

FACULTY SENATE MINUTES #119

John Jay College of Criminal Justice

March 1, 1995

3:15 PM

Room 630 T

Present (31): Yahya Affinnih, Arvind Agarwal, Luis Barrios, Michael Blitz, Ira Bloomgarden, Orlanda Brugnola, James Cohen, Edward Davenport, Jane Davenport, Peter DeForest, Robert DeLucia, Janice Dunham, Pat Gary, P. J. Gibson, Elisabeth Gitter, Lou Guinta, Karen Raplowits, Richard Koehler, Leona Lee, Tom Litwack, Barry Luby, James Malone, Peter Manuel, Jill Norgren, Daniel Pinello, Charles Reid, Edward Shaughnessy, Carmen Solis, Maurice Vodounon, Agnes Wieschenberg, Bessie Wright

Absent (7): Arlene Geiger, Elizabeth Hegeman, Zelma Henriques, Laurence Holder, Gavin Lewis, Henry Morse, Davidson Umeh

Guests: Ned Benton (Chair, Public Management Department, and Chair, Budget Planning Committee), Joseph Capecci (Dean of Administration), James Levin (Psychology Department), James Levine (Executive Officer, Ph.D. Program), Douglas Salane (Mathematics Department), John Smith (Vice President for Administration), Harold Sullivan (Chair, Council of Chairs, and Chair, Government Department), Martin Wallenstein (Acting Chief Librarian), Jack Zlotnick (Chair, Psychology Department)

Agenda

1. Announcements from the chair
2. Report on the Declaration of Financial Exigency by the Board of Trustees and on the CUNY Retrenchment Guidelines
3. Discussion of plans for action with regard to the budget cuts
4. Discussion about Phase II and John Jay's space needs in preparation for Vice Chancellor Emma Macari's visit
5. Invited Guest: Vice Chancellor for Facilities Planning, Construction, and Management Emma E. Macari

1. Announcements from the chair

Vice Chancellor Macari is testifying at City Hall and will arrive at our meeting as soon as the hearing ends at 3:30.

An interview with CUNY Trustee Herman Badillo on NY 1 News, by New York Times reporter Joyce Purnick, broadcast on February 10, was played for the Senate. Trustee Badillo described what he considers to be the extreme remediation needs of CUNY's students, which he said should not be

CUNY's responsibility and he called for an increase in admission standards. He said if admission standards are increased, the result would be a decrease in the number of students attending CUNY and, therefore, a reduction in the cost of operating CUNY. He noted that the Board can change the admission standards and that the Governor would appoint a new Chair and Vice Chair of the CUNY Board.

President Kaplowitz reported that at the February 21 Board of Trustees public hearing, 51 CUNY faculty testified about the Board's proposed declaration of fiscal exigency: of the 51 CUNY faculty who testified, 8 were John Jay faculty: Lotte Feingold (Public Management), Holly Sill (Speech & Theater/SEEK), Patricia Johnson (Law and Police Science), Richard Koehler (Law and Police Science), Marilyn Lutzker (Library), Serena Nanda (Anthropology), Edward Shaughnessy (Sociology), and, she explained, she testified in her capacity as president of John Jay's Faculty Senate. Also providing a John Jay presence at the hearing were Edward Davenport (SEEK/English), Harold Sullivan (Government/Chair of Chairs), and Bessie Wright (SEEK). She said she will send copies of the testimony by John Jay faculty to President Lynch, Provost Wilson, and Vice President Rothlein because they might find the testimony useful in lobbying for restoration of the cuts. She added that she had had to return to John Jay to teach after testifying and so did not hear all the faculty members but that at 11 PM, when the testimony was over, Professor Sandi Cooper, head of the UFS and the faculty trustee, called her and praised the John Jay faculty who testified and exclaimed in particular about Professor Richard Koehler, whom she said had made an absolutely magnificent presentation.

Tomorrow ends the 30-day amendment period during which changes can be made by the Governor to his proposed budget before he sends it to the Legislature for action and there is no indication that any changes will be made with regard to the budgets of CUNY or SUNY. President Kaplowitz said that when she asked Vice Chancellor Rothbard about this the previous night at the University Faculty Senate meeting, the Vice Chancellor said no changes with regard to the CUNY or SUNY allocations are being anticipated during the 30-day adjustment period.

Two days earlier at the Board of Trustees meeting on February 27, Chancellor Reynolds announced that the State Legislature has instituted an early retirement initiative (ERI) which will be brought to the floor for a vote within the next few days. The Chancellor asked the Board to approve CUNY's participation in the ERI program: without approval by the Board, CUNY would not be able to participate. The Board voted its approval. Vice Chancellor Rothbard reported to the UFS that the ERI requires 10 years of service in CUNY and a minimum age of 50 years. One month will be credited toward one's pension for every year of service at CUNY, with a maximum of 36 months of such credit.

2. Report on the Declaration of Financial Exigency by the Board of Trustees and on the CUNY Retrenchment Guidelines [Attachment A]

Two nights ago, on February 27, the CUNY Board of Trustees unanimously approved a declaration of financial exigency at the senior colleges, as expected, because the Governor's proposed budget, if approved, would not enable CUNY to meet its payroll, which it must do by law. (The faculty trustee does not have a vote and the student trustee, who does have a vote, was in Albany participating in a State-wide rally for CUNY and SUNY organized by NYPIRG.) The trustees did not discuss the declaration of financial exigency. A large group of faculty in academic caps and gowns tried to speak but the Chair of the Board of Trustees silenced them. (The public may speak only at the public hearing the week

prior to a Board meeting.)

The declaration of financial exigency means that if the Governor's proposed budget is passed by the Legislature, CUNY will be unable to meet its payroll. The Board of Trustees' retrenchment guidelines are activated by the Board's declaration of financial exigency. Copies of the Board of Trustees' retrenchment guidelines were distributed to the Senate. The first four paragraphs of CUNY's "Guidelines and Procedures for Discontinuance of Instructional Staff Personnel Mandated by Financial Exigency" were reviewed [see Attachment A].

Once the Board has declared that a state of financial exigency exists, the guidelines require that the President of each College appoint an ad hoc college-wide Retrenchment Committee, which the President must chair. The Committee must include representatives from every constituency: faculty, HEOs, classified staff, administrators, students, and the affirmative action officer. The Committee members are to consult with their constituents and the Committee makes recommendations to the President on a retrenchment plan. The President consults with the Committee and writes a retrenchment plan which he circulates to the Committee for comments and to the affirmative action officer for comment. The President then sends the retrenchment plan to the Chancellor for review. The plan becomes effective 10 working days after submission to the Chancellor. Within 15 days after acceptance of the Plan, notice is sent to instructional staff members who are to be discontinued, if any are to be discontinued. Then the President is to submit to the Chancellor the College's new workforce profile and the Chancellor reports to the Board of Trustees on the University's workforce profile.

The retrenchment notice requirements for instructional staff are: tenured faculty (Professor, Associate Professor, Assistant Professor, Lecturer, Librarian, Counselor, Lab Technician): 12 months; faculty working toward tenure (same titles as above): 6 months; research series (Research Associate and Research Assistant): 60 days; administrative series (Higher Education Officer, Higher Education Associate, Higher Education Assistant, Assistant to HEO): 60 days; adjuncts (part-time teachers, counselors, librarians, lab technicians): 30 days.

The Retrenchment Committee's first obligation is to determine where budgetary cuts can be made other than by cutting personnel. If the budget approved by the Legislature is such that the Board of Trustees, on the advice of the Chancellor, decides that retrenchment does not need to take place because the budget cuts do not warrant such action, the declaration of financial exigency is rescinded and the retrenchment guidelines would no longer be in effect and thus tenure and contracts could not be broken for financial reasons.

President Kaplowitz noted that John Jay has an enviable history of never having retrenched anyone because of financial reasons and we are working to do everything possible to keep that record intact. She said, however, this situation is more serious than the one in 1976 but, unfortunately, some faculty are lulling themselves into a false sense of security. She praised President Lynch's policy of never firing anyone for financial reasons and for having been able to act on and adhere to that policy during his 20 years as President of the College. She noted the Senate's unanimously approved resolution in December supporting this policy. But she said, no matter how skilled and resolved President Lynch is, and no matter how resolved the rest of us are, if the cuts that are proposed by the Governor are approved there will be massive retrenchments throughout CUNY and so we must fight to have the budget restored. She noted that in 1976, John Jay College successfully fought back against 80th Street's decision to close our College but that every person participated and did so day and night for months and launched a very thoughtful and

effective campaign.

She added that the 1976 crisis was different because it was New York City that was in financial trouble then and that New York State, which was fiscally healthy, ultimately rescued CUNY by permanently taking over the funding of the CUNY senior colleges and leaving the City fiscally responsible only for the community colleges. That is not the case today: now it is the state that has a \$5 billion deficit. Furthermore, CUNY had not been subject to budget cuts prior to 1976 and so, although CUNY had been relatively underfunded, it had not been cut to the bone year after year the way CUNY has been cut almost every year since 1988. The other difference is that open admissions was in effect only six years nor was it condemned by anyone as a failure: but now open admissions has been in effect for 25 years (although most of the senior colleges do not have open admissions) and it is being condemned in the media and by elected officials and even by some trustees as a failure. The fourth difference is that there is a national movement against the social policies and philosophies that were widely embraced and championed at the time of the 1976 crisis. She said the real problem is that the impetus behind Governor Pataki's budget proposal for CUNY is political and not fiscal.

President Kaplowitz said that she and Professor Sullivan will be meeting with President Lynch shortly to consult with him about the selection of faculty members to be appointed by him to the Retrenchment Committee and they will make recommendations to him on behalf of the Faculty Senate and the Council of Chairs.

She noted that questions by faculty members at the Town Meeting revealed their mistaken belief that a declaration of financial exigency means retrenchment has to happen. That is not so: what has to happen is a retrenchment committee has to be formed. Indeed, a declaration of financial exigency was approved by the CUNY Board of Trustees with respect to John Jay and NYC Technical College a few years ago because the funding of the associate degree programs had been cut by the State. The funding was subsequently provided by the City and so no retrenchment took place at either college. Retrenchment does not have to happen but planning for making cuts does have to happen and if enough cuts can't be made then planning for retrenchment has to happen [see Attachment A].

3. Discussion of plans for action with regard to the budget cuts

President Kaplowitz reported that the previous night at the UFS Plenary, Vice Chancellor Rothbard said faculty and students must visit the home offices of the legislators: that is the one crucial thing we must do.

Senator Pinello reported that he has prepared individualized, personalized letters (using different texts and different fonts) on his home computer for 13 of his students who live on Staten Island and in Nassau and Suffolk counties who had agreed to sign the letters and so 26 letters from those districts were immediately sent to Albany from John Jay student constituents to primarily Republican State legislators. And by exhorting friends and relatives, he was also able to have more than 100 individually written letters generated from those same areas to primarily Republican legislators. He said that today he delivered copies of the 118 letters to Robert Pignatello who is keeping account as John Jay's CLAC (CUNY Legislative Action Committee) representative. He offered to share copies of the letters with anyone who calls him. Senator Pinello said we can maximize the impact on the legislators by sending individualized letters.

