police practices but, instead, they decided to spend the money educating the police, which fits with John Jay's basic mission. So one of the reasons, he said, that he wants to help is that this is what we were set up to do when we started as a College, which is to professionalize the police.

President Kaplowitz said that the Faculty Senate could not agree more: we are in absolute agreement that Puerto Rico is to be praised for taking this approach and that this fits with John Jay's mission. The problem, she said, is that we are trying desperately to pay attention to the College here, in New York, to do right by our students and our College here. We are not trying to be difficult or to raise questions just for the sake of raising questions. She said we are raising questions and concerns solely out of our absolute anguish about how we can do what we want to do and are obligated to do for our students at our College here in New York and still do what we are being asked to do for the people of Puerto Rico. She said we have terrible problems of disruptive behavior in our classrooms, there are increasing incidents of violence, a fight in the lobby yesterday resulted in a student taken by ambulance to the hospital and two students arrested, today there was a fight in the student cafeteria, we have extremely serious problems with our retention and graduation rates, our students are not getting into law school. We need to take care of John Jay, she said, adding that what Professor Riestra said this morning at the Cabinet was so telling and she added that she has no doubt that he believes what he said: Professor Riestra told the Cabinet that "the branch campus is such a small project for you at John Jay, it means so much for Puerto Rico but for you it is such a small project, you have such a large faculty." President Kaplowitz

said if only that were true. But we do not have a large faculty, not in light of the 9300 students enrolled here to whom we have our primary obligation, and who are being taught primarily by adjunct faculty.

President Lynch said that the fight yesterday involved not just our students but an outsider and we have had relatively good relations within the College. He said, also, this reminds him of the discussion, about there was much disagreement by people of good will, about establishing a doctoral program in criminal justice. He said he had thought we should have the doctoral program but the debates were centered on such questions as whether we can do everything, offer the associate degree, the baccalaureate, the master's degree, and the doctorate. He said the question was whether we were prepared to move to the next step and develop the Ph.D. We did so after coming out of the fiscal crisis of the mid-1970s and we did so when we were broke. Nevertheless we did develop the doctoral program which was wonderful for the College.

President Lynch said that as president of the College he is putting his professional reputation on the line in terms of the branch campus and that he thinks we can do this and he will be responsible if we are not able to. He said he will also promise that the Senate will be in on everything that he can get the Senate in on. He said he has asked Professor Kaplowitx several times to make a site visit of the academy in Gurabo. He said that seeing it in person, seeing the cadets, seeing the faculty at the academy, seeing the eagerness of the people, the eagerness of the government, of the Governor, of the President of the Senate, and the many other people who want to make a difference in the way the police of Puerto Rico are prepared is very persuasive. Also, he said, there is a reality which is that our Middle States has asked us to do this and he wants to be able to respond positively to them since they do accredit us.

President Kaplowitx said that she would like to ask President Lynch something that is in the spirit of a positive suggestion for tomorrow's College Council meeting, which we have not had a chance to discuss at the Senate and, therefore, she is speaking for herself although she has talked to several people all of whom agree: she suggested that at the next day's College Council meeting (and at College Council meetings in general) there be some very basic changes that would make a big difference in making people feel that they can participate fairly. Instead of having people raise their hands and being called on as the chair happens to catch an eye, and some people without the chair knowing it have their hand up for ten minutes and then someone pops a hand up which he sees and he calls on that person, she suggested that we follow the procedure of the Town Hall Meetings at John Jay: have two microphones and people who wish to speak would line up at the microphone and they would get to speak in the order in which they lined up. This would prevent the sense that people have of being purposely or inadvertently chosen or avoided. President Lynch agreed to doing this.

