

FACULTY SENATE MINUTES #110

John Jay College of Criminal Justice

September 21, 1994

3:15 PM

Room 630 T

Present (28): Yahya Affinnih, Arvind Agarwal, Michael Blitz, Ira Bloomgarden, Edward Davenport, Jane Davenport, Robert DeLucia, Janice Dunham, Pat Gary, Arlene Geiger, P. J. Gibson, Elisabeth Gitter, Lou Guinta, Diane Hartmus, Elizabeth Hegeman, Selma Henriques, Laurence Holder, Karen Kaplowitz, Richard Koehler, Leona Lee, Tom Litwack, Barry Luby, James Malone, Dan Pinello, Edward Shaughnessy, Carmen Solis, Maurice Vodounon, Bessie Wright

Absent (10): Orlanda Brugnola, Hecsa Costa, Peter DeForest, Gavin Lewis, Peter Manuel, Henry Morse, Jill Norgren, Charles Reid, Davidson Umeh, Agnes Wieschenberg

AGENDA

1. Announcements from the chair
2. Approval of Minutes #109 of the August 30 meeting
3. Budget report: Senator Litwack
4. Proposed resolution thanking Vice Chancellor Rothbard: for consideration and action by the College Council
5. Proposed courses of action in support of Vice Chancellor Rothbard's plan to redistribute vacant full-time faculty lines to achieve base budget equity among the CUNY colleges
6. Invited Guest: Dean for Admissions Frank Marousek
7. Election of Senate representatives to the Judicial Committee
8. Discussion of the September 26 College Council agenda
9. Report on law school admissions of John Jay students
10. Report of recommendations by an ad hoc faculty committee on ways to increase enrollment and retention of in-service students
11. Resolution calling for the restoration of the tuition waiver (partial) for in-service students
12. New business

1. Announcements from the chair

Professor Robert Grappone, the representative to the Senate and College Council from the Library, has just undergone emergency surgery and will be on medical leave for two months: the good news is that the surgery went very well and he is reported to be doing very well. Senator Janice Dunham, who is replacing Professor Grappone as the Library representative to the Senate and Council, was welcomed on

her return to the Senate, having been a long-time member of the Senate and a past Senate vice president. Senator Dunham thanked the Senate for its warm welcome and reported that Professor Grappone must be feeling much better because when she arrived at the College that morning she had a phonemail message from him alerting her to all the issues she should pay attention to as the Library's representative.

President Kaplowitz also reported that as a result of faculty initiative, a private corporation is giving John Jay College 56 computers (IBM-256 computers) specifically for North Hall faculty. The Senate authorized her to communicate to the administration that the Senate wishes the Senate leadership to be involved in determining a method of allocating the 56 computers to North Hall faculty.

Asked about an announcement by Microcomputer Center Director Mary Koonmen announcement at the previous day's Fall faculty meeting about computers for faculty, it was explained that as the Microcomputer Center computers (which are also IBM-256) are upgraded, the replaced computers will be distributed to the faculty. Approximately 20 such computers are expected to be distributed as a result. Until now, when the computers were upgraded, the replaced computers were sold and the money was used to buy software and to repair hardware. But selling the computers is no longer an option and so the computers will be recycled but only when money is provided for upgrading.

President Kaplowitz recalled that at the previous Senate meeting, during the discussion of retention and graduation rates and academic standards, the Senate agreed to invite either Vice Chancellor Elsa Nunez-Wormack or Vice Chancellor Richard Freeland to the Senate. She said that in the interim, the September 9 meeting of the Board of Trustees Committee on Academic Program Planning and Review (CAPPR) was devoted almost entirely to a presentation about retention and graduation rates and remediation and academic standards and that much of the presentation was made by Vice Chancellor Nunez-Wormack. At the conclusion of the meeting, President Kaplowitz reported, she told Vice Chancellor Nunez-Wormack that the John Jay Senate is focusing on these issues and the Vice Chancellor enthusiastically accepted her invitation to come to John Jay to a Senate meeting.

Vice President Blitz suggested that just as last December Vice Chancellor Rothbard came to our all-day Senate meeting at our invitation, that we invite Vice Chancellor Nunez-Wormack to our all-day Senate meeting on December 9 and that the Senate devote part of each Senate meeting between now and then to educate ourselves about these issues by inviting various people at the College whose job it is to run remediation programs, to develop data, do the testing, etc., so that when Vice Chancellor Nunez-Wormack, who is also University Dean for Academic Affairs, meets with us we will be able to engage in an informed discussion and ask informed questions.

President Kaplowitz reported that at the August 31 meeting of the Council of Chairs, the Chairs unanimously approved the following resolution which was moved by Professor Serena Nanda (Anthropology) and seconded by Professor Carol Groneman (TSP) thanking both the Budget Planning Committee and the Faculty Senate. She noted that the Budget Planning Committee (a subcommittee of the College P&B Committee), chaired by Professor Ned Benton, has developed a real process for faculty involvement in developing the budget request of 80th Street and also for faculty involvement in dividing how the money allocated by 80th Street is spent when we get it.

The Council of Chairs resolution is in two parts and, she said,

she was specifically asked to report the unanimous action of the Chairs to the Senate:

"We, the Council of Chairs, thank Professor Ned Benton, chair of the Budget Planning Committee, and the other Committee members, for their outstanding work in developing an effective, systematic mechanism for faculty input in the development of John Jay's budget request document(s) and in the College's deliberations and decisions regarding the internal allocation of its budget. We also extend our thanks to the Faculty Senate for their crucial role in making the case to the CUNY Central Administration about the inequitable underfunding of John Jay compared to other senior colleges. The Senate's invitation to Vice Chancellor Richard Rothbard raised the issue, elicited the necessary information, and culminated in the Senate's clear and compelling analysis which was invaluable in CUNY's action to redress the budget inequities."

2. Approval of Minutes #109 of the August 30 meeting

By a motion made and seconded, Minutes #109 of the August 30, 1994, meeting were approved.

3. Budget report: Senator Litwack [Attachment A, B, C]

Senator Litwack said that although at the last meeting he had said that Vice Chancellor Rothbard's full-time faculty reallocation plan does everything we had asked him to do, he has since had more time to review the Vice Chancellor's budget document. It turns out that even though the reallocation plan is certainly a significant and important step in the right direction and although the Vice Chancellor deserves a lot of credit for doing this, it turns out that the news is not nearly as good as he had first thought it was and as he first reported it to be.