President Kaplowitz said that to date 3000 letters have been generated and we expect several thousand more. Our quota, assigned by

80th Street, was 2,600 and the hope is to exceed that by several multiples and many people have only just now received copies of the letters so many more thousands of signed letters are expected. A special fund has been established to pay for the printing of the letters and for the postage: those who want to contribute to the fund should send a check to the bursar made payable to "John Jay Student Association/Save John Jay." Low faculty and students are needed to volunteer to identify legislators according to the letter writers, zip codes and to address the envelopes in Room 511. Senator Guinta said he has been doing this, that many faculty were there, and that there is a real sense of conviviality and community in the room. He urged his colleagues to participate.

4. Discussion about Phase II and John Jay's space needs in preparation for Vice Chancellor Emma E. Macari's visit [Attachment B]

President Kaplowitz reported that all the CUNY colleges except for John Jay submit annual requests for funding for capital projects and equipment from the Borough Presidents and from the City Council. She suggested that we work with our administration so that next year we too will submit proposed capital projects and proposals for equipment that are likely to receive such funding. She showed the Senate a book comprising funding requests from CUNY colleges for 1995-96 entitled "Borough President/City Council Funded Capital Outlay Requests." The requests from the CUNY colleges are for computers, fiber optic networks, scanners, auditoriums, vans, phone systems, ramps for people with disabilities, new gymnasiums, theater renovations, improvements and extension of a library at one of the senior colleges, a microcomputer lab, a math lab at another senior college. These items are for more than a million dollars for each college and are requested each year. The only college that has no funding request is John Jay. (The CUNY Law School also has no requests.)

Senator Shaughnessy said these are probably member items and we should indeed explore our participating in the requests next year. He said, in the meantime, we should consider member items we might want to request from our State legislators. President Kaplowitz commended that suggestion especially in light of the fact that one of the legislators who represents the district that John Jay is located in is a John Jay alumnus: Assemblyman Scott Stringer. Asked to explain what a member item is, Senator Shaughnessy said that each State assembly member and senator has money to give out to his or her district to meet needs that arise by constituents: one goes to one's legislator and petitions the legislator with a proposal and a budget analysis for x number of dollars. It is a way for legislators to have a pool of money that they can bring into their community. He said it is feasible for us to try for this.

The Senate reviewed the space needs of the College. Senator Gitter asked about the cognitive dissonance she is experiencing: we are faced with the possibility of enormous cuts and people such as Trustee Badillo, as we just heard, are talking about downsizing the University and yet we are awaiting a visit by Vice Chancellor Macari to discuss Phase II. President Kaplowitz agreed that this does have a certain Alice in Wonderland feel but we do have a critical space problem at the College and we will have an even greater one if we decide we have to increase enrollment. Furthermore, CUNY's capital budget is entirely separate from CUNY's operating budget. She said one of the things we will want to ask Vice Chancellor Macari is whether, when we visit and write and call legislators about CUNY's budget, we should urge them to restore the funding for the land next to T Building. She explained that for the past two years \$10 million had been appropriated to purchase the land next to T Building and this year a budget request of \$15 million for executing a raster plan and for designing Phase II for John Jay was part of CUNY's

capital budget request. But not only was the \$15 million to design Phase II not included in the Executive Budget, but the \$10 million to buy the land was withdrawn from the reappropriations. But the landowner is ready to sell the land and if he sells it to someone else we are closed out of Phase II as a building that would be contiguous to T Building. Senator Gitter said her sense is that the legislators want to downsize CUNY. President Kaplowitz said that our argument is that we would be selling and replacing North Hall, a very desirable property (in terms of location), and we would also be accommodating our expanded enrollment and our programs that are unique to CUNY.

But if we hear from Vice Chancellor Macari that there is no hope for Phase II, then we have to rethink the issue of our enrollment numbers and not only not increase our enrollment but consider going in the opposite direction. She noted that the Governor's budget assumes an enrollment growth at CUNY -- this is in addition to CUNY's Board-mandated increase of 2.5% enrollment increase each year -- and so we need to know whether we will have the space for additional students. President Kaplowitz said that 80th Street was stunned by the Governor's proposed capital budget for CUNY: the University asked for \$500 million in capital projects for next year thinking this would be well received because capital projects are supported by the business sector, such projects create jobs, the unions are lobbying for these projects, and the Republican legislators tend to want to invest in the infrastructure.

She said Vice Chancellor Macari, in fact, had told her when the Executive Budget was released, that she hoped to see the \$10 million to purchase the land for Phase II restored during the 30-day amendment period, but that has not happened. Of the \$500 million in capital budget requests, CUNY was funded only \$14 million to purchase property and that \$14 million is for a building at LaGuardia Community College that is more costly to rent than to purchase. The only other capital project funded in the Governor's budget is \$42 million to bring existing CUNY buildings up to code and also to bring the buildings into compliance with the Americans With Disabilities Act. We need to hear from the Vice Chancellor what this means for the future of John Jay's Phase II.

President Kaplowitz said there is another reason for meeting with Vice Chancellor Macari (in addition to the fact that the Vice Chancellor called asking to be invited back when she had to cancel.) She said that the more people at 80th Street who are knowledgeable about John Jay College, about our unique programs and majors, about our mission, and about our faculty, the better it is for John Jay: the more people for whom we can provide a reality of John Jay faculty and students and for whom John Jay is not an abstraction, the better it is for us. Vice Chancellor Rothbard came to our Senate a year ago. Vice Chancellor Nunez-Wormack came two months ago. Vice Chancellor Macari is new to CUNY and we, as faculty, should educate her about John Jay, about our unique programs and mission. As a result John Jay will not be an abstraction when the budget has to be allocated and when decisions are made.

She said one of the problems John Jay faced during the fiscal crisis of 1976 was that John Jay people, except for a few administrators, were not known at 80th Street. She added that that is why she felt it was important that John Jay faculty testify at the public hearing about the declaration of financial exigency and why she is pleased that so many did testify: this gives the trustees and the Chancellory direct, first-hand evidence about our excellent faculty. Senator Malone agreed with her analysis about the 1976 fiscal crisis and he agreed that the more people who come here and meet John Jay faculty and see how serious we are and how involved and how knowledgeable we are the better.

Professor James Levin (Psychology) told the Senate that in light of the imminent visit by Vice Chancellor Macari he would like to brief the Senate about the future space needs of the Psychology Department, which offers both an undergraduate forensic psychology major and a master's degree in forensic psychology. He said he and his colleagues have a planning grant from a number of foundations for the purpose of putting together a bigger grant proposal for funding to study how to prevent violence: the grant is to learn how to prevent children from growing up to be antisocial and aggressive. The project involves seeking a large Federal grant to assess children at very early ages, to assess at-risk families, and to develop training procedures for the families and assessment procedures for children and training for teachers and police. The project, if funded, will require a lot of space: it will require child playrooms and observation rooms and testing rooms, and space to work with parent groups at various times during the day when we might have peak John Jay class operations going on.

In addition, Professor Levin reported, the College is actively pursuing a very large Federal project that would involve a consortium of universities around the country involving scholars in different disciplines to address the problem of violence and its prevention and this, also, if the grant is awarded, will require major space allocations at the College. Asked how much space in terms of square feet, he said 20,000 to 30,000 square feet. The grant that is being pursued is for \$12 million from HUD and NSF. John Jay would be the center where the grant is housed and the Yale Child Study Center, the University of California, and the University of Michigan would also be involved. Asked what would happen if the grant is awarded and John Jay does not have the space, Professor Levin said the project might have to be centered some place else although it should be at John Jay because of our special mission.

The Senate reviewed the presentation that Professor Ned Benton, Chair of the Budget Planning Committee and Chair of the Department of Public Management made to the Senate a month ago.

Professor Benton distributed tables he prepared for the Senate's meeting with Vice Chancellor Macari comparing internal space per FTE by campus [Attachment B-1, B-2, B-3]. Professor Benton explained that he serves on the University Faculty Senate's Budget Advisory Committee and in that capacity, when he received documents about master plans at various campuses, he asked to be provided with an analysis of existing space at each campus so as to have a framework for evaluating the master plans as they are done. His request resulted in his receiving documentation about each college's existing space. He explained that he performed an analysis of John Jay's space needs in preparation for the Senate's meeting with Vice Chancellor Macari and that although he presented this information to the Senate a month ago, on February 3, he would like to review his analysis with the Senate.

The table entitled "CUNY: Comparison of Space per BTE, by Campus@@ [Attachment B-1] is the representation of the total space divided by the number of full-time students at each college and, therefore, the amount of space should be the same at each college. The bars in the back show the total amount of space per student: the total amount of space ranges from 140 square feet per student at CCNY down to 60 square feet per student at John Jay. Professor Benton noted that it used to be that prisoners were entitled to 80 square feet per student in their cell. The two bars in the front for each campus divide the total space into what CUNY classifies as support space and instructional space. Instructional space includes classrooms, laboratories, department and faculty offices, research space. Then, he explained, he ranked all of the campuses, ranging from those with the most instructional space per student to those with the least instructional space per student and John Jay is right down at the very

tail end, except for Hedgar Evers. And, therefore, if the University's capital planning and the Legislature's capital planning priorities were to consider which students are most in need of additional instructional space, John Jay would have to be a top priority. The college that just had a master plan approved by the Board of Trustees is Brooklyn College, even though it is near the top in terms of current space per student. But John Jay can't get into the door and, in fact, has just lost the money to buy the land next to T Building. President Kaplowitz explained that the space that Professor Benton is talking about is space within buildings: it has nothing to do with landscape or grounds. The large amount of space that CCNY has, according to the table, is space inside buildings and has nothing to do with CCNY's huge campus. Hunter, which has no campus, also has a very large amount of space. Professor Benton confirmed this. Asked what the "support space" category includes, Professor Benton said the next table answers that question.

Professor Benton explained that the next table, "John Jay: Net Space Analysis and Comparison" [Attachment B-2], focuses on John Jay. The first three categories -- classrooms/laboratories, academic support, and faculty -- are instructional space. Everything else -- all the rest -- is the category of "support," that was asked about. In other words, "support" includes library, physical education, assembly areas, student services, instructional resources, administration, data processing, and campus services. Professor Benton explained that all these classifications are CUNY's own designations. The first row, the front row of bars, in the table describe the number of square feet that John Jay has by category rather than by student. This is the absolute number of square feet that we have by category.

The second row of bars is his analysis of the number of square feet that John Jay would have if we were treated just like Brooklyn College in terms of space. He explained that he chose Brooklyn College because Brooklyn is not at the top in terms of space and it is not at the bottom: also, he picked Brooklyn because it is a campus that apparently 80th Street thought is not too big to have just had a new master plan done for them to give them more space. The table shows the amount of space John Jay would have if we were treated like Brooklyn based upon last fall's flash FTE of 7300. So for all of us who are feeling cramped in our classrooms, offices, etc., he said, a move to a different campus would certainly change that feeling.