The second thing, President Kaplowitz said, is that President Lynch, as chair, is not permitted, according to Robert's Rules, to advocate a position. If he does wish to advocate a position, he must relinquish the chair to another member of the Council and take his turn at the microphone. She noted that at the last College Council meeting he not only advocated approval of the branch campus but answered every speaker and, therefore, dominated the discussion. She said the choice is to chair the meeting and refrain

from responding to every speaker or relinquish the chair and have as many opportunities to speak as the other members of the body. President Lynch said his frustration about that is that he does feel that the questions raised are ones that only he can answer. And so he will have to think about that but he does understand what is being brought to his attention. He said he will certainly act on the first suggestion and will seriously consider the second suggestion. President Kaplowitz said that the second is a requirement of Robert's Rules, which the Charter of the College says the College Council is bound by. President Lynch said he will review Robert's Rules to check on what he is being told and that he will also review Robert's Rules to see if he has any other options.

Benator Norgren said that in part we would not be where we are in this process if we had a sense that our program in New York is receiving the attention it needs. She said if we are being asked to believe that we are paying attention to our academic program here, there are answers we need in order to believe this: for example, the Benate sent a resolution to you, as President, and to the Provost, in response to the fact that there are no funds this year to buy a single book for our Library and we recommended a supplemental allocation of \$40,000 for book acquisitions to support not only the undergraduate program but also the master's and doctoral programs as well. She said the Benate has not received an answer to date.

Senator Norgren said it is difficult for us to not see a connection between the focus on the branch campus and the failure to respond to our resolution and, more importantly, the failure to respond to the need for funds so that the Library can make necessary book purchases. She asked President Lynch why he has not responded to the Faculty Senate's position about a matter important to the academic program in New York, a position that is informed by the expertise of the faculty. She said that in our minds this is not very different from the fact that John Jay's Puerto Rican faculty, including the members of the Department of Puerto Rican Studies, has not been turned to by the administration for their expertise in responding to the request of the Governor of Puerto Rico.

President Lynch said that the Chair of the Department of Puerto Rican Studies and he have been to Puerto Rico together on several occasions preceding the events involving the branch campus and he said he had kept her informed about what was going on: she stated that this morning at the Cabinet. But anytime that we try to do something faster than usual we perhaps do not contact every person we should. But, he said, he did keep Professor DeJesus-Torres de Garcia informed about everything and he tries, he said, to respond to every memorandum and if he did not respond to the Senate's resolution about Library books he apologizes but he does not recall having seen such a memorandum. He said he does respond to everything he is sent if he sees it. The inclusion of everyone in the Department of Puerto Rico Studies is now absolute, he said, and he wants to have everyone involved and he has never not wanted to. The issue is that December 21, when Governor Rossello called, was just before the Christmas holiday season. He said he called a lot of people whose phonemail was full. He could not reach them, therefore, until January 29. The reality was that he put phonemail messages out and some phonemail boxes were full. He did make an attempt to call people other than the chairs. If it had been the middle of a semester it would have been different.

President Kaplowitz said the issue that concerns us is the

October 29 document. She said that she agrees that many, including herself, were included as of December 21 and she thanked President Lynch for providing her with information subsequent to December 21 but she said that the October 29 document committing the College to establishing a branch campus and to offering the associate degree in police science was signed by President Lynch without consultation with the faculty.

President Lynch said he would like to explain how that document came to be signed on October 29. President Kaplowits said that an explanation would be extremely welcome because this is the heart of the issue for the faculty, for the Faculty Benate. President Lynch said the he was asked by the Superintendent of Police of Puerto Rico a year ago to offer the associate degree to the police cadets and he said that his reply was that we could not do it before September 1994. He said that they met and worked on the proposal, and he went to Puerto Rico in July, and he worked very hard because there were a million questions. And his concern was that after doing all this work Chancellor Reynolds would say no, Governor Cuomo would say no, and therefore he asked what Governor Rossello's schedule is and the answer was that Governor Rossello was due in New York that Friday, October 29.