He said it is true that Vice Chancellor Rothbard's plan does reallocate full-time faculty lines so that the number of full-time faculty lines should be approximately equal at the senior colleges at the end of the five-year phase-in. Indeed, the plan states that the reallocation would provide all the senior colleges with 62% of course sections taught by full-time faculty: currently, the low is 46% taught by full-time faculty (at John Jay) and a high of 76% of sections taught by full-time faculty (at Brooklyn College). And under the plan, John Jay will get a total of 67 new full-time faculty lines over the next five years.

But, Senator Litwack said, many colleges have a much greater number of non-faculty lines than John Jay has, and those non-faculty lines are either filled with people or are vacant. Those vacant non-faculty lines are funded at 82% of their worth (as are vacant faculty lines) and that money is spent for various purposes and may also be used to pay for released time for full-time faculty. Senator Litwack explained that despite this, Vice Chancellor Rothbard's reallocation plan provides for no reallocation of the vacant non-faculty lines.

Senator Litwack said the second reason this is not as wonderful a plan as he initially had thought is that John Jay is to lose

adjunct funding commensurate with the number of reallocated full-time faculty lines we will get. For every full-time faculty line we get we will lose funding for 7 adjunct-taught sections (because full-time faculty are funded to teach 7 courses each academic year). Senator Litwack referred to the chart in Vice Chancellor Rothbard's July 7 Memorandum entitled "Base Level Equity -- Net Impact on One Year Position Reallocation" [Attachment A]. This shows the monetary impact of the loss or gain of faculty lines in thousands of dollars. John Jay is getting ten new full-time faculty lines this year. But because of the reduction in adjunct funding, the ten new lines will translate as a net one-year increase in our budget of only \$64,000.

Senator Litwack also noted that the original analysis that we sent to Vice Chancellor Rothbard indicated that the total unjustified difference in the annual base budget between John Jay and Lehman College (which we chose for comparison because of the proximate size of our student bodies) was \$4.6 million and, he said, even with the correction provided by the base-level equity plan the result will not come even close to closing that gap.

President Kaplowitz agreed and said that before proceeding further, she wished to bring the Senate up to date about events that have occurred since our last Senate meeting on August 30. She reported that on the morning of Friday, September 9, the Board of Trustees Committee on Fiscal Affairs met, as it was scheduled to in order to develop and approve items for consideration by the full Board of Trustees later in September, and that she attended the meeting (although to do so she had to miss participating in the orientation of new John Jay faculty, which she regretted and for which she apologized to the new faculty). Being at the Board Committee meeting proved quite important, she said.

First of all, Vice Chancellor Rothbard and his Office were vilified by some members of the Committee. The two new trustees, one selected by Mayor Giuliani and one selected by Governor Cuomo, have both been appointed to the Board's Fiscal Committee and one began the meeting with a vituperative speech attacking Vice Chancellor Rothbard and his Office for what he termed shoddy, unprofessional, amateurish work. The faculty member on the Fiscal Committee, who is on the faculty of a college that will lose lines according to the plan, then called the term "base level equity" a "euphemism worthy of the Vietnam era" and criticized the Vice Chancellor and the Chancellory because, he said, such a reallocation is not within the jurisdiction of the Chancellory but rather, he claimed, resides solely with the Board of Trustees. One of the new trustees then moved to have the base level equity plan frozen until it is brought to the Fiscal Committee: in other words, no further action on the plan is to be taken until it is discussed by the Fiscal Committee.

At the Board Committee meeting, Vice Chancellor Rothbard responded by asserting that reallocation of vacant lines is certainly within the purview of the Chancellory and that, in fact, reallocation of lines has been done before by the Chancellory, most notably after the 1986 early retirement initiative, and he also stated that the purpose of the reallocation plan is to implement Board of Trustees, policy, namely to bring the senior colleges into line with the Board's master plan goal of 70% full-time faculty taught course sections at the senior colleges.

But what was most interesting, she said, was that Vice Chancellor Rothbard kept telling the Board Committee that this base level equity reallocation plan is a "very modest" plan. President Kaplowitz said that since she and Senator Litwack had thought it was

anything but modest -- and, indeed, when Chancellor Reynolds first came to CUNY four years ago she said that although no department should have more than 25% sections taught by adjunct faculty she also said she would not reallocate lines among colleges -- Vice Chancellor Rothbard kept saying that his reallocation plan is a "very modest" plan. And so, she said, she and Senator Litwack researched the matter and discovered that Vice Chancellor Rothbard was absolutely accurate in his assertion about the modest nature of his plan: there are approximately 650 vacant lines at the senior colleges and the Vice Chancellor's plan provides for the reallocation of only 250 vacant lines -- that is, only the vacant faculty lines are to be reallocated. But the 400 vacant non-faculty lines are not being touched. These 400 non-faculty lines are to remain at the colleges that "own" them and may be filled or may remain empty (funded at 82% of their worth), depending on the decision of each individual college. At John Jay, this year we had a total of only 1 vacant line and last year we had -1 vacant line (we were paying the salary of one person more than we were funded for).

And so although John Jay will get 67 lines, she said she and Senator Litwack think that this is not enough: there should also be a redistribution of the non-faculty lines. She suggested that she and Senator Litwack do a further analysis and either write a follow-up letter to Vice Chancellor Rothbard or report back to the Senate at the next meeting, depending on what the analysis shows and what events unfold. The Senate agreed to this course of action.

Senator Geiger said that in all the discussions, such as about the inequity of funding of John Jay compared to Lehman College, the inequity is always presented in terms of full-time faculty-taught sections as compared to adjunct-taught sections. Senator Litwack said that our analysis was of the inequity of the total budget. Senator Geiger noted that discussions are also, however, framed in terms of full-time and adjunct-taught sections. She said that as a representative of the adjunct faculty she wanted to note that the adjunct faculty teach more than half of the course sections at John Jay and, therefore, adjuncts should be considered as part of this University and not as something to just fill in the slots so that full-time faculty could do research. The adjunct faculty, she said, have shouldered a good deal of the burden of overenrollment and because adjuncts teach most of the introductory courses they carry an even greater share of the burden of overenrollment than their numbers would indicate.