The third row is the amount of space we would need if we continued to grow at 2.5% each year. That's the official assumption about what we're supposed to be doing in terms of growth and, yet, for example, the Spring 1994 to spring 1995 comparison of graduate enrollment at John Jay is marked by an enrollment increase of 50%. While we are required by the CUNY Board of Trustees to increase our overall enrollment by 2.5% each year, we have actually been growing by 5% each year. We would need, therefore, a substantial amount of additional space in each category. When we do a master plan, a particularized analysis of our particular needs will be done and, therefore, some categories would go up in terms of space needs and some categories would decrease. But this gives a general idea. The relative level of deprivation on the instructional side of the chart is much greater than the level of deprivation in the administration area.

Professor Benton explained that the third table, entitled "John Jay: Current & 10-Year Space Needs Analysis" [Attachment B-3], looks at our buildings. The first bar is North Hall and T Building today: we have about 400,000 square feet (0.4 million). North Hall is approximately 200,000 square feet and T Building is about the same. If we did Phase II the way it is currently framed, we would get rid of North Hall (the striped bar on the first column) and we would add a new striped bar in the

second column, and since Phase II is not supposed to be substantially bigger than North Hall we would be running in place. If we take the Brooklyn College assumption and apply it to our last fall FTE numbers, then what we would really need is to replace North Hall by a building that is three times bigger than T Building: the third bar shows our current space needs if our students received the benefits of the same amount of space as the students at Brooklyn College -- and Brooklyn is not unusual: actually CCNY is 136 square feet per student and Brooklyn is only 116 square feet per student. These are figures that CUNY provided: all these are CUNY's own figures. In CUNY's capital budget request, in asking for the space for the new community college in East Harlem, CUNY said that its rule of thumb is 100 square feet of usable space per PTE. And so these are the numbers that CUNY uses and advocates.

Noting that if John Jay were to grow at 2.5% each year, which is a conservative assumption about what is going to happen here, Professor Benton said that we then need to stack four buildings the size of T Building onto T Building -- this is what the fourth column shows. The roofline going back toward 11th Avenue would be going up, not down, even though the floorline of 11th Avenue goes steeply down.

Professor Benton said he hopes the Senate has a sense of the scope of response that is really needed in order for John Jay to achieve physical base equity in CUNY as well as operational base level equity, which is now such a current issue at CUNY. He said we can also get a sense as to why everyone might feel so cramped, why it might be difficult to circulate in the corridors, and why it may be necessary to wait on line to use a toilet. It really is a situation, he said, where we have a critical space crisis at this College.

President Kaplowits praised Professor Benton's terrific analysis and dramatically effective tables and praised him for obtaining the campus by campus space data from Vice Chancellor Macari as a member of the UFS Budget Advisory Committee. She also spoke about our need for a new master plan noting that our last master plan, which was done in 1984, anticipated that by 1994 we would have 7,000 students but we now have 10,000 students. She showed a copy of the new master plan for Kingsborough Community College as an example of a wonderfully executed master plan so that the Senators can see what a first-rate master plan looks like: this master plan was just approved by the Board of Trustees. The plan was done by Ms. Sheila Chaffin, who was hired by 80th Street as a consultant to do the master plan and who has since been hired by Vice Chancellor Macari.

President Kaplowito noted that there have been two philosophies by people at John Jay and at 80th Street about the timing of John Jay's new master plan. Some have felt we should not wait to have a new master plan so that Phase II could be expedited even though that would mean that Phase II would only replace the amount of space that we currently have in North Hall (because the 1984 master plan, the operative master plan, assumes a 1994 student enrollment at John Jay of 7,000 students). This philosophy argues that since Phase II would simply replace North Hall and no new master plan is required and no expansion would be proposed, we should proceed with lobbying for Phase II and after Phase II is approved and funded we would then have a new master plan which would demonstrate our need for new space and then we would work to get Phase III (which would bring us to the space shown in the third/fourth columns on table B-3). Others have felt that we should have a new master plan developed now and that Phase II should itself bring us not to the second column in Table B-3 but rather to the third/fourth columns. Now virtually everyone agrees that our space needs are so critical, as Professor Benton has said and as his tables demonstrate, that we need to have a new master plan now and that the new master plan would be for a Phase II that would accommodate not only our current needs but our projected space needs. She said that

this is one of the things that we will want to talk with Vice Chancellor Macari about when she comes to the Senate: a master plan can be developed without special funding, especially since Ys. Chaffin, who did Kingsborough's excellent master plan, is now on Vice Chancellor Macari's staff. She said she hopes that Vice Chancellor Macari will bring Ms. Chaffin to also meet with us. [Ms. Chaffin arrived at this time.]

5. Invited Guest: Vice Chancellor for Facilities Planning, Construction, and Management Emma E. Macari [Attachment B-1, B-2, B-3]

Sheila Chaffin, Director for Space Planning and Capital Budget, arrived and was welcomed. President Kaplowitz introduced Director Chaffin and explained that she is the Director of CUNY's Department of Space Planning and Capital Budget and reports directly to Vice Chancellor Macari. She noted that Director Chaffin is the author of the splendid master plan for Kingsborough Community College that the Senate was just looking at and she congratulated Director Chaffin on the Board of Trustees' enthusiastic approval of her master plan. Director Chaffin said she is very pleased to be a guest of John Jay's Faculty Senate and explained that Vice Chancellor Macari is on her way from City Hall where she was required to testify this afternoon. [Vice Chancellor Emma Macari arrived at this time.]

President Kaplowitz: It is my honor and pleasure to welcome Vice Chancellor Emma Macari to John Jay on behalf of the Faculty Senate and, indeed, on behalf of all the faculty. I am very pleased to introduce Vice Chancellor Macari, who was appointed by the CUNY Board of Trustees, on the recommendation of Chancellor W. Ann Reynolds, on September 20, 1993. The appointment was made after a nation-wide search: Baruch College President Matthew Goldstein chaired the search committee.

Vice Chancellor Macari is a registered architect with a Bachelor of Architecture degree from the University of Florida. She was the Director of the Facilities Planning Division of the University of South Florida in Tampa from January 1992 until her arrival at CUNY. During the five years previous to that, she was Assistant Director for Architecture and Engineering and also Campus Architect of the Department of Planning and Construction at the University of Wisconsin-Madison. Vice Chancellor Macari had nine years of experience in the design and construction of public, institutional, and commercial projects before becoming Staff Architect for the University of Wisconsin system in March 1976. She supervised the construction and renovation of a broad range of University buildings that ranged from laser and spectroscopy laboratories to libraries.

An active member of the American Institute of Architects, she was chair of its national committee on Women in Architecture at the time of her CUNY appointment. Born in Cuba, Vice Chancellor Macari finished her first year of Architecture School at Villanova University, Havana. A former varsity swimmer, she was selected to represent Cuba in the 1960 Olympics. Welcome to John Jay's Faculty Senate.

Vice Chancellor Macari: Thank you. I want to mention that although I was a member of the Olympic swimming team, as Karen said, I did not actually participate in the Olympics because that was the year when Castro came into power. I will be happy to take the credit, but I was not actually able to compete. I want to thank you for inviting me. I was at City Hall testifying before the Borough Presidents. As you know, our current budget has been cut and our future budget is being cut and the Borough Presidents wanted to know how these cuts will affect CUNY. Two other CUNY Vice Chancellors also testified: Vice Chancellor [for Budget] Richard Rothbard

and Vice Chancellor [for Student Affairs] Elsa Nunez-Wormack. The Borough Presidents are supportive of CUNY and Manhattan Borough President Ruth Nesainger, who was presiding, -- the other borough presidents sent their representatives -- expressed her strong support of the CUNY colleges in our borough and I know she is especially supportive of John Jay. And yet, we have looked at the dollars that Borough President Messinger has given and she has not given much money to John Jay, which is something I will talk about later. Has Sheila been introduced?

President Kaplowitz: Yes and, in fact, the Senate has been reviewing the splendid Kingsborough Community College master plan that I showed them which Director Chaffin did.

Vice Chancellor Macari: As Karen said, I have been here just over a year, but I have spent many years in higher education and Sheila Chaffin has been on my staff for a few months, about which I am very grateful. She started working with us as a consultant and when her consulting work was completed I decided it was time to reorganize the department. I am more of a horizontal than a vertical person and I decided it was better to have two types of departments: one which would serve the University and would serve you better by dealing with the projects in the planning stages, in the dream stages, so to speak, in conceptual and scope definition stages, and then, when the projects get funded they would go to another director. So Sheila takes the dream part but not just the dream part but also the numbers part: we need to emphasize the use of our space standards to see who needs space the most. And so she heads that department and we have already seen tremendous successes and I am looking forward to the new director for design and construction, who will be starting in mid-April. I have just hired another architect -- a woman architect -- who is coming from nine years experience with the City, with DGS [the Department of General Services), heading the project management section and so she comes very well qualified and with a lot of experience. She will be able to run the department and will manage the projects we have been waiting to do for a while. We have had some changes in the department and I think it will be for the better.

I was supposed to come to meet with you a few months ago and then last month, but because I had to testify and because of budget matters I had to reschedule. I had thought I would be sharing with you our request for John Jay and that I would be very positive -- we still are positive but not as positive as before -- but since that time the budget has been proposed and the project for John Jay was not supported and that is unfortunate. But the whole budget is terrible for everyone and so it is not that John Jay was singled out. The only problem is that two projects needed to be reappropriated: one was the acquisition dollars for John Jay's Phase II, which did not get reappropriated, and neither did another project, which was for Sophie Davis [Medical School]. We did put both projects in for the 30-day amendment period, which is over today, and before I left the office today I was trying to reach the people in DOB [Division of the Budget] but they were not answering the phone and so we do not know what is going to be supported. I hope that they recognize that this is paper money -- it hasn't been bonded, it doesn't hurt anyone and it helps us a lot to know that they are supporting us but these are very hard times.

The unofficial word from the people from the Division of the Budget that I talk to is that at this time -- because the cuts to SUNY and to CUNY were so large -- they were going to wait and work with the Board of Trustees and with the Chancellor to see what projects were going to be continued. It was explained that if they were to support a project for expansion it would be to say that CUNY would keep John Jay expanding or the Graduate school or any [capital] project that we had proposed for new facilities. What we have been supported in is mostly a continuation of

the infrastructure needs that we have in order to bring our buildings -- mostly our old buildings -- up to code. John Jay has one such building. That is the kind of money we were given and we didn't receive a lot of money for that either but that was all. They did support one project, a new project, but that was only because we have to pay the debt service for buildings that we lease and so it was a kind of exchange of funds. That's the line that the Division of the Budget and the Governor's Office is taking: they are not supporting any expansion until the University says 'yes, we want to keep the enrollment at John Jay the way it's going' and they would then support it after that. That comment, to me, was positive.

Last Thursday, the Division of the Budget was coming to meet me and [Vice President] John Smith, who is here today, and several other members of your College to come here to take a look at North Hall, to look at some projects there and they are having some problems giving us the dollars to keep on with those North Hall projects. Also, the Division of the Budget told me, and I am repeating it exactly, that they did not want a lot of lobbying for Phase II because they knew that it was there and they knew it had not gone away and they would 'take a peek' -- that's the way they said it -- 'when we're there we will take a peek.' There is a new person in the Division of the Budget dealing with higher education and she was coming here from Albany and we would have had an opportunity to show her the site but that visit was cancelled. They are going to reschedule for next month, after the budget is in place, to take a 'peek,' as they said, of our site for Phase II. And so I thought it was a positive sign that at this time they wanted to know where the site is so that the new person in DOB could be familiar with the project.

