

FACULTY SENATE MINUTES #106

John Jay College of Criminal Justice

April 28, 1994

3:15 PM

Room 630 T

Present (26): Yahya Affinnih, Michael Blitz, Janice Bockmeyer, Orlanda Brugnola, Edward Davenport, Jane Davenport, Peter DeForest, Kojo Dei, Robert DeLucia, Elisabeth Gitter, Robert Grappone, Lee Jenkins, Karen Kaplowitz, Gavin Lewis, Tom Litwack, Barry Luby, James Malone, Peter Manuel, Jill Norgren, Bruce Pierce, Charles Reid, Ronald Reisner, Vilma Santiago-Irizarry, Chris Suggs, Agnes Wieschenberg, Bessie Wright

Absent (12): Arvind Agarwal, James Bowen, Warren Burdine, Vincent Del Castillo, P. J. Gibson, Lou Guinta, Holly Hill, Laurence Holder, Andrew Karmen, Peter Shenkin, Davidson Umeh, Rafael Ventura-Rosa

AGENDA

1. Announcements from the chair
2. Approval of Minutes #105 of the April 11 meeting
3. Update on the Senate's efforts to have JJ's budget increased
4. Election of Senate representatives to the College Council
5. Proposed resolution on Library book acquisitions
6. Proposed amendment of the John Jay Charter regarding the budget process
7. Proposed resolution that the Senate sponsor a conference on criminal justice education

1. Announcements from the chair [Attachment A]

President Kaplowitz reported that the search committee for dean of undergraduate studies has decided that the reopened search will most probably have to be extended until the fall because there is not sufficient time this semester to interview candidates and to then bring finalists to the campus to meet the community. If this is the committee's decision, the first round of interviews will be in early fall and the target date for the permanent dean to start will be moved from September until February. Also, a new member of the

committee has been added: Professor Dorothy Schulz (Law, Police science, and CJ Adm): upon the search having been reopened, President Lynch acted upon the recommendations of the Faculty Senate and of the Department of Law, Police Science and CJ Adm that a representative of that department be appointed to the committee. The department chair was asked to recommend a member of his department for appointment.

President Kaplowitz reported that the Senate's Better Teaching Seminar on using the Internet for teaching and research, excellently presented the previous day by Professors Janice Dunham, Katherine Killoran, and Bonnie Nelson, was extremely well attended. Senator Norgren said that one of her graduating students attended it with her and thought it was fabulous and had not previously known that the Library has Internet workstations for students and faculty. Senator Grappone explained that three Internet workstations are in the Library. Senator Jane Davenport, noting that Professor Nelson had come to the Senate in December with Computer Director Peter Barnett and Microcomputer Director Mary Koonmen to make a presentation about the reasons it is vital for the College to become networked, reported that the fiber optic cable that they had told the Senate is crucial for a network has, in fact, been installed today. President Kaplowitz called that wonderful news and added that she had been asked to convey thanks to the Senate for having provided a forum about the network issue.

She also reported a discussion at yesterday's Better Teaching Seminar about the lack of an e-mail directory of John Jay faculty and staff. (One cannot send an e-mail message unless one knows a person's e-mail address.) She suggested that the Senate publish such a directory. The Senate agreed and directed the Senate's executive committee to send a letter inviting those who want to be included in the directory to send their e-mail address. A September publication date was decided.

Many faculty have called to thank the Senate for sponsoring the excellent Better Teaching Seminar on disruptive student behavior that was presented at the beginning of the week by Professors Robert DeLucia, Suzanne Iasenza and Rubie Malone. More and more faculty are reporting problems of disruptive student behavior in the classroom. Also, many faculty have called to thank the Senate for issuing, with the Council of Chairs, the letter containing the relevant section of the JJ Student Handbook and had said that the letter had been extremely helpful: many appended it to their syllabi or distributed it as a handout to their students.

President Lynch has accepted the Senate's invitation and will come to the Senate's all-day meeting on Friday, May 13. Provost Wilson has also agreed to come to the Senate later that day.

John Jay has just received an additional \$550,000 for having increased its enrollment this year. All CUNY colleges were told they must increase enrollment by 2.5 percent and that revenues generated by increased student enrollment will be allocated to them.

80th Street has issued a Request for Funding Proposals (RFP) to faculty who are interested in developing and presenting University-wide faculty development seminars (which are semester-long) or faculty development colloquia (which are either day-long or half-day events). Copies of the proposal call letter were distributed to the Senate. A RFP has also been issued by 80th Street for funding to establish institutes and centers. Three proposals were developed by faculty, independently of the call letter, for centers on racism and anti-semitism; crime and politics; and dispute resolution.

2. Approval of Minutes #105 of the April 11 meeting

Minutes #105 of the Benate meeting of April 11, 1994, were approved.

3. Update on the Senate's efforts to increase John Jay's budget
[Attachment B, C]

President Kaplowitz distributed copies of a letter from Vice Chancellor Rothbard [Attachment B] that she received just minutes prior to today's Senate meeting: the letter is a response to the Senate's letter of March 31 to Vice Chancellor Rothbard.

Benator Litwack said because he seeing the letter for the first time he can give only reflexive comments but it is clearly a very respectful letter. He said Vice Chancellor Rothbard is acknowledging that the Faculty Senate is thinking about the issue with great seriousness but, of course, he does not say that he will do what we argued should be done for John Jay. And, in fact, in the penultimate paragraph he says very clearly, although in diplomatic language, that political factors are very important in making these allocations.

Senator Litwack said he thinks we should send a response to the letter and he asked the Senate to again authorize the Senate's Fiscal Advisory Committee to send a letter to Vice Chancellor Rothbard because the point that must be made in response is very simple and relates to what we discussed with Vice Chancellor Rothbard when he came to our Senate meeting in December at our invitation: as people retire from Brooklyn and Queens and from other colleges that are more generously funded than John Jay, we have to be given those lines. No one has to be fired in order for John Jay to get lines but as lines attrit through various ways, such as retirements, we should be given those lines. A motion was made and carried authorizing the Senate's Fiscal Committee to write a response on behalf of the Faculty Senate [Attachment C].

Senator Norgren said we cannot let up the pressure on 80th Street and we have to constantly ask our administration to lobby as hard as possible. She said although many departments at Brooklyn College, for example, are understaffed as the result of early retirements, at the same time the faculty there get professional opportunities that we do not. She said that she learned from a colleague in political science at Brooklyn that their new faculty hires are receiving a released teaching load for at least the first semester in order to facilitate their getting research under way. She said these are the kinds of examples we should be collecting through conversations with our colleagues at other CUNY colleges.

Benator Suggs said that in our communications with 80th Street we must keep before them the local problem that we have: if the University is going to require of us, and rightly so, long-range academic planning and if we are supposed to respond to changes in the city and to changes in the disciplines of criminal justice, a field open for redefinition, we cannot plan to hire, and we cannot create new programs with the budget deficit we have. Vice Chancellor Rothbard's letter does not at all address how we are supposed to meet the University's demands for the kind of academic vigor that they want: we can't be underfunded and still be held responsible for the outcomes. We have to keep that fact in front of them.

Benator Malone expressed concern that Senator Litwack's

proposed response about retirement lines being reallocated by the University will open up the possibility of not only Brooklyn's and Queens' retirement lines being taken by 80th Street for reallocation but John Jay's lines as well when lines become vacant through retirements by our faculty. He said that we need to be careful about how we propose to get more lines.