President Lynch said that upon learning this he then decided to see if he could get the Chancellor, the Governor, and the Mayor to sign a letter of understanding and an agreement. And that is what they did. He said it was not his intention to conclude anything but to simply say that there is a general understanding. He said everyone he had spoken to last spring said there would have to be a lot of discussions. So, he explained, he was trying in his way and if he had to do it over again he would have tried to have a meeting of the faculty. He said he did not feel he was signing anything that was anything other than a continuation of the efforts underway and that if it were to come to closure it would be something that had already received approval from the Chancellor's level, from the Governor's level, and from the Mayor's level. He said he had wanted to see if there was an indication that they were willing to approve the branch campus.

Senator Litwack said that since the idea of a branch campus at the police academy in Puerto Rico was first raised a year ago, in February 1993, as President Lynch has explained, he would like to know when was the first time that any faculty member at John Jay was informed about this. President Lynch said he mentioned it at the Cabinet a number of times. President Kaplowits said that she attends the Cabinet, takes notes of the meetings, includes a report of the Cabinet meetings in her announcements to the Senate, which are attached to the Benate minutes, but that she has no record and no recollection of any mention of a plan to offer a degree program in Puerto Rico: she said that there had been mention of helping with the training of police but never of academic courses for credit or of a degree program or of a branch campus. President Lynch said that he had discussed it at the Cabinet and that he also discussed it at the PLB but said he does not remember the dates but that it was probably in the fall semester because the P&B does not meet often in the spring, but he said he frankly also thought we would have more time to discuss it than we do.

Senator Litwack said that even if we had all the time in the world, during last spring, a year ago, when all the initial planning was taking place about a branch campus in Puerto Rico, to his knowledge not a single faculty member at this College had any information about it. President Lynch said that he had talked to

Professor Ken Moran about it and to Professor Robert Panzarella, who did the evaluation of the equivalent credit of the police academy work. He added that, furthermore, he did not have the luxury of time. Senator Litwack asked whether Professor Moran was informed during the spring of last year. President Lynch said he did not remember and added that he does not know whether he can convince the faculty that there was no deliberate attempt or decision to keep the faculty out of the picture. He said that he attends to the College first and foremost and did really want to bring the faculty in as soon as he saw that there was a real possibility of establishing the branch campus.

President Lynch said that he had also needed time to get up to speed: there were so many things he had to know so that he would be able to answer questions. He said he had to find out first the dimensions of the program, what we were expected to do, what Puerto Rico wanted us to do. He said he did bring Provost Wilson to Puerto Rico to help him get answers to questions.

Senator Litwack asked whether President Lynch had ever considered that the faculty might have been able to help him decide what the right questions to ask were, that the Puerto Rican faculty at John Jay might have been able to help him decide what questions to ask. President Lynch said he has been consulting with Professor DeJesus-Torres de Garcia. Senator Litwack asked when was it that Professor DeJesus-Torres de Garcia was first informed or consulted. President Lynch said he does not remember and would have to check and added that there was no attempt to do anything other than what he thought should be done which was to develop facts so as to be able to answer questions.

Senator Luby said that the draft resolution of the Board of Trustees says that most of the courses will be taught in Spanish. He asked if President Lynch would be more specific as to which courses will be taught in Spanish: he noted that President Lynch said that the police cadets are being assessed as to how many are sufficiently adept at English to have sections of courses taught in English. President Lynch noted that all students in Puerto Rico take English during their schooling in Puerto Rico and a number of the cadets have lived in the United States and, he said, we think that a percentage will be able to take their courses in English. He said they might not want to do so because of a fear that they would not do as well as if they took the courses in Spanish but if we can find enough students, and their hunch is that the chances of doing so are good, then our faculty can teach the courses in English.

Also, President Lynch explained, there will be simultaneous translation for faculty evaluations so that if the faculty evaluator does not speak Spanish the translator will provide simultaneous translation of both the faculty person being observed and the students in the class. But the courses will be taught mainly in Spanish, President Lynch explained, adding that they will be taught by faculty chosen and supervised by us. The model we are using is the program at West Point in which the academic departments screen and produce the faculty and monitor them and, therefore, we are using the same model in that the academic departments will make the academic choices. Many of the faculty in Puerto Rico are bilingual or almost bilingual, he added.