And so I don't come with a lot of good news except that I love this building [T Building] and yesterday I heard for the first time [at the hearing held by the University Faculty Senate on environmental issues at the colleges which Senator Jane Davenport participated in and which will be reported about at the Senate's next meeting] that you are having some problems with ventilation issues. I brought with me yesterday [to the UFS hearing] an engineer on my staff and he will follow up on that.

We will see what the budget is like after the next stage, the 30 days of the Legislative action, and we will put forward the project again and see whether with legislative support we can at least get the land acquisition reappropriated and hopefully the following year get funds for Phase II. I brought a drawing of Phase II, which you may all have already seen: I found it in a closet which Don Farley [the former Vice Chancellor for Facilities Planning, Construction, and Management] had for 26 years. I, of course, like drawings and when I found this I kept it in my office. Then Sheila saw it and she has been trying to keep our offices on 3rd Avenue [and 87 Street] looking nicer and so she took it and put it on her wall. So we went to her office and took it down to bring here today. The project drawing is of the entire site. [The Vice Chancellor pointed out aspects of the architectural drawing.]

Phase II has been all planned: these are not working drawings but drawings in the design development stage. This particular drawing shows the project if you were to apply the entire site -- you probably know that the entire site is not going to be approved for acquisition but rather part of it. This project was supposed to include a relocation of the [CUNY] Central Office [at 80th Street and East End Avenue] and I was pushing for that because I and my secretary work at the Central Office at 80th Street but no one else in my department works there because there is no room there for them. Most of my offices are on Third Avenue and 87 Street and others of my offices are at 57th Street [and 11th Avenue] and so I have a very scattered set of offices and so I was pushing to have the Central Office relocated here. Then all the places we lease, including 57th Street, could all move here and we could all join your athletic club

but that plan did not materialize. We did not push for this proposal because one of the things is that in this day and age no one wants to hear about expansion of the Central Offices. We thought that we would give it a try but when we heard that it might in any way jeopardize the John Jay project we removed the Central Office part from the project.

Hopefully we can still push for Phase II. The plan is to vacate North Hall and sell North Hall: we just commissioned an appraisal of North Hall. The appraisal can not yet be shared -- it's at that stage where it is confidential and there are some real estate issues that we are dealing with at the confidential or executive session level and when we get the go ahead to share it I will share it with you. We had the Dormitory Authority do the appraisal for us. The plan is that we would sell North Hall, it is a valuable site, and the appraisal was mostly of what Phase II would cost, and with the sale of North Hall we would be able to use the money to start construction. The sale of North Hall definitely would not cover the cost of the Phase II project which is \$192 million. There would be a lot of square footage and would solve all your space needs.

We would discuss the plan with the College. It has been a few years since the plan was put together and there have been some changes: I understand you have some needs for additional Library space, for example. What we put in the capital budget -- and I'll let Sheila go into more detail -- part of it was to look at your space needs again according to our space guidelines and then reprogram the space -- not reinvent the wheel but reprogram the space -- to see what space needs you have now in terms of your enrollment growth.

Senator Malone: First let me say that when I learned you had been at the University of South Florida I thought about the spaciousness of that campus which is where I play tennis when I am in Tampa and I thought you would be concerned by the fact that at John Jay we do not have any space for a student center or even for a commons.

Vice Chancellor Macari: You haven't amended your master plan.

Senator Malone: That's what I'm leading up to. It seems to me that since our University is committed to treating students holistically, that we would come up with a really good, solid, master plan for John Jay that would include enough space for students and faculty that would provide a real college environment. There's really one rule of thumb which most colleges and universities seem to follow: they never give up space. And so I can't imagine why we would give up North Hall: that's something we should reconsider when doing a new master plan.

Vice Chancellor Macari: When we plan this project we look at several options. The first thing Sheila will do -- and she's done this for the Graduate School and for the Borough of Manhattan Community College and for a part of City College that was done and for Sophie Davis and for a part of Hostos -- is to do a space plan. She will study your enrollment by discipline and then project your needs over the next ten years. Our budget request for this year was for money to do a master plan for John Jay but that request did not get funded -- but we will find the dollars in-house or we will beg and borrow the money from some place to do a master plan. You will be the first college in line to receive funding for a master plan among the senior colleges because most of the senior colleges are already done: but still, you are ahead of Queens College and others. We will look at your space needs and see. But I think the deal of selling North Hall and putting all of John Jay here [next to T Building] is better because the space plan will say how much space you will need and that is how this project will be scoped. If the space plan says you need twice as much space as has been planned, where there is

soning there are variances and so we will look at that option and maybe it will make more sense to not sell North Hall and to request all the dollars from the capital budget. That will be one option we will consider. At least one thing we will not have to worry about is parking, which I did have to worry about at the University of South Florida.

President Kaplowitz: I know that you know Professor Benton from your work with him in his capacity as a member of the University Faculty Senate's Budget Advisory Committee. He is here today as the Chair of John Jay's Budget Planning Committee and he is also the Chair of the Department of Public Management.

Professor Ned Benton: I must say that the concept of approaching the dream stage of a project is very satisfying, especially since at this point at John Jay we feel we are still in the nightmare stage of the project. I would like to give you some of the information we have developed internally at the College, some of which we developed using information you provided to us, especially in response to a request that I made through the University Faculty Senate's Budget Advisory Committee: you provided us with an analysis of the existing space in existing CUNY facilities and I have had a chance to take some of that information and to examine the implications for John Jay and then, working with faculty members who had an opportunity to study those numbers, translate that into how we experience space at John Jay at this time. The first table, "CUNY Comparison of Space per FTE by Campus" [Attachment B-1] looks at various campuses and compares the space by FTE according to instructional space, support space, and total space.

What I did was to compare the campuses, particularly in terms of instructional space because we, as faculty, notice particularly the problems as they affect students in the classroom. In this analysis it is clear that the data confirm our own perception that our classrooms are extraordinarily crowded and, as you can see, we are way down the line in terms of space per FTE and this is based on the information that you provided us. I used to be the director of a Prison system and there are several of us in this room who have had experience with prison systems --one person here, Professor Koehler, is the former NYC Commissioner of Corrections and we have some experience with the conditions of prisoners. Prisoners used to be required to have at least 80 square feet each which is more than our students currently have here at John Jay. Several studies report the negative effects of crowding on prison inmates.

I must say that if you were to spend some time in some of our classes, especially because we have the day/night rotation of classes in order to permit fire fighters, and police officers, and sanitation workers, and emergency service workers to attend college even though their schedule may all for them to work in the morning one day and in the evening another day, you would be quite startled by the overcrowding. As a result of our day/night system, what happens is that we permit 45 students to register for the morning section of a course and 45 students to register for the evening section of that same course but if it turns out that a number of students have to work the day shift then we end up with 60 students showing up for the evening session. We don't want it that way but in order to accommodate the students it turns out that way.

The density of occupancy is a serious issue, considering just the health concerns of all these people crowded in rooms where the ventilation is not designed to deal with the density of occupation that we get. Also if you visit our restrooms during class changes, you will see several hundreds of people standing in line for tens of places in terms of toilets.

President Kaplowitz: This is a really serious problem for both men and women but particularly for the women. 53% of our students now are women, which is a dramatic growth from the days when we moved into North Hall and even from the days when this building was designed. The result is that students are late to class because they have to wait an inordinate amount of time to use a toilet and their late arrival is terribly disruptive for the students who are in the room and for the instructor and for the students who are late because they have missed part of the class. This is not only a health issue but an educational issue.

vice Chancellor Macari: I know -- when I came here the Chancellor spoke to me about that. A legislator in South Florida put together a bill for what she termed "potty parity" and I brought that term with me from South Florida and we use that term here now. I was with the Chancellor in Albany last year when, during the 30-day amendment period, she asked for funding for what had been a major request that we made to have the women's bathrooms equal in number to the men's. We had done studies similar to the one you have done and discovered how bad the situation was and the Chancellor mentioned that the problem is especially terrible at John Jay. She probably talked to the faculty here. We did receive \$200,000 from the State to hire consultants who will do the design at the senior colleges CUNY-wide for bathroom facilities, including John Jay.

Vice President John Smith: We actually have a project already in place whereby we are designing ways to reapportion toilet facilities to make the numbers of facilities proportional to the numbers of male and female students. So we don't have to wait to receive separate funding: we're already working on this.

Professor Benton: This is an important issue but the broader issue is the message we can see by means of this table [Attachment B-1]. As you look across CUNY, I would appreciate it if priority could be given to those campuses that have the most acute problems of space in the most critical areas of their mission. I think if those were the concerns, then John Jay's project would come forth very early. If you go to the next table [Attachment B-2] you will see the actual space that we have now and the space that we need in 1995. I did not have your space standards, Vice Chancellor Macari. To apply your space standards to our campus would require a tremendous analysis and I appreciate that and so what I did was to take a particular campus -- I took Brooklyn College's space ratios -- and applied them to John Jay and what you see then, looking at the last bar, is the space we would need if we were like Brooklyn today and the amount of space we would need if we were like Brooklyn in the year 2005, based upon enrollment growing at 2.5% a year, which is the official rate of growth we are supposed to have although we always exceed that growth.

Finally, if you go to the last chart [Attachment B-3] you see in the first block the space we have now: 200,000 square feet (approximately) in North Hall and 200,000 net square feet in this building and so if we stack them together we have a little over 400,000 square feet of space now. If we were to do Phase II the way it has been planned we would eliminate North Hall and so T Building plus Phase II is seen in the second block which shows that we would gain a little more space. However, the third column represents the space that we need today if we were to have the kinds of space we see in the master plan that the other campuses are getting. Finally, the fourth bar represents the space that we would need if we were to have the kind of space that other colleges have if we were to continue to grow by 2.5% each year and as you can see, that amount of space is approximately this building we are in plus four others the same size as this one.

Clearly there may be some ways to more appropriately fine tune this to the particular needs of our campus. Certainly this is not an attempt

to duplicate the kind of careful analysis that you do. But I am conveying these tables to you to give you a sense of what we believe to be the urgency of undertaking of our project here because we are trying to operate a 10,000 student college in a 4,000 to 5,000 student structure. For those of us in the classroom it is a crisis every day. So, with my colleagues, I really appreciate your coming here and I really hope to convey to you the sense that we are looking forward to the dream stage so that we can get out of the nightmare stage. Thank you.

President Kaplowitz: I know that you, Vice Chancellor Hacari, and you, Director Chaffin, understand that we are talking about only internal space and not campus space but I want to make that point for any one here who might not realize this. I would like to introduce Professor Blotnick, who as the Chair of the Department of Psychology oversees both the undergraduate major and the graduate degree in forensic psychology.