Senator Litwack responded by saying that there is another way of getting lines: if the State is providing new lines to CUNY, then John Jay should get the bulk of the new lines, and colleges such as Brooklyn and Queens, for example, should get none or very few. Senator Malone said that would be the best way for us to get additional lines. President Kaplowite said that money for new faculty lines is in CUNY's budget request and is in the Governor's Executive Budget but the State legislature still has not acted and is now more than a month late with the budget. Senator Malone said it is imperative that the faculty speak with one voice about issues crucial to our students and to our college.

Senator Litwack said that our response to Vice Chancellor Rothbard could state that the ideal way for John Jay's situation to be ameliorated would be through the allocation of new lines but that as a last resort retirement lines should be given to us. Senator Litwack said we have to again point out that our students are being harmed and are being treated in an inequitable way and that even a last resort is better than not correcting a situation that unfairly harms our students. He recalled that when Vice Chancellor Rothbard met with the Senate, he did say that his Office is authorized to reallocate lines. Senator Litwack said that in our response we should raise the issue of retirement lines because by doing so we increase the pressure on 80th Street to give us any new lines that CUNY may receive from the State.

President Kaplowite suggested that we consider inviting a member of the Board of Trustees to a Senate meeting in the Fall to discuss John Jay's resource needs if our efforts are not successful.

Senator Pierce said we should invite all the players to John Jay to be in the same room together: trustees, politicians, President Lynch, Vice Chancellor Rothbard, the Senate. He said as a College we have taken the opposite approach: we scattershot, we piecemeal, and we go in circles. He said we should put the Manhattan, Queens, and other delegations and the Assemblyman Seabrooks of the world together and host a meeting on May 13, instead of the Senate's all-day meeting scheduled for that day, and make it another kind of meeting, at which we say that the criminal justice issue, the crime issue, is the number one issue in the country and we ask all of you legislators and all of you alumni to help us because we are desperate about our lack of resources for everything we need at this College.

Senator Pierce noted that DePaul University has just received \$32 million to study violence in Chicago: someone in Chicago looked at the crack vials and looked at the crime and said it is politically important to study this and it happened there. He said we consistently run away from our strength as a College. He spoke of the extreme disappointment he felt today upon reading Vice Chancellor Rothbard's letter.

President Kaplowitz responded by noting an item on today's agenda: a proposal from the executive committee that the Senate sponsor a conference on criminal justice education to which people like Assemblyman Seabrook (a John Jay alumnus), CUNY trustees, and scholars and practitioners would come because criminal justice

education is both an important educational issue and an important public policy issue. But this, she said, will require a lot planning and will take time to organize.

Senator Pierce said he does not think we would have problems making such an event as he is suggesting happen. He said that the Faculty Senate, which brilliantly tackles issue after issue after issue, can invite key people to a meeting two weeks from now and say that we are a college in crisis in terms of the most basic things, like library books and faculty lines, and we need your help now. We should send out telegrams, tell these people that we all vote, tell them that we have 15,000 alumni in the system, and that we would like to see them: they clear calendars for issues that they know are important. We would not get everybody but they will send their representatives and in the last analysis they will finally see us differently from the other colleges. He said now is the window of opportunity because of the focus on crime issues at this moment.

Senator Norgren agreed that this is a window of opportunity because the crime bill is being debated now and we know how faddish politics are and how times change. She said she does not see any conflict between what Senator Pierce is proposing and the conference that the executive committee is proposing. The conference is an intellectual forum at which we would educate ourselves and others in public. But President Clinton and the nation might focus on something other than crime next year. If the crime bill goes through, the feeling may be that that issue has been done.

Senator Litwack said that Senator Pierce may ultimately be right but that what he is proposing requires a political strategy because Vice Chancellor Rothbard is saying in his letter that political factors are certainly important. Senator Litwack agreed that we have to move in that direction but said it requires a well thought-out plan and a carefully developed strategy. But we should definitely think in those directions.

President Kaplowitz said she thinks the most important aspect of Vice Chancellor Rothbard's letter is that he cc'd his letter to Chancellor Reynolds. Vice Chancellor Rothbard's first letter to us with his analysis of the reasons for the difference in funding between John Jay and Lehman, which we requested when he came to the Benate in December, was not copied to the Chancellor. That first letter was copied to Deputy Chancellor Mucciolo, to Budget Director Brabham, and to President Lynch. Today's letter is copied to them and also to Chancellor Reynolds. She said she thinks that the letter sent by the Senate is being taken very seriously, indeed, or he would not have copied Chancellor Reynolds. And we will, of course, similarly send the Chancellor a copy of our response.

She said, furthermore, that we should not necessarily be discouraged by Vice Chancellor Rothbard's letter: she said that Vice Chancellor Rothbard had to write the letter he wrote even if he agrees with us completely and even if he plans to act as we want him to. If he had written the letter that we are longing for, before he makes the budget allocations, he would be attacked by one college president after another who would try to dissuade him and Chancellor Reynolds from acting on such a decision. But if he reveals the decision to fund John Jay more equitably in the budget allocation document that is sent to all the presidents then it will be a fait accompli and subject to less political pressure because the reallocation of lines would be announced in a public document.

What the Senate has done that is important, President Kaplowitz

said, is that we have made the budget issue public. Vice Chancellor Rothbard sees, and Chancellor Reynolds sees, that the Senate is committed to getting fair funding for John Jay and they realize we would have a very sympathetic audience with politicians and with the media if we do not get a satisfactory response. Upon making the budget allocation, which will happen as soon as the legislature passes a budget, Vice Chancellor Rothbard and Chancellor Reynolds will be giving a public answer to the issue we have publicly raised.

She recalled that when she, on behalf of the Senate, and Professor Carol Groneman, on behalf of the Council of Chairs, testified about John Jay's budget situation at the Board of Trustees in March, in the context of the full-time faculty that 80th Street expected would staff the branch campus, Trustee William Howard, the chair of the Board's fiscal affairs committee, expressed outrage at what we reported: that 53 percent of our course sections are taught by adjunct faculty despite a Board of Trustees policy that no more than 30 percent of sections be adjunct taught at the senior colleges.

For all these reasons, she does not think it would be politically wise to issue a call to politicians and trustees to attend a meeting just before the budget allocations are made: if after having made our case to Vice Chancellor Rothbard at the Faculty Senate in December, if after having written to him in March and again now, and if after having given public testimony to the Board of Trustees, at which Vice Chancellor Rothbard was present, we do not have a fairer allocation of lines from 80th Street then at that point we should develop a political action strategy with those facts as part of the presentation. But to do it now when we may undermine the relationship we have established with Vice Chancellor Rothbard does not seem advisable.

Saying that she agrees completely with Senator Pierce that John Jay has been underfunded and unfairly treated for 20 years, President Kaplowite noted that the Faculty Senate, which has existed for only eight years, took up this issue only last year, when the Senate responded to the Goldstein Report with a resolution to the Chancellor and to the Board of Trustees decrying our historic underfunding. And it was not until this year, when we invited Vice Chancellor Rothbard to the Senate and then sent the extremely sophisticated budget analysis that Senator Litwack developed, have we really taken up the issue. She said that although we as faculty may be angry and may be living with 20 years of anger, as many of us are, the Senate as a body should put its decisions in the context of the relatively short time that this has been on the Senate's agenda.

What is also important, President Raplowite said, is what is done internally, how the money and lines that we do get are allocated. Once the budget allocation is made, the issue is how the money is allocated internally. This issue is on today's agenda in the form of a proposed way of improving the faculty's role in the budget process. The issue of internal allocation is also on today's agenda with respect to the underfunding of our Library.