President Kaplowitz thanked President Lynch for giving his time and expressed the appreciation of the Senate for having the opportunity to ask some of the questions that Senators have wanted

to ask. President Lynch said he hoped he would have the Senate's support. He said he thinks Helen Keller was right: life is either a daring adventure or it is nothing. He said that the only other saying he ascribes to is that life is not a dress rehearsal. He asked the Senate to be willing to try this project and he asked the Senate to forgive him if he erred in not consulting earlier. President Kaplowits said she subscribes to another quotation: "90 percent of success in life is showing up": she said tho faculty do show up, we show up at the Senate meetings in large numbers, we are available to work, to consult, to deliberate, to advise, to listen: but we do not want to be doing it after the fact. President Lynch said he understands.

4. Proposal to establish a branch campus at the police academy in Gurabo, Puerto Rico (continued) [Attachment B & C]

Senator Malone said we have to consider whether we can move the administration toward more appropriate and ethical behavior in terms of governance.

Senator Guinta said he thinks the overriding issue is whether John Jay has the resources to establish and run a branch campus. President Lynch indicates that we do and he is putting his reputation on the line: he said he never before heard President Lynch be so emphatic about putting his reputation on the line and that is a very important issue, especially because it is not just his reputation but the College's. He noted that he and four other members of the Senate (Senators Edward Davenport, Karen Kaplowits, James Malone, and Chris Suggs) are on the College's Comprehensive Planning Committee and none had heard anything about any of this during the year that the Committee has been in existence. He said we must establish some type of mechanism or procedure whereby the President would have to come to a faculty body with his ideas before committing the College to do anything.

Senator Pierce said after the last Senate meeting he was so disturbed by this issue that he wrote a resolution and put it on President Kaplowitz's phonemail. It is called "Operation Branch Campus" and has a purposely military designation. The resolution is: "Given the turmoil and ill-will caused by the preliminary efforts to establish a branch campus in Puerto Rico and yet given the genuine college-wide desire to establish such a branch campus, we the Faculty Senate do hereby submit the following: Resolved, That the injured parties have direct meetings with President Lynch to secure a healing between them. Resolved, That the President immediately convene a town meeting to elicit the operational issues for the establishment of a branch campus; Resolved, That the identified operational issues for the establishment of a branch campus be converted into tasks with assignment of those tasks into branch campus work groups with those work groups being charged with producing by the next College Council meeting completed reports: Resolved, That these completed reports be presented as the initial structure of the branch campus and the full combined report be submitted for adoption by all appropriate governance bodies at the College."

Senator Pierce noted that since writing this resolution a week ago he has become increasingly convinced he is wrong about his reference to a "genuine College-wide desire to establish a branch campus." President Kaplowits explained that whereas Senator Pierce and the rest of us thought a week ago that we had a month to work

on this, we all learned on Friday (or whenever we accessed our phonemail) that we have only until tomorrow and, therefore, the operational proposal was preempted by the call of an emergency College Council meeting because a vote is required by the Board.

Senator Pierce said that he really thought that we had a chance to make the proposal one that we could truly support because it would have been one that we developed but the timeline has been changed.

Senator Gitter asked Senator Pierce and Senator Del Castillo and Professor Loewenthal and anyone else directly involved in offering the associate degree in police science at John Jay to help the faculty understand the mission of this College in terms of the education of police cadets and people in law enforcement: is our mission to do training, is it to provide education, is there or is there not a difference between training and education. She said John Jay's relationship with the NYPD is so ambivalent that it makes it an incredibly more complex and difficult issue because we do not know if we want to have the NYPD at John Jay. She asked the members of the Law and Police Science Department to help those of us on the faculty who are struggling with this issue.