Professor Jack Blotnick: For today's meeting with you, Vice Chancellor Hacari, I brought an article from the Monitor, which is a publication of the American Psychological Association: the article is about the Federal Department of Labor predictions about the needs in the labor market in the next ten years and the numbers anticipate an almost 50 percent growth over the next decade in employees in the area of forensic psychology, which is part of our College's special mission. Students have always come here because of the criminal justice mission of our College and with that continued growth our space needs, which are already inadequate, will be even more so. We currently enroll 44 students in most of our courses because we do not have enough faculty to have fewer students but our classrooms are not big enough for 44 students. That is a day-to-day difficulty. I see the problem growing because the interest in these careers is growing: interest in forensic psychology, in criminal justice is growing. We are on the cutting edge of where careers will lead during the next 10 and 20 years. Consequently, what I am describing is a long-range issue. When I began teaching here we had barely 5,000 students. We have more than 10,000 now. We could probably double that enrollment in three or four years if we had the space and the faculty. I'm sure you are hearing this elsewhere but what I am describing are Labor Department statistics and predictions and my sense is that we need the space.

Senator Norgren: At what point do we lose our safety and fire department certification if there are too many people in a space designed for thousands fewer people?

Vice Chancellor Macari: You might lose your occupancy permit. The point at which that could happen is if there is an inspection and you are cited because the numbers of people in the hallways, in the rooms, in the stairs, exceed the capacity permitted. I would have to say that we use that argument a lot to get private funding. It does not convince anyone but we do use it. Because if we get cited we have to do something about it. In this case, what we would do would be a more short-term response. It happened to me in Wisconsin: in our student union building and in some classroom buildings we couldn't teach, we couldn't offer the classes, because the buildings did not have the right exiting requirements. But we had a relationship with the building department and we said we would rent space and that is what we might have to do for you: lease space to relieve the overcrowding. If it happens that that is the case, that we've gone beyond our capacity for everything, we would use that as a justification for our projects.

Senator Norgren: May I ask further, to what extent is that a corrective? The other night at 7:40 PM, I tried to leave the third floor of North Hall and I felt a little bit as if I were at Veniero's [pastry shop] holding a number: I was literally 25 feet away from the door to the stairwell and I

had a tremendous sense of potential danger. If anything happens on the stairwell and the students panic, some of us who have been in that 'wilding and have tried to shepherd students during fire drills have a sense that there would be imminent danger.

vice Chancellor Macari: We have done a condition assessment report for every single building of the University and that is the kind of conditions we have been funded to take care of. The problems were laid out according to priority and the first priority was issues of life safety and I will check what that assessment study says about North Hall. That report should have checked code, checked capacity, and then determined whether we need to build another stair, or whatever.

Senator Shaughnessy: Our Middle States self-study report included, of course, an evaluation of our physical plant and there may be material there that would be of interest to you.

Vice chancellor Macari: If you would provide us with a copy that would be helpful.

President Kaplowitz: Professor Sullivan is both the Chair of the Council of Chairs and the Chair of the Government Department.

Professor Harold Sullivan: As you know, the department chairs are responsible for scheduling courses and the problem is quite simply that we do not have enough classrooms to schedule the courses we need to offer. Every classroom is completely taken during the class periods that the students most prefer: periods 2, 3, 4 in the morning and 7 and 8 at night. But the problem is that as we keep adding course sections, which we need to do as we add more students to the College, the department chairs are forced to schedule as many classes at 8:15 AM and at 3:15 PM and at 8 PM as we do during the prime time periods. But the problem for students is that they can not function with a schedule that consists of a class a 8:15 AM, another at 3:15 PM and another at 8 PM. Most of our students have jobs and many are single parents and they have to take their classes during those prime times. It has reached the point where we do not have classrooms to enable students to come up with rational schedules that permit them to organize their lives. I am talking only about the needs of the students, not of the faculty. What we are offering makes it impossible for our students to have a rational course schedule. As you probably know, our courses are offered on a Monday/Wednesday and Tuesday/Thursday schedule. But even if we were to offer Friday-only classes we would not resolve the problem.

Vice Chancellor Macari: Perhaps Sheila wants to comment about this because she will be the one looking at your scheduling. Maybe we will have another BMCC here.

Director Chaffin: Sometimes scheduling, as you have described it, can mean a lack of the number of room because, as Professor Benton's presentation argued, there may be a lack of the number of rooms because there is simply not enough square feet. Other times it may mean there is the wrong size of rooms of the sort needed for running the classes and so, for example, if the rooms are too small that causes the overcrowding, jamming affect where you simply cannot get the numbers of people into the sections that you want to run. When you do a master plan analysis -- prior to my arrival Professor Kaplowits was circulating as an example of a master plan the one that was recently done for Kingsborough -- what you start to look at is how the rooms are situated in terms of station aount (which means how many people can sit down in the room safely and it is the issue of safely as opposed to packing and that determines whether it is a 30-person room or a 45-person room and so on) and then you check how the rooms are being used during the course of the week.

In our studies, for example, the Graduate School, though your situation is different from theirs -- you are more space poor than they -- their perception at the beginning of the exercise was that all rooms are filled at all times and that there's never a room vacancy. The Vice Chancellor and I were told this in several meetings. So we said we would check and it turned out that it was not true. When you run the analysis you see exactly where the gaps are and then you examine it further by asking why is that the case. That leads back to the perception of Professor X not being able to get into a room and it leads to students' disjointed schedules, exactly the complaint you just described. In such an effort, you go through it very carefully to see what is going on: is it the time of day -- sometimes people don't like a particular room in the afternoon because the sun comes up and it's too bright, there's a glare, the room's too hot, something is wrong with the room, and it has nothing to do with typical scheduling issues.

So when we go through that with you, we will be looking at the entire space, whether you have enough space, and whether your mix of space is right (right size, right place, right orientation), and then we will look at the usage pattern. If it turns out that you are peaking in the 40 to 45 station rooms and that is your heaviest demand, which would be interesting to see in light of your perception of that, then you are peaking like a normal senior college would peak. If you are peaking at 30 to 35 station rooms, you might want to consider other ways to run the show and we would be pleased to present alternatives.

Professor Sullivan: We did see data from the Chancellor's office that was inaccurate data about classroom size: the data we saw underestimated the enrollment of our classes. But even that inaccurate data did show that John Jay has more larger classes, of 45 students and above, than the other senior colleges and that we have far fewer smaller classes. It doesn't terribly matter: all our classrooms hold about 40 students. There are very few smaller or larger classrooms. They are all meant to accommodate about 40 students, although there are a few smaller classrooms. By and large we have a problem across the board. We need more classrooms during every class period.

President Kaplowitz: We do have small classrooms in North Hall but they are for remedial courses and because we have a heavy demand for those courses, those rooms are in use.

Director Chaffin: We will work with you in determining this.

Professor Benton: I think it is not so much a question of whether you would do an appropriate study -- there is no question but that of course you would -- but what I would like you to come away with is an appreciation of the urgency of the problem that we are faced with right now. We are going to be scheduling for the fall semester in the next month or two and all the chairs have been told that we have to schedule no more than 12% of our classes in any one class period in order to distribute all of the classes all across the entire day. And so as a result at registration students in tears come up to the chairs asking why we put this single section of a course required for their major at 8:15 in the morning (the first period) and then put this other course that is required at 8:00 at night (the 9th period). The answer is that the rest of the courses were day/night sections and the day/nights have to be in periods 2, 3, and 7, 8 in order to be linked and, therefore, we could put the day-only and the night-only courses in the 1st and last periods.

The problem is a critical problem now and I know that one of the things we have requested for several years is to simply put up tents in the old library space in North Hall, in that empty space in North Hall.

We have asked for money to build something there to tide us through, simply to give us more classrooms until we could do an appropriate study, until we could expand our space. It's an urgent problem right now and the failure to deal with it puts a great constraint upon our ability to deliver classes to our students.

President Kaplowitz: When each of us visits the district office of the legislators to impress on them the need to restore funds to CUNY's operating budget, should we also speak to them about reappropriating the \$10 million to purchase the land for Phase II?

Vice Chancellor Macari: Yes. In the package submitted for the 30-day amendment period, we included a request that the appropriation of \$10 million to purchase the land next to T Building for Phase II be restored. When you start lobbying your legislators -- and I think some of you have met with Vice Chancellor Jay Hershenson -- you should speak to them about Phase II. I do think it is appropriate for you to do so and I think many of the legislators will be very receptive to this issue.

President Kaplowitz: In making your arguments in Albany for restoration of the Phase II land acquisition and design funds, you may want to know that because we are so underfunded as a college one of the results is that we have more than 400 adjunct faculty because we do not have enough full-time faculty lines. We have 220 full-time faculty and more than 400 adjunct faculty. The result is that we do not have enough office spaces for the faculty. In Professor Sullivan's Government Department, for example, 12 adjuncts share one office and so there is no way for those faculty to meet with their students much less to have a life at the College beyond the classroom (and this is made even worse by the fact that we do not have a faculty lounge). There is no place for adjunct faculty to go and this is despite the fact that many adjunct faculty teach the day/night courses which leaves them with a six-hour break between their morning and evening classes.

In the English Department, we have 33 full-time faculty and 77 adjunct faculty and the adjunct faculty share a very few offices. I am not sure about the exact number of offices now available to them but there is a critical lack of office space. This is especially problematic because so many adjuncts teach our composition courses, which require individual consultation between faculty and their students about the students' writing. And so we have a very real educational impediment because of our space shortage. Our faculty are wonderful: both full-time and adjunct faculty try to be here to meet with students especially during that six-hour break but without office space faculty can not do this. I see the several department chairs here nodding in agreement as I speak about this.

Professor Benton: I want to note that the issue of Fridays is not something we ignore. It is something the chairs have studied over and over. Each semester we do the course scheduling and when we are finished we all say we have to look at the possibility of Friday classes and we look at the situation again. But the problem needs to be understood. We serve the entire City because criminal justice, fire science, emergency services personnel come to John Jay from all over the City because we are the only CUNY college that offers the special majors that we provide. The students travel further to get to classes than the students who attend most of the other CUNY colleges (who usually attend a college that is near where they live or work) and, therefore, we need to provide courses that meet twice a week instead of three times a week so that students can have a schedule that allows them to attend college twice a week if they wish.

A second problem we have encountered about Friday classes is that if we were to offer some classes on Friday, particularly in the undergraduate

curriculum, the opportunity to practice several times a week what is being learned is very important. A student trying to learn a language cannot attend a course that meets once a week. And so the idea of offering some classes that meet only once a week in the undergraduate program is impractical. We're very open-minded as to ways we could utilize our classrooms but I would say that this is something we look at routinely and it is not something about which we have been able to formulate any options that to us are viable or that meet with support from students or faculty.

Senator Litwack: It seems to me that there are really two basic issues here for us and I would like to clarify them as I see them. One is the situation that exists now because even if we have Phase II it will not be completely built for a while, in the best of circumstances, and we are faced with an immediate problem. It seems to us that the only way to deal with the immediate problem is to renovate the former library space in North Hall because that's the only additional space we have now that we could use. We need funds from CUNY as quickly as possible to renovate the former library space because we are not only so crowded but we are so disadvantaged compared to every other senior college.