Senator Geiger added that adjuncts do not get paid for holding office hours although many adjuncts, perhaps as many as full-time faculty, do put in significant numbers of office hours because of their commitment to doing a professional job to the students and yet are paid nothing for that additional effort. In light of that, when we talk about relieving the burden on the faculty it should be kept in mind that adjuncts, too, are faculty. She said that any additional funds that are allocated should not be then spent to release full-time faculty to do research but rather should be spent to pay adjuncts for office hours, or to pay adjuncts for other professional duties that they currently perform without any compensation. She said that would be a fair way to proceed especially since the adjuncts will lose their jobs as they are replaced by full-time faculty.

President Kaplowitz said that the discussions about the budget and about inequitable funding and the concomitant reliance on adjunct faculty are in no way meant as a denigration of adjunct faculty. But, she said, every organization involved in higher education says

that when a college or a department reaches the point where 25% of course sections are taught by adjunct faculty, that college or department is at a crisis as an educational institution. This is not to say that adjunct faculty are not necessarily excellent teachers and devoted to their students and to the institution but rather that the role of faculty in terms of curriculum development, in terms of governance, in terms of mentoring, in terms of determining academic standards, and in terms of everything else that faculty are responsible for devolves upon the full-time faculty.

If, she explained, the size of the full-time faculty is less than a certain critical mass, which has been judged to be 75% of the course sections taught, then this is an unhealthy and unstable situation. The very nature of adjunct faculty appointment, which is on a semester-by-semester basis, means that it is the full-time faculty who must exist in sufficient numbers to provide institutional continuity. Senator Geiger said that many adjunct faculty, such as herself, have been here for 10 years and do, therefore, provide institutional continuity.

Senator Gitter said that many of us hope that the new full-time faculty lines that we will be getting will be filled by adjunct faculty now at the College. Senator Litwack said that Senator Geiger's comments really reinforce the importance of having a reallocation of funds beyond that of the full-time faculty lines because that is where the money will come from to better compensate adjunct faculty. In other words, if we were to receive a reallocation of funds not just for full-time faculty but also for all the other things that the other, more generously funded, colleges get then we would have more money to more fairly compensate adjuncts. He said that Senator Geiger's comments reinforce the importance of presenting to 80th Street the argument that there should be a reallocation of funds beyond the funds for full-time faculty lines. President Kaplowitz agreed, noting that English Department adjunct faculty who teach writing courses do get paid to hold office hours (to confer with their students about their writing assignments) and that additional funds to the College could be spent to pay adjuncts to hold office hours.

President Kaplowitz said that although we are still thrilled to get the 67 funded full-time faculty lines, Senator Litwack is right and Vice Chancellor Rothbard is right that this is a very modest approach to correcting not only current but historic, long-existing, inequitable funding. Despite the fact that this is a very modest approach, the base level reallocation plan has been met with opposition by colleges that will lose their vacant faculty lines.

Therefore, she said, she and Senator Litwack will continue the analysis as to just how modest this reallocation is. And, she said, as agreed to by the Senate either they will send another letter to Vice Chancellor Rothbard or will report their analysis to the Senate at the next meeting. She explained that in the interim since the last Senate meeting she sent two letters to Vice Chancellor Rothbard: one which she wrote immediately after the Board of Trustees' Fiscal Affairs Committee [Attachment B] and one as authorized by the Senate and sent by the Senate's Fiscal Advisory Committee [Attachment C].

The penultimate paragraph of the letter from the Senate's Fiscal Advisory Committee [Attachment C] refers to "questions and concerns about the plan that we expect to communicate" to Vice Chancellor Rothbard in a subsequent letter. Some of those questions and concerns are the ones Senator Litwack spoke about today.

Senator Litwack said it is important that while expressing our appreciation, which is very much deserved, we should also convey our recognition of just how modest the plan is, and we should also make clear, through such a letter, to the colleges that are to lose lines how financially advantaged they are still going to remain.

4. Proposed resolution thanking Vice Chancellor Rothbard: for consideration and action by the College Council [Attachment D, E]

President Kaplowitz explained that despite the reallocation plan not being all it might be, it would still bring 67 funded full-time faculty lines to the College, and that although it is a modest plan it is being opposed by colleges that will lose lines. The City College Faculty Senate is considering a vote of no confidence against the Chancellor because of Vice Chancellor Rothbard's reallocation.

Furthermore, she said, people need to be educated. She cited, as an example, a very knowledgeable and important leader of the University Student Senate, who attends Queens college, who told her after the Board Fiscal Affairs Committee that he is opposed to the plan because lines should not be taken from colleges such as his. She said that when she asked him if he realizes that these are lines are vacant and that Queens and the other colleges scheduled to lose lines have chosen to keep them unfilled, the student leader was stunned by that information: he had thought those lines were occupied and that those faculty would be fired.

She said we need to explain to people that no one will be fired and that no one will be transferred to another college, that the lines are empty, that the colleges have chosen to keep the lines empty, that the colleges receive 82% of the worth of each line, and that there will still be 400 vacant non-faculty lines which are funded and which are not being reallocated.

She reported that yesterday when she briefed the Council of Chairs about what had taken place at the Board's Fiscal Affairs Committee and about the contemplated action of the CCNY Senate, the Chairs suggested that a resolution be brought to the Fall faculty meeting scheduled for an hour later. The resolution on today's Senate agenda [Attachment D] that is to be considered today for submission to the College Council for action by that body was revised and improved by the Council of Chairs and was presented at the Fall faculty meeting jointly by her, on behalf of the Senate, and by Professor Harold Sullivan, on behalf of the Council of Chairs. The resolution passed by unanimous vote of the faculty and after the meeting President Lynch said that he agrees with every statement in the resolution and that, therefore, he suggested that he, Professor Sullivan, and President Kaplowitz all sign the resolution's cover letter to Vice Chancellor Rothbard. And so all three sent the resolution on behalf of the faculty [Attachment E].

She said the Senate Executive Committee is still proposing that the Senate bring a resolution to the College Council on September 26 for consideration and action by that body since the Council comprises elected and statutory faculty, students, staff, alumni, and administrators. The resolution was moved and seconded and was approved by unanimous vote of the Senate [Attachment D].

Senator Gitter asked whether consideration has been given about sending or cc'ing the letters and resolutions to the Board of Trustees. President Kaplowitz said that she and Senator Litwack

-- considered this at great length and decided against doing so because they agree with Vice Chancellor Rothbard that the reallocation of vacant lines is within the purview of the Chancellor and do not want to even tacitly imply that it is within the Board's purview. Furthermore, because these are public documents, if Vice Chancellor Rothbard or Chancellor Reynolds wishes to give copies of our resolutions or letters to Board members they can do so.