Professor Milton Loewenthal (Law, Police Science and Criminal Justice Administration) said that he has been heavily immersed in this issue of the branch campus not of his own will but as his department's representative to the Curriculum Committee and in that capacity he participated with other several other members of his department on a site visit to the police academy in Gurabo, Puerto Rico. He said in his view it is important for the police to go to college to become professionals, with the emphasis on going to college, and that he we should work out an arrangement with the officials of Puerto Rico whereby we give the police cadets 25 credits for their police academy work and then after they become police officers if they want to be promoted to sergeant they would have to complete their associate degree on their own in Puerto Rico at one of the universities there. This is the current relationship between the NYPD and John Jay. He said social workers go to Hunter or to Columbia School of Social Work: they do not go to a welfare department to obtain their college education and degree. We have never been an extension of the police academy, he said.

Professor Loewenthal said that the worse thing that can happen to a liberal arts institution is to get tied up with a police department under the aegis of any kind of governance. Conceptually, therefore, this proposal for a branch campus is very bad. The proposal calls for the police cadets to earn a 64-credit degree in nine months, which means it is the equivalent of a 128-credit baccalaureate degree earned in 18 months, that is, in one and a half years. Furthermore, a huge percentage of the sections will be taught by adjuncts because the interest is in getting the degree done, not in educational values.

Professor Loewenthal said there is also the issue of academic freedom: he said he would not want to teach in this program under any conditions even if no one came down upon him for criticizing, for example, the police academy commandant, because the atmosphere is not the atmosphere of a liberal arts institution, it can not be. The plan is that eventually the college will be taken over by the police academy of Puerto Rico and, he said, he does not want to be involved in helping make that happen because it should be the opposite of what we should be pursuing. Professor Loewenthal said that if we go along with this we may be hooked into repeating this

model with the NYPD and with other police agencies.

Senator Pierce said the model at John Jay resides with the Office of Special Programs. The reality at John Jay in terms of our degree programs, he said, is that an associate degree program, such as the ones we offer, starts out with students taking one or two courses: they then discover they can become educated, they expand their conception of themselves, of who they are and of who they can be, they go on for the associate and baccalaureate degrees, and often go on to do graduate work. He said that the reason the proposal before us is so unacceptable to so many people is that it follows the model used by Special Programs which is a model for non-degree programs: it is a training model.

Senator Pierce added that Professor Loewenthal is absolutely right: historically, when John Jay was using space on the fifth floor of the NYPD Academy, the police recruits were on the first floor and this was temporary because we knew as a college we had to be separate from the police academy. He said that had the administration brought this to the faculty originally none of this would have happened: respectful recognition of the role and obligations of the faculty, of the expertise that resides in the faculty would have led to a completely different situation: had we been told that here is a tremendous opportunity, we need to move quickly, we want you to help us to do so by using your knowledge and experience in developing a proposal that the College can present with pride and that the faculty can honestly support, the faculty would have given it the legitimacy it needs.

Senator Malone said he is concerned about whether or not we can convince the administration to abide by the governance structure of the institution. He said that when the document of October 29 was signed, the entire governance process was violated. He said that at the February 16 College Council meeting President Lynch behaved in an entirely adversarial manner toward whoever spoke, disagreeing or agreeing, commenting, and criticizing the statements of every speaker.

Professor Loewenthal said the branch campus proposal is absolutely lacking in academic standards and that Professor Panzarella reported there is no prospect of Puerto Rico's officials extending the program beyond the current nine months (they extended the Program first from four and a half months to six months and now to nine months but no further extension can be expected).