Vice Chancellor Macari: The funds that are needed are funnelled through CUNY but CUNY does not have the funds. The funds are given to us by the State. You probably know the story and I would like to share it with you briefly in case some of you don't know it. The funds to renovate the library space had been allocated, and then the project was put on hold as the result of two or three budget freezes, and then, of course, the project [funding] did not get escalated even though the costs escalated -- even if the costs don't escalate by much they nevertheless do escalate -- and, in addition, your needs change, and the codes also change, and so all of that now needed to be put in place again and it was put in place again. The project went through the Board of Trustees first to again hire the consultants and so we asked for additional funds and that was authorized at the State level: the authorization was for an enlarged project and you had funds for other projects and, again, because of the freezes the College identified those funds to be used for the library remodeling project. We put it all through and it went through the Board of Trustees, it was approved, and it is now sitting at the Division of the Budget, which will not act on it.

That is one of the reasons that the DOB was scheduled to come here last Thursday, but as I said the person was not able to come. We wanted the new person at DOB to come so that she could be convinced about the library remodeling project. We had convinced the previous person at DOB but now suddenly there is a new person at DOB and we want to show her the empty library space, show her how horrible a waste of space has been sitting unused when you need classrooms. Finally, we were just looking for lease space and we said to the DOB we need to lease space for John Jay for classrooms or we can remodel the library space. They are not acting on leases either. We recognize your need. The staff at the level that we deal with recognize the needs and it is just that, unfortunately, there have just been changes in Albany and they are not acting -- not just on your project but on any project. We have two major projects: equipment is on the loading dock at Brooklyn College, for example, and we don't have the funds to fix the building or to install the equipment.

Senator Litwack: So you clearly recognize our need. That is very important for us to know,

Vice Chancellor Macari: Yes, we do recognize the need and we have written several letters and the Board is aware of the situation.

President Kaplowitz: At every meeting of the Fiscal Affairs Committee of the Board of Trustees that I have attended and every other meeting at 80th

street where the issue of John Jay's needs have been discussed, Vice Chancellor Macari is a very, very strong and unambiguous advocate for us. At the University Faculty Senate meeting the night before Governor Pataki released his budget, Vice Chancellor Macari made a wonderful presentation about current and future CUNY capital projects and about the work of her Office. During this presentation Vice Chancellor Macari spoke about John Jay's Phase II several times with great enthusiasm and excitement. It was very clearly a project that was very important to her. Vice Chancellor, I have to tell you how wonderful it was for me to see your excitement and enthusiasm about Phase II and to hear you speak about it a number of times. This was the first occasion that Vice Chancellor Macari was a guest at a UFS plenary meeting. Of course, there have been meetings with the UFS Executive Committee, but this was the first public, on the record, meeting with the entire UFS. And so I was tremendously encouraged.

And then the next day the Governor's budget was released and not only was the requested \$15 million funding to do a master plan and to design Phase II not provided but the already appropriated \$10 million to buy the land for Phase II was missing. We know that we have a friend and a supporter in you and I am sure that you understand that what you are hearing is our frustration on behalf of our students and our colleagues.

Vice Chancellor Macari: I do understand. And as I said before, although we had requested master plan funds, we put it in writing, we stated in writing all your needs, we did not get funded to do the master plan but one of the ways that we are fortunate is that I can look at the Construction Fund and find nickels and dimes here and there and propose some staffing -- I proposed and they approved some staff to help Sheila and she is ready to hire some staff and so we will probably be ready to start doing your master plan. I have not seen your workload plan but I know that we have discussed the fact that as soon as these staff are in place we will do John Jay's space plan and it will be the first one that we will do after Sheila finishes the ones she is currently doing.

President Kaplowitz: That is wonderful to know.

Vice Chancellor Macari: At least we will do the space plan. We will not do the design of the building: we already have an idea of where the building should be, at least one of the options. But we will do the space plan to identify your needs. We will see what your needs are, what your numbers are. Sheila, please explain what we do in terms of the master plan.

Director Chaffin: The master plan takes two approaches. One is number-driven, which is a mathematical exercise. The other is the thinking part. The enrollments, of course, are critical, as you would guess, and the kinds of enrollments, graduates and undergraduate, and also lower division and upper division. Then we look at the particular disciplines that are expected to be taught in the future versus now. As the Vice Chancellor said, there are different ways to do master planning. One is a limiting capacity: it does not matter what year you are going to hit a certain target of enrollment you feel your premises or your ground, in an urban context of this, your zoning envelope, or whatever are your parameters of land ownership only supports a certain number of people. You can master plan according to that technique or you can master plan in an enrollment growth technique, which is to say you go ten years into the future or fifteen years, whatever the target is going to be, to try to estimate what that enrollment will be and how the enrollment will be directed across the disciplines and according to level and we target in that direction. In this urban context, in this setting, I do not think you are going to have complete freedom as we work together to go in a limiting capacity, rather you have to go ten to 15 years out.

If this presentation [pointing to the three tables, Attachments B-1, B-2, B-3] is accurate, which we will check, some parts may be a little exaggerated, but the point of the presentation was heartfelt and we are grateful to receive it. The point is that there will be limiting factors, physically just to get a building of the size needed and so there is the business of how far you are going to project into the future, what kind of approach you are going to take, and then the issue of the fact that two-thirds of your faculty are adjuncts right now. One third of the teaching load is permanent full-time faculty. And I know that we are trying to get into a different ratio at CUNY. The Vice Chancellor and I have spoken with the community colleges and they sometimes have a 30/70 ratio.

President Kaplowitz: In terms of the percentage of sections taught, 53% of the sections are taught by adjunct faculty. Some adjuncts teach one course, some teach two courses. So the ratio of course sections taught is 47% by full-time faculty and 53% by adjuncts. And as you know, the Chancellor wants and the Board of Trustees in its master plan calls for the senior colleges to have a ratio of 70% of sections taught by full-time faculty and 30% taught by adjunct faculty.

Director Chaffin: Thank you for that information: I am writing it down. We also look at faculty spaces. One approach you might want to ponder is what is done at some campuses: the philosophy is taken that you want a certain number of faculty offices hard built: there is a wall and a door and a defined space. But sometimes you want what is called flexible spaces, meaning that Professor X does not have to be in a particular space all the time but instead can sit in a variety of places according to when he or she comes into the building. You can have a sign-up system much like when you go to a hotel room: you know the room will have the right components in it that you need to perform your work: there is a desk and a computer networked into the system.

Senator Norgren: A virtual office.

Director Chaffin: Yes, a virtual office is a way to describe it, and this approach is something you may want to think about to see if it has any vitality in this environment. At campuses where that idea seems to have taken hold, as the Vice Chancellor and I have learned, it has taken hold to meet adjunct faculty needs since many are coming and going to and from the three or four campuses that they are teaching at. Many adjunct faculty arrive at the campus, teach their class, and leave to go to another campus or wherever, whereas a permanent faculty member would need permanent space so that you know where your books are and it would be a space which you can lock and feel is secure. There are various ways to approach faculty office needs, in other words, and we are open to such discussions. The point is that there is not going to be an individual office for every adjunct: it is unrealistic to expect that nor do I believe that you were suggesting that. You just need to recognize that. So some place between everyone gets an office to there's hardly anything there in order to have an appropriate consultation with students is where we need to strike a reasonable balance.

Vice Chancellor Macari: When we start a master plan, we ask the President of the College to put together a committee and that's what has been done at all the other colleges that we have worked with. The work is done in-house with Sheila and her staff and we are all very hands-on and we work on it but we would also hire outside consultants later on if we were to get funds to do so. If we were to hire outside consultants, we would be very intimately involved with them, especially on the space plan part. Because the numbers are generated by you and we would check them.

We would have a presentation from John Jay's faculty, from the

administration, from the students, and those ideas that Sheila is explaining we shared with BMCC and at the Graduate School and the plans we did were right for the faculty who are there for long periods of time because the space is generated by BTE count and so that way we can get a better use of the space. I am not going to get into all the details with you now because it is a very complicated process.

Senator Guinta: Would it be possible for you to let President Lynch know as soon as you are ready to start the space study.

Vice Chancellor Macari: Yes, of course.

Senator Malone: Let me ask a more fundamental question: when can we begin the space study for the master plan.

Director Chaffin: You are motivated: I like that.

Vice Chancellor Macari: Very soon. We advertised three weeks ago for some staff. Sheila has a staff of one right now and there are two people working on the capital budget, making sure that items got reappropriated, and so she does not have any planning staff. There used to be a staff, and I know that some of you who have been here a long time probably know this, they were at 57 Street, and this staff did planning for CUNY and during some of the periods of retrenchment the staffs were cut and it is very important to have a staff to know where we are. As soon as we can get a core of people put together we will get started on the process.

President Kaplowitz: I want to introduce Professor James Levine, the Executive Officer of our Ph.D. program in criminal justice. Since the two members of the Faculty Senate who are on our forensic science faculty have had to leave the meeting to teach their evening classes, Professor Levine can speak about the forensic science program because we have a track in forensic science as part of our Ph.D. program in criminal justice.

Vice Chancellor Macari: Your Ph.D. program is housed here?

President Kaplowitz: Yes. Our entire Ph.D. program is housed here at John Jay because of our unique library holdings and our unique forensic science labs and other facilities connected with our special mission and, of course, that means that the Ph.D. courses, all of which are held at night, use many of our classrooms, which has an impact on our undergraduate and master's offerings. We are very happy that the Ph.D. program is housed here but it does add to our space problem and, of course, our space problem becomes the doctoral program's space problem as well.

Professor James Levine: John Jay's Ph.D. program, like all CUNY doctoral programs, is part of the Graduate school and University Center but in the case of the doctoral program in criminal justice the program is, indeed, housed at John Jay. We offer a criminal justice doctoral program with various specialties, including one with a forensic science sub-component. Professor Peter DeForest, who left a few minutes earlier to teach, shepherds that part of the program. People in this room have spoken very, very passionately about the overall needs of the College and, to be honest, the Ph.D. program's problems pale in comparison because our program is small when compared to the 10,000 students in the undergraduate and master's programs. However, the doctoral program is an important program and it is a successful program. And the space problems that we are addressing at this meeting are starting to keep us from being as good a doctoral program as we can be.

This is true in two aspects. One is that our forensic science people desperately need to add to their labs and to their equipment to remain state of the art. Whether the area of forensic science is toxicology,

whether it is particle analysis, whether it is DNA, what is required is equipment and, in addition, new equipment has to be put somewhere. Even if there were the money to buy the equipment there is not a square foot of space to put the equipment. Some of our doctoral students, while engaged in their graduate studies, are working at the same time in very important positions in this City: they are in the Medical Examiner's Office, in a variety of crime labs in the City and in the suburbs, and for them to do the job of both getting their education at the best level possible as well as doing the jobs associated with their position in the work force we need more equipment and we need more space.