Senator Suggs commended Senator Litwack's planned response to Vice Chancellor Rothbard. He also praised the notion of a conference on criminal justice education saying it is an excellent idea because this is not a criminal justice question that we are dealing with but rather an education question. We should have a conference on criminal justice education to which we invite the political people and as the wrap-up for that we should schedule a session at the end of the conference just for those of us from John Jay to meet with just the political people and say now let us talk about criminal

justice education right here at John Jay and what it costs and what needs to be done.

Senator Litwack said he agrees with President Kaplowite that we should first see whether Vice Chancellor Rothbard takes the action we have argued for and we can not know that until the College receives its budget allocation from 80th Street. So, he said, the Fiscal Advisory Committee will prepare and send a response to Vice Chancellor Rothbard's latest letter as the Senate has just authorized it to do. If our efforts prove to be unsuccessful, then the Senate can decide the next course or courses of action.

4. Election of Faculty Senate representatives to the College Council from among the 1994-95 at-large Senate representatives

The College Charter provides that the Faculty Senate may elect up to eight of its at-large representatives to serve on the College Council. Five faculty elected as at-large representatives on the 1994-95 Faculty Senate were nominated to serve as Faculty Senate representatives to the 1994-95 College Council and, through a secret ballot, were elected: Orlanda Brugnola, Karen Kaplowitz, James Malone, Edward Shaughnessy, and Bessie Wright.

5. Proposed resolution on Library acquisitions [Attachment D, E]

Last semester, at the Senate's October 25 meeting, Senator Norgren raised the issue of the Library budget. Senator Morgren had reported that as a member of the Committee on the Library, which is a College Council committee, she had learned that the Library does not this year have a book acquisition budget, that is it does not have sufficient tax levy monies to purchase new books.

Senator Norgren also reported that in response to that situation, the Library Committee had passed a resolution calling on the College administration to supplement the Library budget with an additional \$40,000, for book acquisitions, and sent the resolution to President Lynch and to Provost Wilson. The Senate, hearing her report, voted unanimously to endorse that resolution and transmitted that action in writing to the President and Provost on October 25.

This item is on today's agenda because neither the Senate nor the Library Committee has to date received a response and, more importantly, the budget of the Library has not been supplemented. No additional monies have been allocated for the purchase of new books.

The following proposed resolution from the Senate Executive Committee was presented: Resolved, That the Faculty Senate place on the agenda of the May 16 College Council meeting its recommendation that at least \$40,000 be allocated this academic year to the Library for the purchase of books. The motion was seconded.

Senator Jane Davenport provided an excerpt of a memorandum sent to Provost Wilson by the acting chief librarian as well as charts that show the Library's severe budget situation [Attachment D].

Senator Grappone distributed a printout of several CUNY+ catalog entries to give a picture of the book acquisition situation. The catalog entry for a 1993 book on community policing has the notation: "Status: In Pre-Order Process. To be ordered when funds are

available." He said this notation is so students will know that the book would be in the Library if money were provided to purchase them. Another entry was for a 1993 book on air terrorism which is also in a pre-order status and also has the notation "To be ordered when funds are available." What is also noteworthy, he said, is that because this is the CUNY+ catalog, and not just the John Jay catalog, the next listing shows that this book is owned by City College and is sitting on CCNY's library shelf right now. He remarked that with our special mission we, too, should have that book. He said there are many, many similar examples he could provide and called this an embarrassing situation. He also distributed a printout of a CUNY+ catalog search for books on Dominican-Americans, a listing of 14 books published in 1991-1993 and owned by CUNY libraries, but not one of those books, as seen on the printout, is owned by John Jay. He said that students daily ask the library faculty why title after title in the CUNY+ catalog is not in John Jay's Library.

Senator Grappone also distributed a fact sheet [Attachment E] to show that the problem is not only a lack of money to purchase books but that there is not money for sufficient staffing of the Library: the comparative data between 1987/88 and this year show that the student population at John Jay increased by 37 percent while at the same time the total Library budget decreased by 27 percent. At the same time the Library has increased the hours it is open at night and on the weekends. He revealed that right now there are 4,000 unshelved books and no staff (student aides or anyone else) to shelve them and as a result students cannot find the books we do own because they are not on the shelves. In addition, library classes have had to be limited: during the last couple of weeks alone he has had to turn down faculty who wanted their classes to receive library instruction because he has not had library faculty available to teach those classes because of understaffing. The underfunding is resulting in an insufficient number of librarians, college assistants, and other staff. Senator Grappone explained that as the student enrollment has increased, the college administration has increased the number of course sections, has begun scheduling courses during the 3:15 club period, but has not provided the funding needed by the Library to serve those additional students.

Senator Grappone said he does want the Senate to know that the Library faculty requested a meeting with the Provost and at that meeting, which was a few days ago, the Provost had been very sympathetic to the issues and problems that were presented and said that he will do everything he possibly can to help improve the Library's budget situation.

Senator Gitter said that this is the time when we really have to take Senator Malone's words to heart and come together as a faculty and to say with one voice that this not just a problem but rather it is a crisis, an emergency. She gave an example: our library owns only one title from among the long list of books by Norval Morris, the eminent legal scholar to whom we gave an honorary degree and who was a speaker here in February as part of our criminal justice and humanities series. Senator Gitter said the faculty must be prepared to say that Library books is the number one funding priority.

Senator Litwack said the issue is going to be: where does the money come from. The answer, he said, is that it should come from the President's soft money account. He explained that it should not come from the Provost's soft money account which is used to supplement the academic budget, and it should not come from the adjunct budget. We should pass a resolution saying that a certain amount of money for the Library should come from the President's soft

money account unless he details for us an expenditure of those funds and can show why those expenditures are even more important for the college than having books in the Library.

Senator Norgren said that we had a resolution on Library book acquisitions that we sent in October to the President and the Provost. When President Lynch came to the Senate in February and she asked him about this, he said he is not aware of having seen such a resolution. She said that we need to organize within John Jay to get the Library properly funded: we need to go to our colleagues, to our chairs, and get them to write letters and organize. Either we are an academic, intellectual institution or we are not. Either the faculty are assigning books or not, are using books to prepare lectures or not. She said she knows that many faculty are reaching deep into their own pockets to purchase books that should be in the Library. This becomes a union issue: our salary decreased this year because many of us have been buying books both to lend to students, to put on reserve, and to use ourselves to prepare our classes.

A question was raised about the \$550,000 that 80th Street has allocated to John Jay for overenrollments. Senator Jane Davenport said that money was already spent earlier in the year because it was known that we would be receiving it. Senator Norgren pointed out that we sent our resolution in October, early enough in the year that it wouldn't have all been spent: some of that anticipated \$550,000 should have been allocated to the Library for books.

Senator Norgren said that the administration's job is to find the resources for the essential needs of a college and as an academic she knows that a college can not be run without books. She said it is not up to us to say where the money should come from: administrators are paid to find ways to supply the essentials such as library books. Books that are not purchased when published are often not available later on. Senator Litwack explained that he wants to make sure that the President doesn't fund the Library from the adjunct budget.

Senator Malone spoke in support of the motion to place this issue on the college Council agenda, saying it is absolutely the course of action we should take. Senator Gitter also spoke in support, recounting the anger she felt when she read the documents about the Library budget that were attached to today's agenda. The motion: Resolved: That the Faculty Senate place on the agenda of the May 16 College Council meeting its recommendation that at least \$40,000 be allocated this academia year to the Library for the purchase of books was adopted by unanimous vote.