President Kaplowitz noted that as Senator Litwack pointed out to President Lynch, we had all been assured that the equivalent credits would be for this class of cadets only. She said the chairs voted to support the branch campus with this understanding, the Curriculum Committee voted to approve the creation of a branch campus with this understanding (it was explicitly stated in the documents given to the Curriculum Committee). Now President Lynch is saying the equivalent credit may be extended for subsequent classes of cadets. She said that is changing the rules after people have signed on and is not the way a college should be making such an important decision. She noted that President Lynch wrote to the Law and Police Science Department [Attachment B] pledging that equivalent credit would be for the current class of cadets only because that was a concern of that department. She asked how can we be asked to vote on something the premises of which have shifted so completely from what other groups voted on, including the Curriculum Committee. Professor Loewenthal noted that this was not only in the documents the Curriculum Committee received, but

Provost Wilson told the Curriculum Committee this. She noted that the resolution that the Council of Chairs approved contains two important provisions: that the equivalent credit be for one class of cadets only and that there be termination of the program in two years unless John Jay's governance bodies and the Board of Trustees affirmatively vote to continue the branch campus. She explained that most of the equivalent credit courses are in law and police science and it does not make sense to be helping Puerto Rico create a college of police science if we simply give equivalent credit for what they are already teaching in the police academy and offer primarily liberal arts courses for earned credits, since any college can provide liberal arts courses. What makes us special and presumably what makes us the college that the officials of Puerto Rico have selected to offer the associate degree in police science is our police science and law courses.

Senator Litwack said that it is clear to him after hearing the discussion that there absolutely must be a sunset clause that requires the College Council to approve continuation of the program within two years or else the program dies. There are two reasons for a sunset clause: first, we have all these questions about the academic validity of the program in Puerto Rico and, he said, it is clear to him that the program is going to continue to contain equivalent credit and, in fact, the proposal sent to the Board of Trustees [Attachment C] states on page 28 that each class of cadets will take two (not three) semesters of John Jay taught courses. Therefore, equivalent credits will be given. The point is that if the program does not work out we will know that within two years.

But, Senator Litwack said, there is a more profound reason for a sunset clause: this program is potentially disastrous for John Jay College in terms of resources. He referred the Senate to those pages of the 34-page proposal that discuss the branch campus budget [Attachment C]. He said he does not only mean money: he means the time and energy of the people of this College. The branch campus will make tremendous demands on our people in innumerable ways. He noted that the budget part of the proposal does not include expenditures for the financial aid people that the President talked about earlier in the meeting. And, Senator Litwack added, we are on an economic borderline of profitability as it is and in order to have that profitability we have to replace any full-time people who work at the branch campus with the most inexperienced people we can find to hire.

Senator Litwack said he can not know for sure what the impact of this program will be on John Jay but it could be disastrous and the only way to prevent that from being a constant situation is to have a sunset clause. A sunset clause is also, he said, in order to put pressure on Puerto Rico because if we need more resources to make the program viable (if the revenue from the Pell funds is not sufficient), the government of Puerto Rico will have to provide those additional resources: if they know they will have to provide those resources or we will vote to not continue the program there will be a real possibility that those resources will be provided.

Upon loss of a quorum, the meeting was adjourned at 5:00 PM.

Respectfully submitted,

Edward Davenport  
Recording Secretary

ATTACHMENT A



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

44J West 59th Street, New York, N.Y. 10019

212 237-8000

February 17, 1994

To: President Gerald W. Lynch

From: Professor Karen Kaplowitz  
President, Faculty Senate  
Chair, Council of Chairs

We are writing to communicate to you our understanding and the understanding of our colleagues on the Faculty Senate and the Council of Chairs who attended yesterday's College Council meeting as to what was decided at that meeting.

The College Council decided not to vote on the proposal to establish a branch campus at the police academy in Puerto Rico. In fact, a motion to call the question on the proposal failed and the proposal was never, in fact, voted on. As some speakers explained during the meeting, although they did not want to vote against the establishment of a branch campus they did not feel sufficiently informed to be able to vote for its establishment.

At the very end of the meeting, however, the College Council did vote, and agreed that you could convey to the Board of Trustees, that the College should continue to consider, discuss, and work on the branch campus project for further consideration at the March 16 College Council meeting. You asked the College Council for such a vote so that, as you explained, the Board of Trustees could take action on March 21, conditional on an affirmative vote by our College Council on March 16. As you explained, without such a vote, there would be no chance for a branch campus to be established.