Secondly, and this applies to both the forensic science part of the program and to the entire doctoral program, we are tremendously handicapped by the inadequate graduate computer lab. It is a very small space with a very modest amount of hardware and the use of the space is requested tenaciously by the master's program. The room cannot possibly accommodate the students' needs. The wave of the future in criminal justice doctoral education is absolutely by way of more and more use of computers. We have just created a mandatory course on information retrieval in the field of criminal justice which all of our criminal justice doctoral students will have to take but this requires hands on work not only during the two-hour class period but the endless number of hours to practice. So, again, the needs that were expressed earlier are surely critical and dramatic and pressing but our program, to do as well as it can, also needs more space.

Vice Chancellor Macari: When we do your space needs analysis your needs will definitely be included. Does this lack of space hinder your receiving gifts and grants?

Professor Levine: Absolutely. That is absolutely a critical issue for us.

Senator Titwack: That is related to the question I was about to ask. Would the total space for Phase II be a simple mathematical function of the projected FTEs or can you also factor in expected research projects?

Director Chaffin: There is a research component, both a faculty research component and a graduate student research component. Generally it is not assumed that undergraduates would have a research component.

Vice Chancellor Macari: We call it space standards (in Wisconsin we called it space guidelines) to mean that we apply the space standards at the beginning of the space analysis with the understanding that the same way the space needs could increase they could also decrease: it is not an entitlement. You have to prove that you have and will have those space needs. We use that information in the beginning of the generation of space needs and send it to Albany and get Albany's approval and we make oases on space needs going up or down depending on the situation.

President Kaplowitz: I would like to introduce Professor Douglas Salane of the Mathematics Department, who is here to speak about the impact of our space shortage on grants. His department offers a major in Computer Information Systems, leading to a bachelor of science degree: the major includes a required specialization in computer applications in either criminal justice or public administration: the criminal justice application track makes this computer information systems major unique within CUNY.

Professor Douglas Salane: The main focus of the Mathematics Department's major in computer information systems is computing methods in mathematics techniques that are important to both criminal justice and public administration. We face a problem with regard to labs similar to the problem faced by the forensic science program. I'd like to provide a

brief history of our major: we started out with no majors in 1986/87 when we started the program and we now have 400 majors, which is fairly large. And we don't even advertise extensively outside CUNY other than in City and State criminal justice agencies. We have been able to get grants from the National Science Foundation to buy a variety of computing equipment. We have one lab now that we use as an open classroom: it is on the first floor of North Hall. It is not a very good environment because the ventilation system is so terrible. We could easily build another lab, we have the money, we have about four high ranking work stations, we could get four more tomorrow but we don't have any space to put them. We would like to build a special lab for majors. Right now the way we utilize those computers is to make them available through networks: that's the only way students can get access to them. That is one example of how our space situation is hampering us. We obtained the grant but it is difficult to implement the grant because we don't have the space.

President Kaplowitz: How much was this grant for?

Professor Salane: The NSF gave us \$120,000.

President Kaplowitz: I would like to point out that although Professor Levine spoke about forensic science as a track in the doctoral program, it is important to know that our undergraduate major in forensic science is also unique in CUNY and, in fact, is unique in the City. With televised criminal trials there is more interest in forensic science than ever before because people are being educated and are becoming knowledgeable about forensic science. And, indeed, Professor Peter DeForest, whom Professor Levine mentioned and who is a member of the Senate but who had to leave for class, is the forensic scientist whose book is constantly referred to in the commentaries on the trial as the definitive textbook on forensic science. And Professor Lawrence Kobilinsky, another member of the forensic science department, who was to come to today's meeting but was unable to, has been providing expert commentary on the forensic science issues for one of the national television networks. And one of the key forensic scientists, who is perhaps the most nationally renowned person who directs a forensic science laboratory, is Dr. Henry Lee, who is a John Jay graduate. The issues related to forensic science are not only state of the art equipment and space but also safety: the labs are in North Hall, which has a systemic ventilation problem and the issues of safety of chemicals with regard to ventilation and storage of chemicals because of space shortage are of concern to all of us, as you can imagine.

As a special mission college, with unique programs and majors, we are frustrated in not being able to fulfill our potential. Chancellor Reynolds has focused the University's attention on work development initiatives and yet our College already offers majors that lead to jobs. Also, John Jay is the forerunner of academic program planning in the sense of the Goldstein Report that President Leon Goldstein's committee produced several years ago: as you may know, in 1976 when a severe fiscal crisis hit New York City, John Jay gave up all our liberal arts and science majors, except forensic science. 80 we only offer majors in fields that are directly related to our criminal justice mission although we can offer courses in all disciplines and we do. So we have all focused on criminal justice: our liberal arts departments have developed courses such as the history of crime in America, and crime and punishment in literature, all of the faculty try to make the College the best criminal justice college we can. Many of us joined the faculty here when there were liberal arts majors offered in every discipline and to first lose those majors and then to be faced with the frustration of an inadequate budget and inadequate space which hinder our efforts to provide the best possible programs within our special mission is very disheartening to us. Probably we should be saying all this not to you but to our legislators.

Vice Chancellor Macari: I am glad you are telling us this. It is important that we know the things you are telling us.

President Kaplowitz: Can you give us any advice; is there anything we should do, anything we should know, is there any way we can help you in this enterprise? Can we get funding from our Borough President or from the City Council for some of our special projects?

Director Chaffin: The master planning is something that, as the Vice Chancellor said, we plan to launch into. The information you have provided us today is very helpful to us. These themes will drop up as we work together. So there is nothing for you to do in terms of the master plan until we actually begin working on it and then we have to be responsive through the channels that the President of the College designates. As to the acquisition, no one can get that money: it has to come from the Legislature.

Vice Chancellor Macari: The University is putting together a lobbying plan, working with our lobbyist in Albany, and your visits to the legislators are, of course, important. The Borough Presidents do provide funds for capital projects and for equipment. I think that John Jay did not request any such funding. In the past the Borough Presidents' and City Council money have been geared toward the community colleges because they are the ones the City funds: the City funds 50% of the community colleges' capital projects and, of course, a lot higher percent of their operating budgets. But for the past few years the senior colleges started to request funds and I think that John Jay will request funds next year.

Director Chaffin: If you do request funds, one suggestion is that you make the requests very specific and that you choose a popular theme, such as funding for a new forensic science lab or something that would similarly attract their interest.

Vice Chancellor Macari: The City Council also provides funding for capital projects. For the first time we put together this book that Karen has in front of her that really outlines all the projects mainly because colleges were requesting funding directly to the Borough Presidents, which is a way it is still being done, but when it is done that way we do not have an opportunity to look at the proposal, at the cost estimates. And that has caused us a lot of trouble in the past. I just came from today from testifying before the Borough Presidents and the staff of one of the Borough Presidents was really angry about a project that was not moving. But the college had submitted it directly ten years ago and it was not adequately funded because it was not escalated. So the idea is to have all Borough President and City Council requests submitted through my office. I don't know if you still have time to submit project funding requests: I am not yet completely familiar with the City process. The City budget ends in July and there might be some opportunity to have the City Council and the Borough President give you some funds. They do help: BMCC received several hundred thousand dollars of funds for equipment. They do, however, often favor the community colleges.

President Kaplowitz: We do, in fact, have three associate degree programs and offer associate degrees in Police Science, in Security Management, and in Corrections Administration.

Director Chaffin: That is important for us to know.

Senator Malone: The City Council and Borough Presidents are holding hearings, as we speak, for community boards that have requested funding.

Vice Chancellor Macari: Yes, I know they are doing that but any agency, such as CUNY, may submit funding requests. But you may be right that it

may be too late for this year. Sheila may know the schedule better than I. I do not know what the deadline is. We were trying to get a handle on the deadline but it is such an informal process that it was difficult to ascertain just what the timetable is. We are not trying to take the college's right to go directly to a Borough President or to a City Council member to make a request for funding but I think the colleges are better served if they request a project that is well estimated, which is what we can help the colleges do. There might be some room to still submit a request.

Professor Slotnick: Earlier in the Senate meeting, before you arrived, Professor Levin, one of the members of my department, Psychology, spoke about a \$12 million dollar grant proposal he and others are developing to study how to prevent violent behavior among children. But Professor Levin told the Senate that he is concerned that the grant might be refused if we cannot provide sufficient space for the grant activity.

Vice Chancellor Macari: Does the grant have any brick and mortar provisions? It is hard, I know, to have to ask for that but some colleges have had half of their campuses built with brick and mortar grant monies.

President Kaplowitz: The problem, as Professor Levin, who had to leave for class, explained it to us is that this is a grant proposal being made by a consortium of colleges including Yale and Michigan and that Yale would be happy to have the grant housed at its campus but it should be housed at John Jay because we specialize in criminal justice education and research.

Vice Chancellor Macari: Oh, that is different, indeed.

President Kaplowitz: John Jay also has a Dispute Resolution Program, which is unique in CUNY, no other CUNY college has such a program, and this is a program which is actively supported by the Chancellory and by Board of Trustees, Vice Chair Edith Everett. This program is also hampered because of inadequate facilities. Dispute Resolution is growing in importance as a major alternative to the already overcrowded court system. Professor Maria Volpe, who heads the program and who is a leader in the dispute resolution field, is in Albany this afternoon but she has explained that dispute resolution training requires classrooms with two-way mirrors so students can practice dispute resolution techniques without the presence of the instructor whose presence introduces a most inappropriate variable: the instructor should be watching her students through a one-way mirror so she is not present to alter the situation but so she can provide the crucial feedback. We do not have such rooms. Dispute resolution courses also require breakout rooms where students work in small groups and we do not have such facilities either. Professor Volpe said she is constrained in her ability to do dispute resolution teaching and training without the proper facilities. This is another example of a unique program at the College and of the way our lack of sufficient space hampers our efforts.

Senator Wieschenberg: I hope it would not be considered unimportant but I believe it is very important to have a faculty dining room and a faculty lounge where faculty could meet and feel less isolated than they now do. The Faculty Dining Room is not only so unattractive that virtually no one uses it but the Office of Student Activities has the use of the space from 2 PM until 11 PM every day for meetings and social events. And faculty teaching day/evening classes are here 12 hours a day and yet there is no space for a faculty lounge or proper dining room. There is no place for faculty to meet to exchange ideas or to relax.

Vice Chancellor Macari: I think that such places are genuinely needed because of your numbers and your programs. They will be part of your space need numbers proposal. Such space has never been taken out of a

space propoaal if that is what the college has wanted. Every time we do a major remodeling, we always hear that need expressed by faculty and we support those requests. And the food here is wonderful: I have never eaten here but whenever we have meetings aatered it is catered by John Jay and the food is always wonderful.

Senator Jane Davenport: I would like to give you a aopy of a survey describing what John Jay people most want in a new building: a joint Faculty Senate/Council of Chairs committee, which I chaired, aonducted the survey-and wrote the report [See Minutes #120].

Vice Chancellor Macari: Thank you, Jane. After hearing your report last night at the UFS hearing, I look forward to reading this. The report looks very interesting. As I mentioned, we will have a steering committee for both the master plan and then when the projeat is funded we will have a building committee. We will do further surveys and ask questions.

Director Chaffin: This report looks very helpful, indeed. We will review it with interest. Thank you.