The resolution was approved by unanimous vote.

5. Proposed courses of action in support of Vice Chancellor Rothbard's plan to redistribute vacant full-time faculty lines to achieve base budget equity among the CUNY colleges

Another significant development is that in response to concerns expressed by some members of the council of Presidents (COPS) on the Monday following the meeting of the Board's Fiscal Affairs Committee, Chancellor Reynolds formed a subcommittee of COPS to consider and propose ways in which factors other than enrollment should be incorporated into decisions about the reallocation of lines: these other factors may include faculty productivity as measured by publications, grants, and participation in graduate teaching. President Lynch is a member of this COPS subcommittee. The Committee chair is President Matthew Goldstein, president of Baruch College. She said we have to make the case that a college that gives no released time to faculty to do research or to write grant proposals must not be compared in terms of productivity to a college that does give released time and that has done so for many, many years.

President Kaplowitz announced that a strategy group of the Senate and the Council of Chairs is being formed and everyone interested in joining the group was invited to let the Executive Committee know. The group will work on strategy with leaders of key organizations such as the PSC, the USS, the John Jay student council, and with faculty leaders at the other colleges.

She also suggested that faculty attend the October meeting of the Board's Committee on Fiscal Affairs to show our interest and presence. Although one cannot speak at the Committee meetings, the meetings are open to the public and non-members are asked to introduce themselves by name and affiliation at the beginning of the meeting and thus the Board members know who is there as observers. The meeting is at 1 PM on Wednesday, October 12, at 80th Street. She said she will attend the meeting.

6. Invited Guest: Dean for Admissions Frank Marousek

Dean Frank Marousek was welcomed. President Kaplowitz explained that when inviting Dean Marousek she conveyed to him how very interested the Faculty Senate is about learning how we can help him in his recruitment work. She recalled that at our last Senate meeting we discussed that fact that the faculty is no longer receiving calls and letters, as we had in the past, asking us to visit high schools, community colleges, and college fairs as part of the College's recruitment efforts.

She also recalled that the Senate had discussed the fact that the external reviewers of the Computer Information Systems major had

included in their written report a recommendation that the major be more extensively advertised because it is unique and could draw students who are better prepared academically which could help the program's and the College's retention efforts. She added that she had spoken about this to Marie Rosen, the publisher of "Law Enforcement News," who had said that the newspaper, which is published by John Jay and has an extensive circulation among criminal justice practitioners and academics, will provide free ads to any department at John Jay that would like to advertise their major and that, furthermore, no department has ever asked her to do this.

Dean Marousek thanked the Senate for inviting him. He said that the College's enrollment growth over the years has been phenomenal and that he has to praise his staff for this achievement. He noted that in 1982 we had 5500 students and now we have 9500 students (headcount). Graduate enrollment has grown. Full-time graduate enrollment increased 78%. We are very healthy in terms of numbers. He said he was very pleased to get the Senate's invitation because with that growth from 5500 to 9500 students the responsibilities of his Office have grown. He explained that his Office evaluates the transcript of every transfer student. So whereas in 1982 the staff of his Office spent 85% of their time out in the field doing recruiting, now they are conducting a balancing act of evaluating transfers and going into the field. As to advertising majors, he said that the Computer Information Systems major is advertised in "The News," "The Times," "For Seniors Only," "School Guide," and nationally in "Peterson's Guide." He added that all our programs are advertised in these publications.

Dean Marousek recalled that it is true that in the past notices were printed in "The Week Of" inviting faculty to participate in recruiting events but historically the problem has been that the events are either in the early morning or in the evening, both times at which John Jay faculty teach. He also recalled that in the past faculty were asked if they have a favorite high school that they would be willing to visit or a specific academic program that they would like to focus on. He recalled, for example, that Professor Arvind Agarwal, who is on the Senate, accompanied him on his visits to various high schools, specifically to visit the science programs and to give a presentation to the students and teachers in order to recruit quality students for our forensic science program.

Dean Marousek said he has been doing recruiting for 15 years and would welcome suggestions that might provide a fresh approach. He is eager to accept the offer of help from the Senate and asked how the Senate sees the role that it and the faculty could play.

President Kaplowitz said that the Senate's invitation is not in any way anything but an offer of assistance. She said we all know what a tremendous job he and his Office have done in recruiting students. She noted that John Jay used to have an "adopt a precinct program" whereby each faculty member who volunteered chose a precinct near her or his home or at some other convenient location and regularly visited the precinct at roll call and answered questions, provided college bulletins and admissions applications to those who requested them, and served as a known name and face to the officers and other employees of the precinct and thus was an ongoing liaison to John Jay: she added that this was before the phonemail system was installed and were we to do this again phonemail would make it easier to serve as a liaison. She cited Professors Dorothy Bracey and Edward Shaughnessy and others who each "adopted" a precinct. She also noted that the recreation of this program is one of the recommendations of an ad hoc faculty committee that met during the past two years to

develop ways to increase the enrollment and retention of in-service students, a report about which is on today's agenda.

Dean Marousek said that Professor Robert McCrie continues to "adopt" police precincts on his own. President Kaplowitz said that she had "adopted" Mid-town South, the precinct on 54th Street and 8th Avenue, and that even though the precinct was only three blocks from the college (we were on 56th Street and 9th Avenue then), the police officers knew nothing of our day/night schedule or of our programs or majors or facilities. She said we could revive this initiative, if there is faculty interest, and expand it to an "adopt a high school" and "adopt a community college" program so that faculty could be the regular faculty liaison to a high school or community college that interests them, that they graduated from, or that they live near.

Dean Marousek said that would be wonderful. He said that he has moved to Westchester and now all the high schools in Westchester know him because he made it his business to get to know the guidance counselors at those schools. He said that he is sure that the records will show a correlation of that development with a tremendous increase in students from Northern Westchester attending John Jay. He said he would certainly love to see such a program and would additionally love to have faculty accompany him or his staff when they visit schools: he said he would publish the schedule of visits in "The Week Of." But he said, the adopt a school program whereby faculty would be the regular liaison to a particular school or college (or precinct) would be wonderful.