Senator Norgren said that earlier in the meeting people spoke about the need to have lead time to plan a political action: she said we do not need time or planning: we already have the documents and issue right before us: funding for the Library. Senator Suggs said that we should plan a political action with our students in the fall if the Library budget is still not sufficient.

8. New business

Senator Norgren reported that the previous day one of her students, a New York City police officer with a 3.9 GPA and a 151 on the LSAT, which she characterized as not a brilliant score but a respectable score, interviewed at a law school. The law school interviewer told him that a 3.9 GPA from John Jay is meaningless. Senator Gitter and Senator Malone said that their students had had

similar experiences.

Senator Gitter said she has talked to people in law school admission offices and they explained that they have a formula, a profile, for all the colleges, which correlates over time the grades of students from each college with the LSAT scores of students from those colleges. Admission officers discount the grades of those students who come from colleges whose profile shows LSAT scores to be out of sync with grade point averages. The result is that a 3.9 GPA from John Jay is meaningless. She explained that John Jay is one of a group of colleges whose grades do not count. Asked whether the administration is aware of this, Senator Gitter said she has discussed this with some members of the administration. President Kaplowitz said that our faculty have to know this, especially faculty who think that by giving A's and B's they are helping students. Senator Gitter said that the best way to fix this situation is to help students improve their LSAT scores.

Senator Norgren said we are admitting a very large number of students, and a large number of those students think that in four years they will be ready for law school and they are not. She agreed with President Kaplowitz that faculty must give accurate grades: students are being given a false sense of their abilities because they believe the grades that they are getting. Senator Malone agreed saying we are not being honest with our students and we are not helping them when we give them an inaccurate assessment of their skills and knowledge. He called it intellectually and professionally dishonest for us to do so. He said there is no reason for students to improve their skills or their study habits or to devote more time to their studies if what they are doing is generating good grades.

Senator Santiago-Irizarry said that there definitely is an expectation on the part of John Jay students that they will all get very high grades whether their reading, writing, or thinking skills enable them to truly earn such grades. Asked whether as a junior member of the faculty, she has felt pressured by her students to give high grades even if such grades were not deserved, Senator Santiago-Irizarry said she definitely felt pressured and said she knows there is tremendous grade inflation here. Senator Norgren asked whether she saw more underprepared, underskilled students than she had expected when she began teaching here in September. Senator Santiago-Irizarry said she absolutely did. She said she was particularly surprised at students' lack of preparation for a legal career, because the students think that they are prepared. Senator Suggs said we are seeing the result of all the years that we have driven up the enrollment through the associate degree programs.

President Kaplowitz suggested that issues of academic standards and retention, and of academic success in terms of graduation rates and of success in gaining admission to graduate and law school, be a major focus of the Senate's agenda next year. And these issues are, of course, inextricably related to the issue of the budget.

Upon a motion to adjourn, the meeting ended at 5:00 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary

ATTACHMENT A

Announcements from the chair

At-large representatives elected to 1994-95 Faculty Senate

On April 20, the Faculty Elections Committee counted the ballots for the election of at-large representatives to the 1994-95 Faculty Senate. The following representatives of the full-time faculty were elected by the full-time faculty:

Michael Blitz (English)
Jane Davenport (Library)
Peter DeForest (Science)
Robert DeLucia (Counseling & Student Life)
P.J. Gibson (English)
Elisabeth Gitter (English/TSP)
Lou Guinta (Communication Skills)
Karen Kaplowitz (English)
Tom Litwack (Psychology)
James Malone (Counseling & Student Life)
Jill Norgren (Government)
Edward Shaughnessy (Sociology)
Bessie Wright (SEEK)

The following representatives of the adjunct faculty were elected by the adjunct faculty:

Orlanda Brugnola (Art, Music, Philosophy)
Arlene Geiger (Public Management)

The first meeting of the 1994-95 Senate is Tuesday, May 24.

March 16 College Council

The Council approved changes in the Graduate Bulletin and also nominated faculty for election to the three at-large seats on the College P&B Committee.

The Council also approved the formal establishment of John Jay's Institute for Criminal Justice Ethics: this Institute, which is directed by Professor John Kleinig and which publishes the journal Criminal Justice Ethics, was established at John Jay in 1981, but the College recently learned that its establishment had not been approved by the Board of Trustees because the necessary paperwork had not been sent to 80th Street by the College. For an Institute to be formally established, the College Council and then the Board of Trustees must affirmatively act on the proposal.

April 16 College Council

The proposed Council meeting schedule for next year was approved provisionally and may be amended until June 30.

Nominations were made for College Council committees: ballots will be cast at the May meeting.

President Lynch informed the Council that past practice will continue whereby an amendment to the College Charter takes effect as soon as it is approved, without waiting for action by the Board of Trustees because such submissions generally take place only once a year at the end of the academic year: therefore, the amendment ending term limitations is now in effect for election to the College Council and College Council committees.

The discussion about whether to have a smoke-free environment was tabled until such time that the College can provide space for those who wish to smoke while at the College.

April 19 Council of Chairs

A proposed amendment of the College Charter developed by the Budget Planning Committee was endorsed by unanimous and will be sent to the Senate for its endorsement and then to the College Council for action. The proposed amendment formalizes the budget process in several ways and establishes a mechanism for internal allocation of the budget,

Provost Basil Wilson met with the Chairs. He confirmed that faculty will be paid for working registration on non-contractual days, Coordinators and department Chairs are to be at registration when juniors and seniors register, which will be on consecutive days. He said enrollment should rise by 2.5 percent in the fall and acknowledged that insufficient classroom and faculty office space are critical issues. In answer to a question about Phase II, he said that architectural plans for Phase II were developed when the plans for Phase I were drawn up.

The Provost said he approves the restoration of long-distance telephone lines for faculty.

Provost Wilson agreed to Professor Ned Benton's request for a copy of the branch campus budget and reported that there is an anticipated margin of \$37,000 between income and expenditure. The first semester for the next class of cadets will more or less coincide with the beginning of our spring semester.

We reported that 80th Street has issued a call for funding proposals for institutes and centers and also for CUNY-wide faculty development seminars and colloquia.

April 19 University Faculty Senate

Chancellor Reynolds reported great lassitude on the part of the NYS legislature in its budget deliberations. The city has reduced the community college non-teaching severance target from 208 to 122 because of the case CUNY presented. She praised the incorporation by several colleges of international studies into their core curriculum and reported on international programs created by John Jay (Gurabo, Puerto Rico), Baruch (St. Petersburg, Russia), CCNY (Austria), and York, and urged that more such opportunities be developed.

Asked to identify CUNY's funding priorities, the Chancellor listed three: new full-time faculty, library infrastructure, and compliance with the Americans with Disabilities Act (ADA).

The UFS approved a "vision statement" about CUNY and its mission and also passed a resolution that the UFS "assume a continuing responsibility for the implementation of the articulation policy" of CUNY.

Dispute Resolution Consortium awarded additional \$200,000 grant

A planning grant from the Hewlett Foundation was given last year to CUNY for the development of a CUNY Dispute Resolution Consortium. The Consortium's steering committee is chaired by Professor Maria Volpe (JJ/Sociology), who is the project director, and includes Professor Lou Guinta (JJ/Communication Skills). The group this week received an additional grant of \$200,000 from the Hewlett Foundation to continue its work over the next two years.

P&B at-large representatives elected

Professors Rubie Malone (SEEK), Bonnie Nelson (Library), and Carolyn Tricomi (Counseling & Student Life) were elected to be the at-large representatives to the 1994-95 College Personnel & Budget Committee. Each received the requisite 40 percent of the ballots cast by the faculty. The ballots were counted by the Faculty Elections Committee chaired by Professor Katherine Killoran.