However, it is our understanding that the Board of Trustees' subcommittees usually consider only specific and detailed proposals from a college. Since John Jay College's governance body, the College Council, has not adopted any proposal, much less a specific proposal, we are wondering what you plan to submit for consideration to the Board of Trustees' subcommittees which meet on February 28 and on March 1.

We would like to discuss this situation and to work with you to solve the problems that have been identified and to resolve the unanswered questions that have been raised. We will call your office for an appointment.

**ATTACHMENT B**

**JOHN JAY COLLEGE OF CRIMINAL JUSTICE**

*The City University of New York*

*John Jay Square*

*899 Tenth Avenue*

*New York, N.Y. 10019*

*(212) 237-8600*

*Office of the President*

TO: The Curriculum Committee of the Department of Law,  
Police Science and Criminal Justice Administration

FROM: Gerald W. Lynch, President *GWL*

DATE: February 1, 1994

I understand your concerns and share your commitment to the academic integrity of the College. You have asked that I reaffirm certain academic policy matters related to our proposal to establish a branch campus at the Police Academy in Puerto Rico. In reply to your specific concerns, I would like to reaffirm the following:

1. In response to a request of the Middle States Association and the Police of Puerto Rico, John Jay College of Criminal Justice proposes to establish a branch campus at the Police Academy of the Police of Puerto Rico. The branch campus will offer a program of study leading to the Associate's degree in Police Science. This will be a John Jay College program, meeting all requirements set by John Jay College and with all academic aspects of the program entirely governed by John Jay College. However, the ultimate goal of the program is to enable this branch campus to evolve into an independent, accredited community college. This process of helping the Police Academy of Puerto Rico evolve into an independent community college will be completed within ten years.

2. The curriculum for the first class of 1994 has three parts: (1) Puerto Rico Police Academy program for 25 equivalent credits, (2) a fifteen week semester for 18 earned credits. The equivalent credit component is only for the first class of 1994. Its purpose is to facilitate the immediate start-up of the program. Subsequent classes will have a program based entirely on earned credits.

3. There will be one full-time faculty member for each academic Department offering courses on the branch campus in Puerto Rico. The full-time faculty member will teach some classes and will also act as liaison to the main campus academic Department, will serve as mentor to new adjunct faculty members, and will do all that is necessary to monitor and maintain high academic standards in all classes offered by the respective academic Department.

## ATTACHMENT C

The grounds and the buildings are attractive and extremely well maintained. Ongoing maintenance will be the responsibility of the Police Department at no cost to John Jay College of Criminal Justice.

### FINANCIAL IMPLICATIONS

#### Five Year Estimate Of Expenditures

##### A. Assumptions

- o 900 students per class
- o Each class takes 2 semesters of JJC-taught courses
- o Each student take 6 courses one semester; 7 courses the other
- o Over two semesters, JJC must mount 364 sections (5 skills courses at 25 students per section require 180 sections and 8 content courses at 40 students per section require 184 sections)
- o For the "average" semester, 182 sections are mounted
- o JJC mounts 3 semesters per year
- o Instructors will be paid on the average \$2,350 per course (This is the estimated average rate. JJC will also provide 13 full time faculty each semester who will be replaced by substitutes at the home campus)
- o 14% fringe benefit cost for all personnel
- o 3 full time staff in Puerto Rico (One JJC full time faculty as Director to be replaced by a substitute at the home campus; \$12,000 housing and \$1,200 travel costs per year)

ATTACHMENT C (cont)