Senator Holder asked if the College has a video about the school. Dean Marousek said we do not although we have a wide range of printed materials. He said that as someone who has been in sales much of his life, in addition to policing, he knows that one can have all the technology imaginable but nothing replaces face-to-face conversation: the handshake, the attentiveness, the prompt and correct answers. President Kaplowitz said that she agrees but that the people at the schools and college fairs know that it is Dean Marousek's job, and William Devine's job, to visit and recruit and they also know it is not part of the job of the faculty and so if faculty participate in such activities it is because they want to and because they want the students at that particular high school, or community college, or the officers at that police precinct to attend the college at which they teach.

Senator Bloomgarden asked whether Dean Marousek and his staff visit just high schools or also colleges. Dean Marousek said they visit all the community colleges in CUNY, as well as Nassau Community College, Suffolk Community College, and Westchester Community College. He said the schedule begins to get enormously heavy in October and November and during that time there are more events than he and his staff can attend and, therefore, they must decline invitations. He said if anyone lives in Ulster County their participation would be particularly welcome because his staff cannot get there. Senator Bloomgarden said he is asking as someone who lives in Rockland County especially because there are many people in Rockland who would likely be successful students at our College. Dean Marousek said that he would absolutely welcome faculty willing to visit a school or schools in Rockland because his staff cannot get there. Senator Bloomgarden said that students from Rockland might add not only to our numbers but to improving our efforts at increasing our retention and graduation rates. He said the desire to recruit such students is a legitimate faculty and College concern.

President Kaplowitz agreed. She added that when Vice Chancellor

Rothbard came to the Senate last December he revealed something that most of us did not know: upper-level courses are funded much more generously than lower-level courses and so recruiting transfer students will result in not only more upper-level courses, and therefore more funding, but there will be fewer students requiring all the remedial and other services that entering freshmen require. She noted that the latest figures, which were released earlier this week, show that 43% of the students enrolled at John Jay last semester, during the spring of 1994, did not return this fall semester: these include students who graduated, who transferred, who dropped out, who stopped out, etc. That translates into approximately 4,000 students who we have to replace every fall to keep our enrollment stable: in addition, the Board of Trustees requires us to increase our enrollment each year by 2.5%. And transfer students have a proven track record in terms of what is called "**persistence.**" On the other hand, she added, graduation rates for all CUNY colleges currently include only students who begin at that college as entering freshmen.

Dean Harousek said that the transfer numbers like the numbers of entering freshmen have been growing dramatically over the years. The increase has been between 25%-35% in the number of transfer students from semester to semester. He said the more attention and the more contact that we can give to any given population, to any given school, the greater the likelihood that they will choose in increasing numbers to attend John Jay. He said that once five or six students from a school start attending John Jay, the applications snowball because the best advertising for John Jay College is word of mouth by the students who attend and who have attended the College.

Senator Edward Davenport said that when he started teaching at John Jay he went to schools on behalf of the College but that he is hesitant to do that now because he would not want to urge students to attend a college that is already so overcrowded. Dean Marousek said that since we are losing 3,000 to 4,000 students every year for a variety of reasons -- we dismissed 1100 for academic reasons over the summer, in May we had the largest graduating class in our history and, thus, between dismissals and graduation we lost 2000 students and then there is normal attrition -- when the Fall comes there is always room for another group of students. He said his goal years ago was to begin to cut off accepting freshmen earlier in the admission process and we have been successful in doing this. He said he also thinks we are getting better students in terms of academic preparedness: we have shifted the ratio from 50%/50% associate degree/baccalaureate degree entering students to a ratio of 75% students admitted under the baccalaureate program criteria and 25% admitted under the less rigorous associate degree program requirements. But we are always losing students for a variety of reasons. He said that he would love to not have to recruit and to have his staff one year devote itself entirely to paperwork but that is not possible for John Jay. He said that it is possible for Hunter but Hunter is a different school.

Senator Malone said that the notion of developing a relationship with the high schools is an extremely important one. If we develop a really solid relationship with a high school, by meeting with the guidance counselors and with the department heads, we could change the quality of the students who apply and come to John Jay. He said that by telling about the majors we have, some of which are unique, and about the faculty we have and their accomplishments we would attract many serious students.

Senator Gitter asked Dean Marousek whether, when he is speaking

to prospective transfer students and to prospective freshmen, he finds that they care about what our catalog looks like, whether they are concerned about the degree requirements, whether they are deterred by anything in particular that we should know about. He said that there is nothing negative that emerges. He said our catalog is easier to read than probably any in the country: he explained that his Office has to work with catalogs from all the other colleges in the country to do the transfer credit evaluations. Dean Marousek said the transfer students are genuinely concerned about academic standards: the first thing they ask him is what GPA is necessary in order to be accepted as a transfer student. The second question is how many credits will be accepted by John Jay and in that vein we tend to be the most liberal of colleges in and out of CUNY and because, thanks to the faculty, we have a baccalaureate degree that has a maximum of 32 free electives a lot of transfer credits can be assigned to that category. This is especially important for students who are shifting gears as is true of most of our transfer students. He added he is the envy of his counterparts in CUNY because we have not had a problem in recruiting students.

The other issues, Dean Marousek said, would require another meeting because there are so many: these are issues that arise after the students arrive here and they include the availability of classes, the lack of sufficient evening courses for students who work during the day, etc., which are the same issues that every CUNY college is grappling with. Senator DeLucia asked whether there is any way we can think about the students who come here who really do not want to be here: these are students who applied to other CUNY colleges and were not accepted by them but were slotted to John Jay by CUNY's central admission office and they are biding their time until they can transfer elsewhere.

Dean Marousek explained that the CUNY application process has six slots: an applicant may list as many as six choices in descending order of preference and so the student who wants to go to Baruch, for example, and will settle for Hunter as second choice and for John Jay as third choice may be assigned by the computer to John Jay and not to the other two colleges because he or she applied after the first two colleges closed admissions or because the admissions requirements of those colleges have not been met. He said there is not much we can do about that. He added that in the first batch of applications we are getting students who really want to come to John Jay and then the students who do not make their first choice and who do not want to miss a semester come here in the hopes of transferring.

Senator Malone said there are a lot of students at John Jay who came here with the idea of transferring but based on who they connect up with, based on the counselors and faculty members they develop a relationship with, they decide to stay here and they love John Jay. Dean Marousek said that he and his staff have just completed nine transfer orientation sessions and he knows that many will come to him in a few weeks and say that they had not planned on staying at John Jay but that their teachers are so excellent and the courses so interesting that they have decided to stay here.