April 19 Committee on Graduate Studies

Acting Dean Kobilinsky discussed the possibility that CRJ 757.01 (The Police and the Community) will be offered at the NYC Police Academy. The Committee voted to support further changes in the College's policy on plagiarism developed by the Standards Committee, for submission to the College Council.

The Committee unanimously approved a motion that faculty be compensated for supervising and/or preparing students to write Master's Level Theses. The Acting Dean is to discuss this with the Provost.

A proposed change in the process for appealing a final grade was approved: if the full subcommittee of the Committee on Graduate Studies is unanimous, the decision is final: this proposed change will be sent to the College Council for action. The Committee approved a new course on the American jury and conducted a first reading of proposals for a public administration course on fraud, abuse, waste and corruption, and also for a course on current macro-economic problems.

April 22 Council of Governance Leaders

The Council, comprised of college senate leaders and the UFS executive committee, met at John Jay on April 22. The meeting was devoted to budget issues. Vice Chancellor for Budget Richard Rothbard met with the Council.

April 22 Undergraduate Academic Standards Committee

The Committee approved the following motion: Resolved: that the members of the Standards Committee receive all the data and documents on student admissions, retention, and grades (as currently received by the [department] chairs) generated from the Registrar's Office for both the John Jay New York and Puerto Rico campuses.

The Committee also approved the following motion: Resolved, the Undergraduate Academic Standards Committee, which is charged with overseeing academic standards and policies, fully supports the education of current and future criminal justice practitioners, and calls upon the President of the College to henceforth commit John Jay College to offering or establishing credit-bearing courses and/or degree programs only after full and timely consultation with and approval by the faculty, and appropriate John Jay College of Criminal Justice governance bodies.

The Committee discussed the need for establishing criteria with regard to equivalent credits at such programs as the Gurabo branch campus and approved a motion calling for the circulation of documents about establishing educational standards and conducting evaluations of John Jay programs and of our external programs.

Make-up exam policies and the procedures for proctoring make-up exams were discussed and the Committee decided to ascertain how other CUNY colleges resolve the issues involved and what limitations, if any, are imposed by 80th Street and/or by Board policy.

The Committee discussed the John Jay policy which permits associate degree students who have completed 12 credits with a 2.0 GPA to transfer into the baccalaureate degree program. It was agreed that the Faculty Senate/Council of Chairs report on the associate degree program, written by Professor Dorothy Bracey, would be circulated to the committee members before the next meeting and that additional information about the policies of other CUNY colleges which have both associate and baccalaureate programs would be provided to the Committee.

11 faculty teaching on substitute lines this semester

Warren Burdine: Sub. Asst. Professor - Speech & Theater
Holly Clark: Sub. Instructor - Public Management
Mary Cox: Sub. Asst. Professor - Psychology
Marlene Gabriel: Sub. Lecturer - English
Paula Goldstein: Sub. Lecturer - English
Ivelaw Griffith: Sub. Asst. Professor - African-Amer. Studies
Patricia Johnson: Sub. Asst. Professor - Law, Police Sci., CJ Adm
Dolores Kazanjian: Sub. Lecturer - Public Management
Sandra Lanzone: Sub. Instructor - Counseling & Student Life
Cesar Mieses: Sub. Instructor - Puerto Rican Studies
Robert Willcox: **Sub.** Instructor - Law, Police Sci., CJ Adm

5 faculty begin sabbatical leave this semester

Anne Gardiner (English)
David Goddard (Sociology)
Marilyn Lutzker (Library)
Virginia Morris (English)
Altagracia Ortiz (History/Puerto Rican Studies)

May 4 reception marking 25 years at JJ

Faculty and staff who have been at John Jay for **25** years will be celebrated at a May 4 reception in the President's Office. **The** honorees are:

Lily Christ (Mathematics)
Blanche Cook (History)
Peter DeForest (Science)
Elsa Evans (Office of Undergraduate Dean)
Ben Hellinger (English)
Altagracia Ortiz (History/Puerto Rican Studies)
Ann-Marie Sapse (Science)
Carl Wiedemann (Psychology)

Speaker Silver & VP Witherspoon honorees at April 29 UJA event

The College's annual UJA breakfast will be on April 29 in the cafeteria. NYS Assembly Speaker Sheldon Silver and Vice President Roger Witherspoon are the honorees. The co-chairs of the event are Professors Ellen Marson (Foreign Languages) and Marilyn Rubin (Public Management).



Vice Chancellor for Budget, Finance, and Information Services
535 East 80th Street, New York, N. Y. 10021
(212) 794-5403 Fax: (212) 794-5720

April 26, 1994

Karen Kaplowitz, President
James Cohen, Chair, Fiscal Committee
Tom Litwack, Fiscal Committee
Faculty Senate
John Jay College of Criminal Justice
445 West 59th Street
New York, New York 10019

Dear Colleagues:

Thank you for your letter of March 31, 1994, concerning the funding of John Jay College. You have obviously put a great deal of thought into the factors that influence college budgets and I have, therefore, asked Budget Director Sherry Brabham to consider your comments as she and her staff continue work on University allocations.

While I agree with some of the technical points you have made, and disagree with others, I do not wish to comment on the specific arguments. The reason is that the exact size of any budgetary variance between John Jay and Lehman -- or any colleges, for that matter -- is of less concern to me right now than our developing a common appreciation for why these differences exist, what we have tried to do about them in recent years, and what goals **will** dictate the allocation of college budgets in the future.

You noted, for example, that a base budget gap that you believe to be "unjustified" I called "historic." I understand your point, but I ask you to understand that the senior college base budgets have developed over a long period of time and cannot be re-allocated without major disruptions in every facet of the University's operations. Your analysis recognizes that, particularly in the absence of significant new funding, one college's base budget can be increased only if other colleges' base budgets are decreased. Furthermore, I am sure that you can appreciate how much more difficult it is even to consider making changes such as this during a period of *decreasing* resources like the one we have recently gone through.

What we have tried to do the past few years, however, is alter the way **lump** sum funding is allocated to supplement college base budgets. A few years ago, for example, we changed the way adjunct funding is distributed so that colleges experiencing the

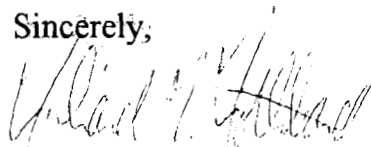
greatest enrollment growth, such as John Jay, could immediately receive more support. While you would have perhaps preferred full-time faculty increases -- and I would have loved to have had the positions to allocate to the College -- this was the only option available at the time, and John Jay benefited from it greatly.

As another example, we established a policy a few years ago that gives colleges revenue collected above their targets on a dollar-for-dollar basis to support enrollment growth. This change also has benefited John Jay. More recently, the creation of the CUNY Tuition Reimbursable Account regularizes the availability of excess revenues for expenditure and guarantees these funds to John Jay and other colleges with growing enrollments.

As for the future, the 1994-95 budget adopted by the State does provide some hope that we can begin to address funding difficulties facing all of the colleges. With this glimpse of stability, we are considering a variety of approaches for allocating resources. Of course, all budget activities must consider the policies set by the Board of Trustees and the University's Master Plan goals. In addition, we must remain cognizant of the oversight interests of State and City officials, as well as State and local concerns and needs, as we determine college and program allocations.

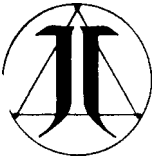
Thank you for your interest in the University's budget' I look forward to working with you in the year ahead. Please feel free to contact me if I can be of **any** further assistance.