B. First Year Expenditures

o 3 semesters x 182 sections/semester - 546 sections

Variable Costs

Instructor Salaries - 546 x \$2,350	-	\$1,283,100
Minus Sections Taught By FT Faculty		
13 X 3.5 X 2,350	-	-106,925
		-----
		\$1,176,175
Instructor Fringe Benefits at 14%	=	164,665
Housing visiting faculty 13 x 12,000	=	156,000
Evaluation/Supervisory/Visits (15 at 2 days/visit and 2 visits each semester for 3 semesters @ \$700 per person air & per diem per visit)	=	63,000
Financial Aid/Registration visits (4 x 5 days/semester for 3 semesters @ \$1150 per person air & per diem)	=	13,800
Translation Services @ 15,000 per semester	-	45,000
Academic Support (\$350 per section x 546 sections)	-	191,100
Library Matching Funds	-	75,000
<b>TOTAL VARIABLE COSTS</b>	-	<b>1,884,740</b>

Fixed Costs

Substitutes for FT Faculty at PR (13 X 30,000)	-	390,000
Adjunct replacements (full released time for Director in PR and 1/2 released time for coordinator at home campus)	-	26,250

ATTACHMENT C (cont)

Salaries (2 PR Resident FT staff)	-	60,000
Fringe Benefits at 14%	-	66,675
Housing - Director	=	12,000
Travel - Director	-	1,200
TOTAL FIXED COSTS	-	556,125
TOTAL COSTS FIRST YEAR	-	2,440,865

B. Second, Third, Fourth, and Fifth Year

546 sections each year as in year 1  
5% inflation adjustment each year for  
all costs

Year 2	-	2,562,908
Year 3	-	2,691,054
Year 4	=	2,825,606
Year 5	=	2,966,887
Total Costs (5 years)	-	13,487,319

Revenue Estimates

Assumptions

- o 900 students per class
- o Each class attends two JJC semesters
- o JJC schedules three semesters each year
- o \$2,525 tuition per student - N.Y. State Non-resident/  
full time matriculated rate for "new" CUNY students
- o Waiver Pool at value of Facilities and  
services provided by the Commonwealth = 4,023,000  
per year
- o No tuition rate change
- o No increase in value of Waiver Pool

**ATTACHMENT C (cont)**

- 2 staff to be hired in Puerto Rico - no housing or travel costs)
- o 60 person-days of program supervision and oversight by JJC faculty per semester (15 faculty make two visits of two days each during each semester)
  - o Housing Costs for full time Director and visiting full time teaching faculty = \$1,000 per month
  - o 4 visiting JJC staff for financial aid/registration work for one week prior to each semester
  - o Translation expenses (simultaneous to support classroom evaluation/supervisory work and personnel to assist in recruiting, financial aid, registration, and other support matters; at \$200/day x 75 days/semester = \$15,000 per semester)
  - o Per diem expenses for short term visiting staff = \$150 per day
  - o Air fare to Puerto Rico = \$400 per round trip
  - o \$350 per section for: academic support including academic advising, counseling, and tutoring; faculty development; and, registration support
  - o Funds to strengthen Library Collection - \$25,000 each semester
  - o All facilities and equipment provided and maintained, and all supplies provided, by the Police Department of the Commonwealth of Puerto Rico at no cost to JJC/CUNY

Revenue Estimates For Each Year

Year One	-	2,794,500
Year Two	-	2,794,500
Year Three	-	2,794,500
Year Four	-	2,794,500
Year Five	-	2,794,500
Total Revenue	-	13,972,500

Tuition collected is estimated to be the only source of revenue to support the expenses of this program

**TUITION, FEES, AND FINANCIAL AID**

Based upon past experience at the Academy for Police Sciences, it is anticipated that at least 90% of the branch campus students will be eligible for full Pell grants. All applications will be processed under the supervision of the Director of Financial Aid of John Jay College.

The tuition rate will be the non-resident full time matriculated student rate of \$2,525.00 per semester. The College proposes that a Waiver Pool of funds be established in recognition of the value of the costs of in-kind services being provided by the Police Department of the Commonwealth of Puerto Rico.

The Police Department of Puerto Rico has agreed to assume the cost of the application fees. A request has been made to waive the Accelerated Student Fee so that students can maximize the opportunity to earn credit without penalty. A request has also been made to waive the Student Activity Fee since the John Jay