Senator Solis said she has a recruitment suggestion and also an issue of concern to raise. The suggestion is based on her experience when she was at Rutgers: a regular feature at Rutgers was what were called recruitment days: the college invited area high schools into the college and faculty made presentations and held workshops and various faculty actually taught a class so that the high school students could experience what it would be like to be a student at Rutgers. She said it was a wonderful experience and that it was very

successful in terms of recruitment. She suggested that we consider whether such a program would be possible at John Jay. Senator Solis said that the concern she wanted to raise as a counselor is that we recruit and admit students and then we do not offer sufficient courses and course sections for them. She said the problem is especially acute for freshmen who sometimes end up taking upper-level courses which they then fail and we do not, therefore, retain them either because they get so discouraged or because we dismiss them because of their poor academic record. If we are going to recruit students we should not lose them in the process because we are unable to provide the courses they need.

Benator Marousek said that although this is not within his area of responsibility, two things have markedly reduced the problem of students registering for courses for which they are not academically prepared: having worked with Freshman Director Pat Binatra, he knows the remarkable number of students who come in, on time, for the proficiency exams (87%-90% of the students in each admission allocation come in to take their proficiency tests) and to then be block registered for the appropriate courses. The second major change is the checking and enforcement of prerequisites which the Faculty Senate insisted on and which has markedly reduced the problem of students enrolled in courses for which they are not academically prepared. While the prerequisite enforcement was burdensome to get started it has been extremely effective.

Senator Solis said that some freshmen have this semester registered for upper-level electives because everything else was closed. Dean Marousek said this should be raised with the Registrar, Donald Gray, because either the system is not working or someone overrode the system and, if that is the case, Registrar Gray should be informed about this. He added that Adviseement Director Paul Wyatt sits at registration representing the dean of undergraduate studies and has the authority to override the prerequisite rule but is not given carte blanche to do so.

Senator Hegeman said the problem is that students need to attend full-time to qualify for financial aid and are faced with the fact that not a single section is open of courses for which they are eligible. She asked what does one tell a student who is in that situation. Senator Malone added that what is being described is that on the last day of registration many freshmen students, for whatever reasons, did not register when they were scheduled to -- they were not part of Pat Sinatra's block registration process -- and need courses. He said he tells entering freshmen who cannot get the courses they need that they should return in the spring semester: he said that as an institution of higher education we should have a policy of biting the bullet in this way if we are unable to add additional sections as the student demand requires.

President Kaplowitz suggested that since Registrar Donald Gray is coming to the Senate on October 21, we could raise these issues with him then. She asked the Senate whether the "adopt a high school/community college/precinct initiative" is a project worth endorsing. A motion to create this initiative and to send a call letter to faculty inviting them to participate passed by unanimous vote. Dean Marousek said he is delighted. He noted that during the discussion, Senator Pinello was kind enough to pass him a note offering to adopt a school on Staten Island and Dean Marousek added that Staten Island is a borough that it is very difficult for his staff to cover because no one in his Office lives near there. The Senate thanked Dean Marousek and he expressed his appreciation at having been invited and for the Senate's work.

7. Election of Senate representatives to the Judicial Committee

This Committee exists to hear disciplinary charges that are brought against students. The Executive Committee nominated the current six faculty members for reelection (all have agreed to serve another year if elected): Professors Jane Bowers, Betsy Hegeman, Selma Henriques, Richard Koehler, Barry Latzer, and Timothy Stevens.

If elected they would be the members of the faculty panel from which names are selected by lot, two faculty for each disciplinary hearing. (A six-member student panel is elected by the students and names are chosen by lot, two students for each disciplinary hearing.) The rotating chairs are Professors Debra Baskin, James Malone, and Dagoberto Orrantia.

The Senate praised the members of the faculty panel and reelected them by unanimous vote. It was noted that no charges against students were brought to the Judicial Committee the previous year. Senator Koehler said that he wanted to praise Dean George Best for doing a wonderful job of helping to resolve problems and complaints and it is for this reason, he explained, that there were no formal judicial hearings.

8. Discussion of the September 26 College Council agenda

The Senate members reported that none had yet received the College Council agenda for the Monday, September 26, meeting. The faculty representatives on the Council's Executive Committee explained that the Executive Committee meeting had been moved from the previous week to the previous day and they provided the list of agenda items. However, the attachments, which are the actual agenda items and which include many important action items from the Curriculum Committee, such as proposed revisions of two associate degree programs, one in police science and the other in corrections, have not yet been received by any of the College Council members. The Senate agreed that since without the agenda materials it is impossible to discuss these important items today and since it is impossible to confer with the constituencies that the Senators represent, a motion to table this item, without prejudice, until the October meeting, would be made at the College Council.

9. Report on law school admission patterns of John Jay students

President Kaplowitz distributed data about John Jay students' rate of admission to various law schools. She said that she requested this data from Professor Ron Pilett since he teaches the LSAT preparatory course at John Jay to our students, as part of a NYS grant. She explained that she requested the information of him after the Senate's discussion in May initiated by Senator Norgren who had spoken about the experience of one of her students. Senator Litwack said that we need to know the LSAT scores in order to analyze these data. President Kaplowitz said that according to the data that Professor Pilett receives from the testing service, John Jay students score in the bottom 15 percentile of students taking the test nationwide. Senator Bloomgarden suggested that this be placed again on the agenda of a Senate meeting so we can study the data. Senator Litwack asked that the LSAT scores be provided.

Senator Jane Davenport said she is on a criminal justice discussion list on the Internet and has learned that there is a national trend of criminal justice majors having difficulty being admitted into law schools. People participating in the electronic discussion discussed the reasons for this and some of the law school faculty said that the reason is that criminal justice majors do not do well in law school. The discussion then considered why that would be and some of the reasons presented were that students who major in literature and history tend to have better writing and analytic skills: another reason is that upon getting into law school, criminal justice majors tend to think that they already know the material and, thus, are not as conscientious about their law school courses. But the point that all agreed upon is that the difficulty of criminal justice majors getting admitted to law school is a national trend.

Senator Bloomgarden said this is clearly an agenda item for the Senate and that in addition to the data (the LSAT scores) that Senator Litwack has requested he said the Senate needs to reflect on these data because of their startling nature. Senator Litwack said that without the LSAT data we are talking in a vacuum and suggested that today's discussion be postponed until the data are provided. This was agreed to.