Sincerely,



Richard F. Rothbard

cc: Chancellor W. Ann Reynolds
Deputy Chancellor Laurence Mucciolo
President Gerald W. Lynch
Budget Director Sherry Brabham



ATTACHMENT C

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
445 West 19th Street, New York, N.Y. 10019
212 237-8000 / 8724

May 12, 1994

Vice Chancellor Richard F. Rothbard
City University of New York
535 East 80th Street
New York, NY 10021

Dear Vice Chancellor Rothbard,

On behalf of the Faculty Senate of John Jay College, at whose direction we are again writing, we want to thank you for your letter of April 26, 1994, responding to our letter of March 31 concerning the funding of John Jay College, in which we argued that John Jay's base budget of \$27.3 million is grossly underfunded in comparison with other senior colleges. More specifically, we argued -- based on information that you provided to us at our request -- that John Jay's base budget is underfunded by approximately \$6 million a year in comparison with Lehman College. (As we explained in our letter to you, Lehman College was chosen as a point of comparison because of the proximate number of student FTEs and the one-third larger base budget of Lehman College.)

We are pleased that you considered the points made in our letter to be worthy of further consideration during the CUNY budget allocation process. And we certainly appreciate the efforts you have made, as noted in your letter, to ease the situation at John Jay. We will look forward to seeing the next round of University allocations in light of your direction to Budget Director Brabham of our March 31 letter.

We do recognize, as we did in our earlier letter, that a number of institutional and governmental considerations must be taken into account in the shaping and distribution of the CUNY budget. Nevertheless, we believe a fundamental question remains to be answered: What, precisely, is CUNY's plan for bringing John Jay's base budget to the point where we can meet CUNY's own stated goal of having at least 70 percent of all class sections at senior colleges taught by full-time faculty?

We believe that our analysis of the budgetary variance between John Jay College and Lehman College established at least two points (whatever disagreements there may be about particular elements of that analysis): (1) John Jay's severe shortase of full-time faculty is not primarily due to internal budsetary decisions made at John Jay Collesse but, rather, to the underfundins of John Jay, relative to other senior colleses, by the City University. And (2) that underfundins is not due to objective, neutrally applied academic criteria but rather, to use your terminolosy, to "historic factors." Therefore, it seems to us, if CUNY is truly committed to

Vice Chancellor Rothbard
May 12, 1994
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its goal of having at least 70 percent of senior college course sections taught by full-time faculty -- and if CUNY is truly dedicated to giving students at all senior colleges a reasonably equal chance to succeed -- a specific plan should be developed to remedy the situation at John Jay as soon as reasonably possible.

Of course, it is for the administration of CUNY, subject to the overview of the Board of Trustees, to determine how the equitable funding of John Jay can best, and most equitably, be achieved. However, we wish to raise a few questions in this regard: (1) Should not the redress of the situation at John Jay College be among the highest priorities governing the distribution of whatever new full-time lines are provided to CUNY by the State? (2) While we recognize that to simply redistribute all needed lines from other branches of CUNY to John Jay in one fell swoop might cause "major disruptions" in University operations, does equity and fairness to John Jay students not require that as lines become "available" at other branches of CUNY (for example, and especially, through ordinary terminations of service) that many of those lines be transferred to John Jay? Would whatever difficulties such reallocations would cause to students or administrators at relatively advantaged units of CUNY be nearly as serious as the disadvantages currently faced by John Jay students and faculty? (3) Unless CUNY receives so many new lines from the State, in the near future, that John Jay's situation can be expeditiously remedied by the distribution of those lines alone, how else can John Jay's situation reasonably be remedied (in the reasonably near future) other than by reallocating base budgets amongst the senior colleges?

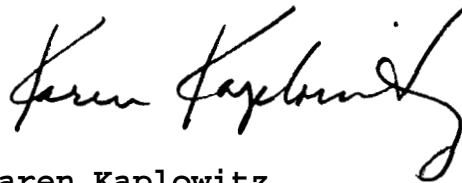
We wish to state again that we are not unmindful of the "oversight interests of State and City officials, as well as State and local concerns and needs" that you mentioned in your letter and that necessarily affect CUNY's "college and program allocations." It seems to us, however, that whatever differences in senior college funding are suggested by those concerns should occur only after the essential academic needs of each college -- as defined by the Board of Trustees' own stated goal that at least 70 percent of all senior college course sections be taught by full-time faculty -- are met. And at a time when, according to public opinion polls, the #1 issue of public concern in New York City and the United States is crime, it seems to us that there should be no more important interest of State and City officials, and no more important state and local concern, than adequately funding what should be the nation's leading college of criminal justice so we can properly satisfy our teaching, training, and research missions. (Although we have focused our arguments for greater base budget funding of John Jay on the immediate needs of our students, it must also be emphasized that, in many, many ways the severe underfundings of John Jay has seriously hampered our collective ability to engage in much needed research and faculty development in the field of criminal justice.)

All this having been said, we wish to thank you again for what you have done to improve the situation at John Jay and for your attention to our concerns and we look forward to working with you regarding our concerns in the future. For now, however, we would

Vice Chancellor Rothbard
May 12, 1994
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very much appreciate your providing us with an answer to our primary question, which is: given reasonable and realistic estimates of State funding of CUNY for the foreseeable future, how, precisely, does CUNY plan to remedy the full-time faculty/adjunct situation at John Jay, which you yourself have deemed to be "neither acceptable nor desirable" and which clearly contravenes the stated academic policy and goals of the CUNY Board of Trustees? And, of course, we hope that the next round of budget allocations will lead to a significant improvement in the serious budgetary situation that we face at John Jay.

Sincerely yours,



Karen Kaplowitz
President, Faculty Senate



James Cohen
Chair, Senate Fiscal Committee



Tom Litwack
Senate Fiscal Committee

cc. Chancellor Reynolds
Deputy Chancellor Mucciolo
President Lynch
Budget Director Brabham

**John Jay College of Criminal Justice
Lloyd Sealy Library**

April 7, 1994

Memorandum to: Basil Wilson

From: Bonnie Nelson

Re: Library Budget for 1994/95

As I was reviewing the library budgets over the past few years in order to get a better picture of how the Library got to be in such *strained* circumstances, I found that I had to go back to 1987/88 in order to find a "normal" budget. In that year, with a student population of **6844**, the Library's allocated budget was \$519,409. This year, with a student population of 8998 (9300 in the Spring), an increase of 37.54%, the Library's budget is \$378,000—a decrease of 27.19%. Library expenditures per student have dropped nearly 45%.

The consumer price index from 1987 to 1992 increased 24%. Had our 1987/88 budget kept pace with inflation it would have been \$644,000, so that in constant dollars our budget decreased by 41%. As I think you have already heard, the costs of library materials—books, periodicals, etc.—have increased more than the inflation rate. Our effective budget is about half of what it was in 1987/88 and yet we must serve nearly 38% more students.