10. Report of recommendations by an ad hoc faculty committee on ways to increase enrollment and retention of in-service students

[See agenda item #6 - pp. 9-10.]

11. Resolution calling for the restoration of the tuition waiver (partial) for in-service students

[See agenda item 112, below.]

12. New business

President Kaplowitz noted that the previous day at the Fall Faculty meeting, President Lynch reported that as stated in Vice Chancellor Rothbard's July 7 budget memorandum, the CUNY tuition waiver budget for in-service students (and others) had been cut in half this year and would be terminated the following year by CUNY. In-service students had received 6 credits of tuition waiver, then it was reduced to 4 credits, and now the budget has been halved and the program will be non-existent next year. This subject was on today's agenda (item #11) but was removed from the agenda by the Executive Committee which is awaiting information from the College administration about the status of the tuition waiver program and about the most efficacious way the College should proceed in a coordinated approach. Others, outside the College, such as Joseph Toal, a John Jay graduate (B.S. '76), who is the president of the Sergeants' Benevolent Association, is also working to have the waiver program extended.

In the meantime, President Lynch reported to the faculty the previous day, that because NYPD sergeants are now required to have 60 credits and because almost 409 sergeants will be removed as sergeants and returned to police officer status if they do not fulfill the educational requirement, special 12-week courses are about to be

given this semester at John Jay for these NYPD sergeants. She said that although it is wonderful that John Jay is being so responsive to the needs of the sergeants and of the NYPD she is concerned that the August 30 recommendation of the Faculty Senate based on resolutions approved by the College's Academic Planning Committee on June 8 will not be implemented because the sergeants will be segregated from the rest of the College population by virtue of the 12-week courses and the mid-October start date. The relevant resolution of the Senate and of the Planning Committee stated that "A substantial proportion of required college courses taken by potential (or active) police officers should be taken in an academic setting and in classes that are integrated with other college students. Such integration will broaden the perspective of potential and active police officers and will foster sensitivity to cultural differences and to the needs and sensibilities of various populations that police officers serve."

Senator Koehler said that we are in a situation where we could contribute something very important if we want to. He explained that the president of the Sergeants' Benevolent Association went to the Governor just last week and said that his sergeants are in a difficult situation because they no longer qualify to be sergeants by virtue of not having met the education requirement. The Governor was asked to help as was President Lynch. The Governor and his Criminal Justice Coordinator, Richard Girgenti, agreed to provide the necessary money for college courses. The situation demanded immediate action.

President Kaplowitz said she had not known that this took place just the previous week: she said she had thought that this arrangement had been made during the summer and not after the fall semester had already begun. Senator Koehler said that all the events took place the previous week and that he was just made aware of them the previous day.

Senator Litwack asked if his understanding from Senator Koehler's explanation is correct: that this special 12-week semester is a one-shot arrangement because of an emergency situation. Senator Koehler said his sense is that the sergeants need to earn college credits right away and that is why the semester is beginning immediately. The next semester would begin in January, as usual, he said. Asked about courses subsequent to the 12-week ones being specially mounted this semester, Senator Koehler said that he has no sense that this special arrangement will extend beyond this one semester. He said that if the sergeants, many of whom have accumulated a number of credits, still need additional courses, presumably they can take the regular courses we offer. And if there is a sense that the special arrangement of special courses for only sergeants will be continued after this semester, he said, then there will be time for us to speak to the issue. Senator Malone and Senator Litwack agreed. President Kaplowitz said that the chronology is necessary to know and that, of course, given the emergency situation we want to support the efforts of the sergeants and of the College.

Upon a motion made and carried, the meeting adjourned at 5:00.

Respectfully submitted,

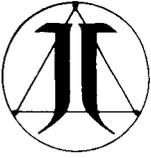
Edward Davenport
Recording Secretary

Base Level Equity -- Net Impact of Year 1 Position Reallocation

	FTE Impact of Year 1 Position Reallocation	Net \$ Impact of Year 1 Position Reallocation (000)*	Faculty Vacancies As of PP#3
Baruch	0	0.0	18
Brooklyn	(7)	(44.7)	51
City (Excl. CWE)	(7)	(44.7)	27
Hunter	0	0.0	18
John Jay	10	63.9	1
Lehman	(4)	(25.5)	2
Queens	(7)	(44.7)	32
York	7	44.7	7
CSI	7	44.7	3
NYCTC	1	6.3	7
TOTAL	0	0.0	166

* After adjunct reallocation is taken into account.

** If unaltered by future enrollment patterns, additional resources, or new model elements.



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
445 West 59th Street, New York, N.Y. 10019
212 237-8000 / 8724

September 9, 1994

Vice Chancellor Richard F. Rothbard
City University of New York
535 East 80 Street
New York, NY 100

Dear Vice Chancellor Rothbard,

In a few days you will be receiving an official letter from a very admiring and grateful John Jay Faculty Senate thanking you for recognizing the inequitable funding situation of John Jay (and of other similarly situated colleges) and for developing and announcing a plan to correct it.

In the meantime, I am writing to express to you my profoundest personal admiration for your courage in taking this course of action and also for the consummate professionalism that has always characterized your work but which was particularly in evidence at today's meeting of the Board of Trustees' Fiscal Affairs Committee.

I know how politically treacherous these waters are and how being on the side of the angels does not necessarily mean that one is universally thanked and appreciated and that, in fact, it often means that one is vilified (but not, in this case, universally). What you and your Office and the Chancellory have done is nothing short of heroic. I am confident that the rightness of your decisions and actions will prevail and will ultimately be recognized and accepted as the only just course of action for a public institution committed to the academic success of all its students.

As the next very possibly bruising weeks and, perhaps, months unfold please know that you have inspired me and my colleagues at John Jay with your integrity, courage, intelligence, decency, and with your commitment to what is morally right and with your willingness and strength of character to act on that commitment.

Sincerely and with warmest regards,

Karen Kaplowitz
President, Faculty Senate

ATTACHMENT D

RESOLUTION OF THE COLLEGE COUNCIL

Proposed by the Faculty Senate

September 26, 1994

WHEREAS, The College Council of John Jay College of Criminal Justice is comprised of elected and statutory representatives of John Jay's faculty, students, staff, administration, and alumni, and

WHEREAS, For many years, John Jay has been grossly underfunded and has been inequitably underfunded compared to many of the senior colleges of CUNY, and

WHEREAS, The Master Plan goal of CUNY's Board of Trustees to have at least 70 percent of senior college course sections taught by full-time faculty is a goal that John Jay has moved further and further away from to the point that in Spring 1994, only 47 percent of all course sections were taught by full-time faculty even though John Jay's full-time faculty carry a 12/9 actual teaching load, and

WHEREAS, This unacceptably high reliance on adjunct faculty is the result of both the long-term underfunding of John Jay and because John Jay's increased enrollment was not matched by an increase in funded full-time faculty lines, and

WHEREAS, Vice Chancellor for Budget, Finance, and Computer Information Richard F. Rothbard, in his July 7, 1994, budget allocation memorandum, established a plan whereby during the next five years vacant full-time faculty lines at the senior colleges will be reallocated for the purpose of achieving "base level equity" in full-time lines and, according to that plan, John Jay and other similarly disproportionately underfunded senior colleges of CUNY are to receive funded vacant faculty lines, in addition to the other lines we and they receive for academic program planning and other programmatic needs and initiatives, therefore be it

RESOLVED, That the College Council of John Jay College of Criminal Justice expresses its sincere appreciation to Vice Chancellor Rothbard and to his Office and to the Chancellory and applauds this action as a just and reasonable course of action and as the minimum course of action for a University committed to the educational success of all its students, and be it further

RESOLVED, That this resolution be immediately transmitted to Vice Chancellor Rothbard, and to Chancellor Reynolds, Deputy Chancellor Mucciolo, and Budget Director Brabham.

Approved by Unanimous Vote of the
College Council



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
445 West 59th Street, New York, N.Y. 10019
212 237-8000 / 8724

September 19, 1994

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

Dear Vice Chancellor Rothbard,

We are writing to you on behalf of the Faculty Senate of John Jay College. Having reviewed your budget allocation memorandum of July 7 and particularly the section entitled "Full-time Faculty Positions - Base Level Equity," the Senate has asked us to express its deep appreciation to you for your responsiveness to our previously expressed concerns regarding the fiscal situation of John Jay College and the academic needs of our students.

As you know from our meeting with you in December 1993 (when you kindly accepted our invitation to meet with the John Jay Faculty Senate), and from our subsequent correspondence to you in March and in May, it has been our contention that John Jay College has been significantly underfunded compared to certain other senior colleges of CUNY and, as a direct result, our students have not been given an equal opportunity to have a successful and fulfilling college career.

It was our further contention that this situation was particularly unfair because John Jay has more than satisfied the call of CUNY to increase student enrollment and yet, as we increased enrollment, our fiscal situation caused us to move further and further away from the Board of Trustees' own stated master plan goal that at least 70 percent of course sections at senior colleges be taught by full-time faculty. (And, as you know, in spring 1994, only 47 percent of course sections at John Jay were taught by full-time faculty -- who carry a 12/9 actual teaching load -- and 53 percent of course sections were taught by adjunct faculty.)

We are very gratified, therefore, that your July 7 budget allocation memorandum has acknowledged "this historic and continuing disparity between resource distribution and enrollment patterns" and sets out a plan to "achieve base level equity." Even though the stated plan for the redistribution of vacant faculty lines would bring John Jay College to base level equity in terms of full-time faculty lines only gradually over five years, we understand your desire to avoid dislocations at other colleges. Indeed, in our letter to you of May 12 (when we asked how CUNY plans to remedy the situation at John Jay), we ourselves acknowledged the possible necessity of a gradual approach toward

Vice Chancellor Rothbard
September 19, 1994
Page 2

achieving base-level equity for the well-being of the University as a whole (to which we, like you, are committed).

We do have questions and concerns regarding the stated plan that we expect to communicate to you in a subsequent letter. For now, however, we wish to again acknowledge that you and your Office and the Chancellory have begun to right a long-existing injustice by taking a significant and necessary step toward ensuring that all students of the University are provided with an equal opportunity to succeed in college. We believe that all who are committed to equal opportunity for CUNY students will recognize the essential fairness and reasonableness of your plan.

The Faculty Senate of John Jay College of Criminal Justice extends its gratitude to you and to your Office and to the Chancellory. We are committed to working with you to fulfill CUNY's obligation and commitment to the students of John Jay and of the entire City University.

Sincerely,



Karen Kaplowitz
President, Faculty Senate

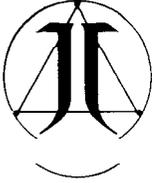


Jim Cohen
Chair, Senate Fiscal Committee



Tom Litwack
Senate Fiscal Committee

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



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

445 West 59th Street, New York, N.Y. 10019

212 237-8000

RESOLUTION OF THE FACULTY

OF JOHN JAY COLLEGE OF CRIMINAL JUSTICE

September 20, 1994

WHEREAS, For many years, John Jay has been grossly underfunded and has been inequitably underfunded compared to many of the senior colleges of CUNY, and

WHEREAS, The Master Plan goal of CUNY's Board of Trustees to have at least 70 percent of senior college course sections taught by full-time faculty is a goal that John Jay has moved further and further away from to the point that in Spring 1994, only 47 percent of all course sections were taught by full-time faculty even though John Jay's full-time faculty carry a 12/9 actual teaching load, and

WHEREAS, This unacceptably high reliance on adjunct faculty is the result of both the long-term underfunding of John Jay and because John Jay's increased enrollment was not matched by an increase in funded full-time faculty lines, and

WHEREAS, Vice Chancellor for Budget, Finance, and Computer Information Richard F. Rothbard, in his July 7, 1994, budget allocation memorandum, established a plan whereby during the next five years vacant full-time faculty lines at the senior colleges will be reallocated for the purpose of achieving "base level equity" in full-time lines and, according to that plan, John Jay and other similarly disproportionately underfunded senior colleges of CUNY are to receive funded vacant faculty lines, in addition to the other lines we and they receive for academic program planning and other programmatic needs and initiatives, therefore be it

RESOLVED, That the faculty of John Jay College of Criminal Justice expresses its sincere appreciation to Vice Chancellor Rothbard and to his Office and to the Chancellor and applauds this action as a just and reasonable course of action and as the minimum course of action for a University committed to the educational success of all its students, and be it further

RESOLVED, That this resolution be immediately transmitted to Vice Chancellor Rothbard, and to Chancellor Reynolds, Deputy Chancellor Mucciolo, and Budget Director Brabham.

Approved by Unanimous Vote