Perhaps the chart below will make this clearer:

YEAR	ENROLL- MENT	FTE's	LIBRARY OTPS+TPS	MATERIALS BUDGET	OTPS+TPS per student	OTPS+TPS per FTE	MATERIALS BUDGET per student
87/88	6844	4818.9	\$519,400.00	\$327,500.00	\$75.89	\$107.78	\$47.85
88/89	7312	5073.4	\$477,800.00	\$339,476.00	\$65.35	\$94.18	\$46.43
89/90	8127	5372.4	\$506,905.00	\$359,935.00	\$62.37	\$94.35	\$44.29
90/91	8672	5871.6	\$482,740.00	\$354,872.00	\$55.67	\$82.22	\$40.92
91/92	8522	5990.5	\$455,500.00	\$332,869.00	\$53.45	\$76.04	\$39.06
92/93	8604	6153.7	\$378,200.00	\$284,188.00	\$43.96	\$61.46	\$33.03
93/94	8998	6628.1	\$378,200.00	\$279,000.00	\$42.03	\$57.77	\$31.01

Student Enrollment 1987/88-1993/94:	37.54%
Materials budget change:	-14.81%
Library OTPS+TPS budget change:	-27.19%
OTPS+TPS per student change:	-44.62%

	Current Expenditures for Library Materials (Collections) 1992/93	Previous Expenditures for Library Materials (Collections) 1991/92	Expenditures (Collections) Increase/ Decrease	Percentage Change	Expenditures (Collections) per FTE Student 1992/93
SENIOR COLLEGES					
Baruch	\$632,775	\$672,833	(\$40,058)	-5.95%	\$56.79
Brooklyn city	\$962,192 \$859,058	\$1,212,560 \$953,428	(\$250,368) (\$94,370)	-20.65% -9.90%	\$86.70 \$79.04
Hunter	\$845,916	\$752,221	\$93,695	12.46%	\$69.78
John Jay	\$298,792	\$332,869	(\$34,077)	-10.24%	\$48.56
Lehman	\$453,697	\$390,803	\$62,894	16.09%	\$65.67
NYCTech	\$135,914	\$133,494	\$2,420	1.81%	\$17.21
Queens College	\$676,944	\$822,891	\$54,053	6.57%	\$70.30
Staten Island	\$419,984	\$410,304	\$9,680	2.36%	\$52.43
York	\$208,568	\$251,721	\$16,645	6.69%	\$55.65
Total/Senior College	\$5,753,838	\$5,933,124	(\$179,286)	-3.02%	\$62.88
Mean/Senior College	\$575,384	\$593,312	(\$17,929)		
GRAD CENTER & LAW SCHOOL					
Graduate Center	\$355,933	\$382,310	(\$26,377)	-6.90%	\$111.93
Law School	\$332,006	\$360,485	(\$28,479)	-7.90%	\$565.60
Total/Grad Ctr & LawSch.	\$687,939	5742,795	(54,856)	-7.39%	\$182.62
COMMUNITY COLLEGES					
Boro of Mannattan	\$107,267	\$97,006	\$10,261	10.58%	\$9.68
Bronx	\$128,168	\$81,457	\$46,711	57.34%	\$22.21
Hostos	\$104,150	\$92,268	\$11,882	12.88%	\$23.03
Kingsborough	\$106,737	\$123,076	(\$16,339)	-13.28%	\$9.91
LaGuardia	\$462,124	\$373,746	\$88,378	23.65%	\$52.64
Medgar Evers	\$159,810	\$83,723	\$76,087	90.88%	\$51.74
Queensborough	\$80,596	\$84,724	(\$4,128)	-4.87%	\$10.22
Total/Community College	\$1,148,852	\$936,000	\$212,852	22.74%	\$22.14
Mean/Community College	\$164,122	\$133,714	\$30,407		
UNIVERSITY TOTAL:	\$7,590,629	\$7,611,919	(\$21,290)	-0.28%	\$51.58
University Mean:	\$399,507	\$400,627	(\$1,121)		

	Total Library Expenditures 1992/93	Total Library Expenditures 1991/92	Increase/ Decrease	Percentage Change	Total Expenditure per FTE Student 1992/93
SENIOR COLLEGES					
Baruch	\$2,404,922	\$2,433,109	(\$28,187)	-1.16%	\$215.84
Brooklyn City	\$2,983,672	\$3,277,996	(\$294,324)	-8.98%	\$268.85
Hunter	\$2,787,330	\$3,071,017	(\$283,687)	-8.24%	\$256.45
John Jay	\$3,601,620	\$3,135,097	\$466,523	14.88%	\$297.11
Lehman	\$1,141,033	\$1,214,807	(\$73,774)	6.07%	\$185.44
NYCTech	\$1,954,470	\$1,860,655	\$93,023	5.04%	\$282.89
Queens College	\$1,000,898	\$1,009,017	\$57,881	5.74%	\$135.10
Staten Island	\$2,030,060	\$2,830,779	\$99,231	3.51%	\$234.87
York	\$1,286,339	\$1,463,016	(\$176,677)	-12.08%	\$160.59
	\$797,171	\$772,060	\$25,111	3.25%	\$165.18
Total/Senior College	\$20,953,523	\$21,067,553	(\$114,030)	-0.54%	\$229.00
Mean/Senior College	\$2,095,352	\$2,106,755	(\$11,403)		
GRAD CENTER & LAW SCHOOL					
Graduate Center	\$1,299,719	\$1,363,963	(\$64,244)	-4.71%	\$408.72
Law School	\$1,256,505	\$1,185,893	\$70,612	5.95%	\$2,140.55
Total/Grad Ctr & LawSch.	\$2,556,224	\$2,549,856	\$6,368	0.25%	\$678.58
COMMUNITY COLLEGES					
Boro of Manhattan	\$965,689	\$837,346	\$128,343	15.33%	\$87.12
Bronx	\$532,447	\$484,820	\$47,627	9.82%	\$92.26
Hostos	3844,069	\$768,060	\$76,009	9.90%	\$186.66
Kingsborough	\$1,001,630	\$1,053,954	(\$52,324)	-4.96%	\$93.03
LaGuardia	\$1,522,583	\$1,789,246	(\$266,663)	-14.90%	\$173.43
Medgar Evers	\$897,655	\$773,266	\$124,389	16.09%	\$290.60
Queensborough	\$901,794	\$958,689	(\$56,895)	-5.93%	\$114.35
Total/Community College	\$6,665,867	\$6,665,381	\$486	0.01%	\$128.44
Mean/Community College	\$952,267	\$952,197	\$69		
UNIVERSITY TOTAL:	30,175,614	30,282,790	(107,176)	-0.35%	\$205.04
University Mean:	\$1,588,190	\$1,593,831	(\$5,641)		

REVENUE AND EXPENDITURE DATA FOR JOHN JAY COLLEGE AND SELECTED COMPETITOR INSTITUTIONS WITH FISCAL YEAR 1981

INSTITUTION	Revenue/FTE Student				Expenditures/FTE Student									
	FTE Enrollment	Government Appropriation	Gifts, Grants, & Endowment	Tuition	Instruction	Student Services	Academic Support	Library	Institutional Support	Plant	Full Instruct. Cost	Funded Research	Public Service	Student Aid
JOHN JAY COLLEGE	5,177	5,628	114	2,248	4,308	690	347	259	1,558	854	7,864	52	248	1,189
Barnard Branch College	11,714	5,161	288	2,130	3,774	362	269	234	981	1,772	7,077	48	164	935
Brooklyn College	10,984	6,687	3	2,102	5,273	548	512	331	1,172	1,158	8,612	98	58	658
City College	8,970	9,688	470	2,166	7,850	478	512	368	1,437	1,878	12,147	121	21	1,087
Hunter College	13,157	6,437	286	2,043	5,179	458	356	310	1,085	1,442	8,449	94	188	709
Lehman College	5,840	7,044	28	2,194	5,450	563	430	351	1,487	1,168	8,871	27	258	1,172
Madison Ever College	1,510	10,760	170	2,723	1,657	674	674	632	2,529	1,538	12,221	38	1,262	2,018
Queens College	11,344	6,319	11	2,589	5,281	552	434	347	1,203	1,258	8,684	23	180	988
Yesh College	3,255	6,938	91	2,214	4,318	575	480	294	1,755	2,048	8,191	11	112	967
SUNY at Albany	14,402	6,627	852	1,885	6,148	485	1,054	570	1,407	1,029	8,554	1,339	578	918
SUNY College at Brockport	7,396	5,359	354	1,780	4,051	587	383	320	1,248	1,031	7,169	162	228	809
SUNY College at Buffalo	10,071	5,048	122	1,748	4,028	544	804	314	822	828	6,872	648	174	1,063
SUNY College at Plattsburgh	5,704	4,985	373	1,789	3,960	519	664	337	1,026	838	8,515	182	218	785
SUNY College at Farmingdale	7,288	5,180	204	1,520	3,247	682	614	213	1,082	988	6,358	13	143	574
Fordham University	9,116	382	1,018	11,669	4,688	1,378	2,301	582	2,089	1,137	11,439	284	139	2,475
Iona College	5,380	257	418	8,780	3,789	795	312	229	2,272	794	7,942	0	0	1,422
Mercy College	3,557	588	133	7,854	2,761	784	1,558	281	1,319	757	7,178	0	0	1,251
Wagner College	1,312	341	1,382	9,352	3,176	1,488	474	332	3,523	1,748	10,410	0	0	1,783
University of Illinois - Chicago	20,738	11,344	1,757	3,170	8,385	551	2,754	555	1,013	2,535	13,505	3,287	2,421	1,488
Northwestern University	20,883	0	821	9,843	4,744	1,218	513	304	2,140	1,042	9,448	680	13	1,058
Rutgers University	27,119	11,348	1,507	5,948	8,587	1,152	2,077	878	1,903	2,670	14,995	3,639	1,007	1,987
University of South Carolina	20,314	6,996	864	3,448	6,105	481	1,386	888	1,000	1,117	9,343	1,655	1,117	1,987

NOTES

- Data reflect Fiscal Year 1981

- Full instructional cost/FTE student equals the sum of direct costs for instruction and student services plus indirect costs equal to total academic and less overhead for funded research and public service estimated at 30 percent of the expenditures for these two activities

EXPENDITURE ALLOCATION RATIOS FOR JOHN JAY COLLEGE AND SELECTED COMPETITOR INSTITUTIONS WITHIN NEW YORK STATE

% of Education and General Expenditures Allocated to:

INSTITUTION	E&G Expenditures (\$ Millions)	% of Education and General Expenditures Allocated to:											Inst. Aid as % of Tuition Rev
		Instruction	Research	Public Service	Academic Support	Library	Student Services	Institutional Support	Plant Operations	Federal Student Aid	State Student Aid	Private Student Aid	
JOHN JAY COLLEGE	47.8	46.6	0.6	2.7	3.6	2.8	7.5	16.9	9.2	10.5	2.2	0.2	0.1
Bernard Baruch College	97.0	45.6	0.5	2.0	3.3	2.6	4.4	11.6	21.4	6.5	1.1	3.4	1.1
Brooklyn College	100.2	55.7	1.0	0.8	5.4	3.5	5.6	12.4	12.2	6.1	0.8	0.0	0.3
City College	120.4	56.8	0.9	0.2	3.6	2.9	3.6	10.7	14.0	6.2	1.1	0.0	5.4
Hunter College	125.3	54.4	1.0	2.1	3.7	3.3	4.8	11.5	15.2	5.5	1.4	0.1	1.6
Lehman College	60.8	52.3	0.3	2.5	4.1	3.4	5.4	13.5	10.6	9.0	1.6	0.0	3.3
Medgar Evers College	24.0	36.6	0.2	7.9	4.2	4.0	10.4	16.3	9.6	11.3	0.5	0.0	0.7
Queens College	108.5	55.2	0.2	2.0	4.5	3.6	5.8	12.6	13.2	4.2	1.4	0.0	1.4
York College	33.5	41.9	0.1	1.1	4.8	2.9	5.6	17.1	19.9	8.3	1.2	0.1	0.1
SUNY at Albany	195.6	45.3	9.9	4.3	7.6	4.2	3.6	10.4	7.6	2.3	3.0	0.0	9.6
SUNY College at Brockport	69.3	43.2	1.7	2.5	4.2	3.4	6.1	13.3	11.0	4.7	4.1	0.0	2.9
SUNY College at Buffalo	97.7	41.5	6.7	1.8	8.3	3.2	5.6	9.5	8.5	5.5	5.0	0.0	2.7
SUNY College at Plattsburgh	49.8	41.2	2.2	2.5	7.6	3.9	6.0	11.8	9.6	4.5	4.0	0.0	2.8
SUNY College at Farmingdale	57.6	41.2	0.2	1.8	7.8	2.7	8.8	13.7	12.3	3.9	3.4	0.0	0.0
Fordham University	133.4	31.9	2.0	1.0	15.7	4.1	9.4	14.3	7.8	2.5	0.6	0.6	16.1
Iona College	51.6	39.3	0.0	0.0	3.3	2.4	8.3	23.7	8.3	5.2	0.3	0.3	9.9
Mercy College	31.0	31.7	0.0	0.0	17.9	3.3	9.0	15.2	8.7	1.2	1.8	0.0	12.9
Wagner College	16.5	25.3	0.0	0.0	3.8	2.6	11.8	28.0	13.9	3.3	0.0	0.6	13.7
University of Illinois - Chicago	468.6	37.0	14.5	10.7	12.2	2.5	2.4	4.5	11.2	1.9	4.1	0.0	2.5
Northeastern University	250.3	39.8	5.7	0.1	4.3	2.6	10.2	18.0	8.7	2.6	0.4	0.0	6.3
Rutgers University	639.1	36.4	15.4	4.3	8.8	3.7	4.9	8.1	11.3	1.9	5.8	0.0	1.6
University of South Carolina	274.8	45.1	12.2	8.3	10.3	3.5	3.4	7.7	8.8	2.0	0.0	0.0	5.3

NOTE: Data reflect Fiscal Year 1991

**LIBRARY FACT SHEET:
CHANGES SINCE 1987/88**

- Student population increases by **37.54%**
- Total budget allocated to the Library decreases by **27.19%**
- Library materials budget per student decreases by **35%**
- Library hours increase by **9,68%**
- Library attendance in a typical week increases **40.84%** (from **7,485 to 10,542**)
- Circulation increases **51.21%**
- Reserve circulation increases **561.05%** (from **2,506 in 88/89 to 16,566 in 92/93, nearly a seven-fold increase**)
- Reference questions **asked** in a typical week increase **113,21%** (from **598 to 1275 in 92/93, more than double**)
- Interlibrary **loans** received for John Jay patrons increase **53.44%** (from **436 to 669 in 92/93**)
- The **FTE** student to FTE librarian ratio increases by **50%**. (In **1987/88** we had **12.1 FTE** professional positions in the Library, for a student/librarian ratio of **398.3/1**; in **93/94** we have **11.1 FTE** professional positions in the library for a student/librarian ratio of **597.1/1**)
- The number of individual library instruction classes doubles, from **75 in 1989/90 to 149 in 1993/94**, plus 50 mini-classes are **added** (In the last two years the Library has done almost no publicity about **this** service and the classes **taught are mostly** Communication Skills **110** or English **102**. Upper level students, who **could** benefit from more advanced bibliographic instruction, are largely unserved.)
- **CD-ROM** network added, requiring expenditures for new formats and equipment maintenance
- Use of microforms increases, necessitating adding **two** college assistants to help out at the reference desk