President Kaplowitz: Vice Chancellor Macari, you may recall that I asked you a question at the University Faculty Senate Plenary last month about the possibility of a CUNY-wide advisory committee working with you to ensure that all remodelings and new constructions are in compliance with the Americans with Disabilities Act. You were supportive of the idea, saying that you had had suuh an advisory committee at Wisconsin and that it had been invaluable but, what to me was most significant, was that you said that buildings should not be merely at compliance level but should be trully accessible to people who have a disability. I have not had the opportunity to announce this yet to the Senate so I will do so now: I am pleased to report that Mayor Giuliani has just appointed me to an advisory taskforce he has just formed, called New York City's American With Disabilities Act Community Taskforce, to advise him on ADA issues.

Vice Chancellor Macari: That is wonderful. Congratulations. I am, indeed, interested in establishing a CUNY advisory group such as I had in Wisconsin and I will talk with you more about it.

President Kaplowitz: I would like to invite you, Vice Chancellor Macari, and you, Director Chaffin, to join me and other members of the Senate at a reception for the opening of an art show in the North Hall lobby, which is the event that is launching Women's History Month at John Jay. The reception is taking place now.

Vice Chancellor Macari: I would love to attend. Thank you for inviting us.

Director Chaffin: What a wonderful way to begin Women's History Month. It will be interesting to see the North Hall lobby being used in this way.

President Kaplowite: Thank you for coming and for being so generous with your time and for being so supportive of us. I am more hopeful now and I can see that my colleagues are also. Thank you again on behalf of the faculty of John Jay.

The meeting was adjourned at 5:45 PM.

Respectfully submitted,

Orlanda Brugnola
Edward Davenport
Recording Secretaries

ATTACHMENT A

Approved By The Board of Trustees - April 27, 1992

GUIDELINES AND PROCEDURES FOR DISCONTINUANCE OF INSTRUCTIONAL STAFF PERSONNEL MANDATED BY FINANCIAL EXIGENCY

These retrenchment guidelines and procedures apply only to discontinuances of instructional staff personnel **whose** appointments are in effect, and they are intended to protect the rights of affected personnel. The guidelines do not apply to the normal processes for **the** non-reappointment of instructional staff persons.

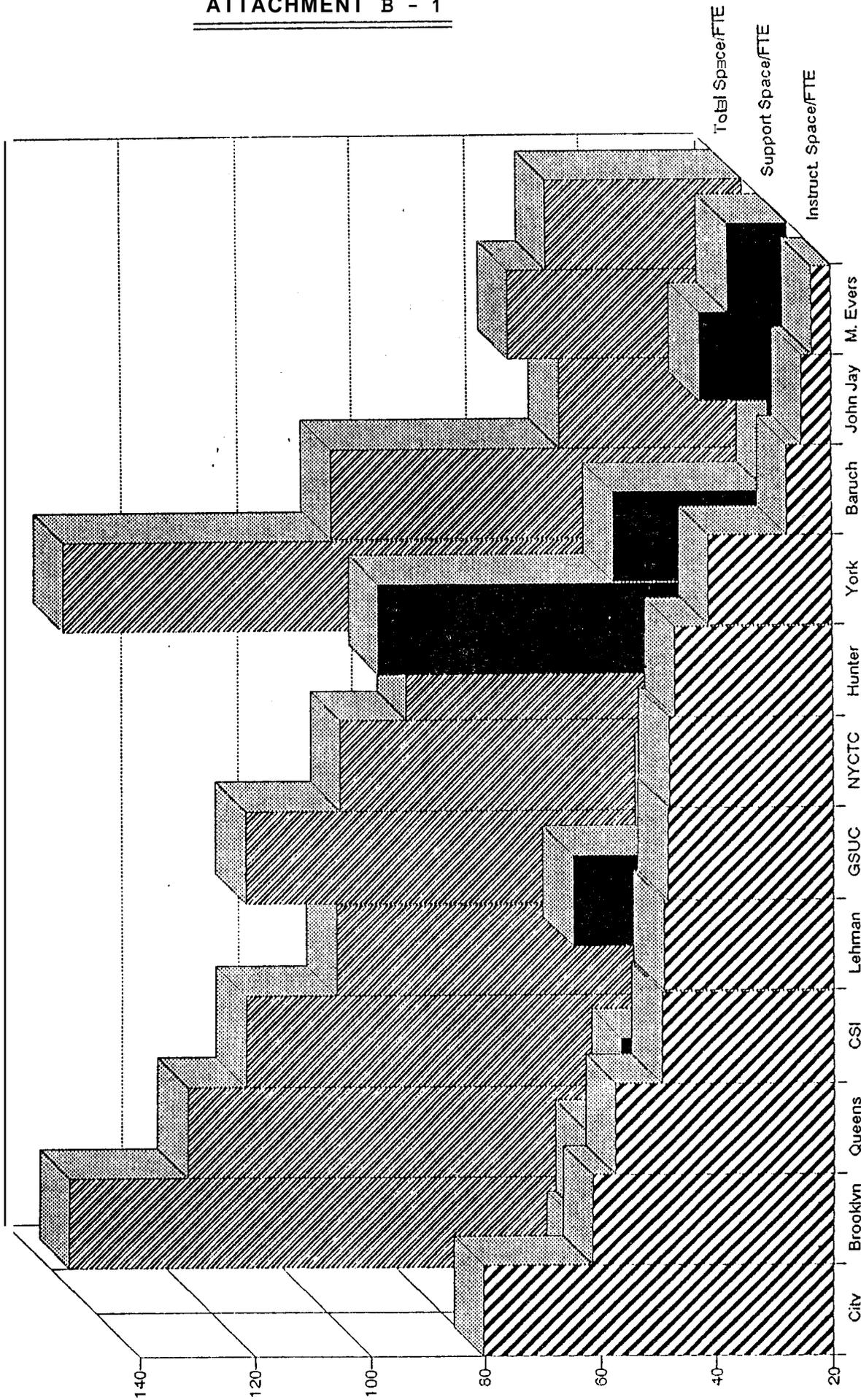
A financial exigency, for **the** purpose of these guidelines, is **an** imminent fiscal crisis which will cause great **and** irreparable harm to the academic programs of **The** City University of New **York** or one of its constituent colleges if it is not alleviated. The discontinuance of instructional staff personnel shall be implemented **as** a last resort only after the pursuit of other less drastic means to alleviate the impact of a financial exigency.

Discontinuance of personnel shall be undertaken only after other measures to avoid discontinuances have been explored and implemented to the extent practicable, consistent with **the** **Board** of Trustees' and the Chancellor's responsibilities to govern the University, to carry out the academic program of the University and to provide **a** safe and appropriate environment for the faculty, students and staff.

Discontinuances of personnel may be necessitated when the fiscal resources of the University or its constituent units are insufficient to meet the operating costs required to maintain the educational mission of the University or its constituent units (i.e., the condition of financial exigency). Discontinuances of personnel may be necessitated for institutional reasons as described in Section **6212.8** of the Education Law **of** the State of New York. **In** the former situation, the discontinuances may occur within a relatively brief period **of** time. In the latter situation, **the** discontinuances would generally occur over a longer span **of** time. **In either circumstance**, affected persons will be notified as early as possible, but in no foreseeable event would the notification time be less than:

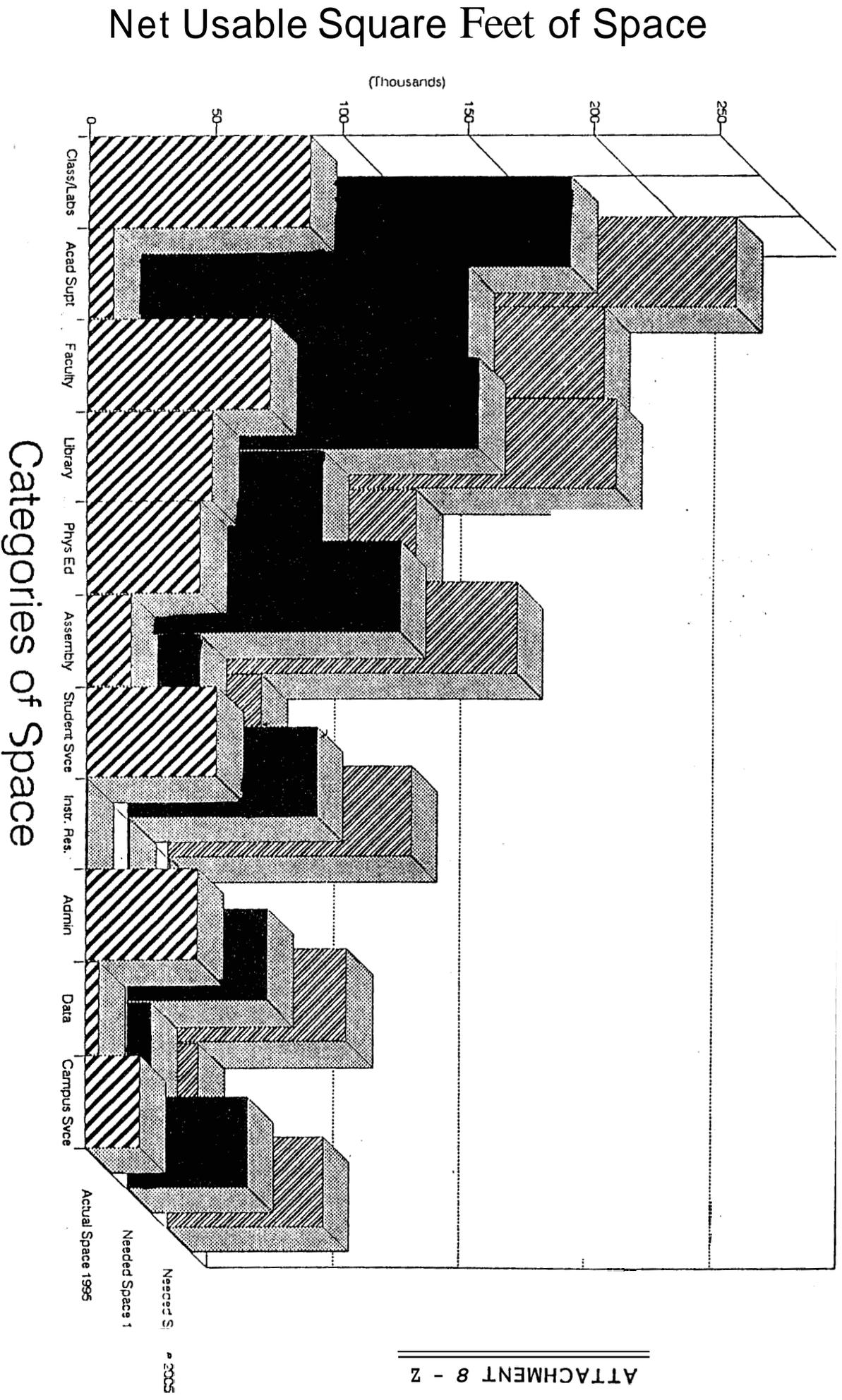
City University of New York

Comparison of Space per FTE, by Campus



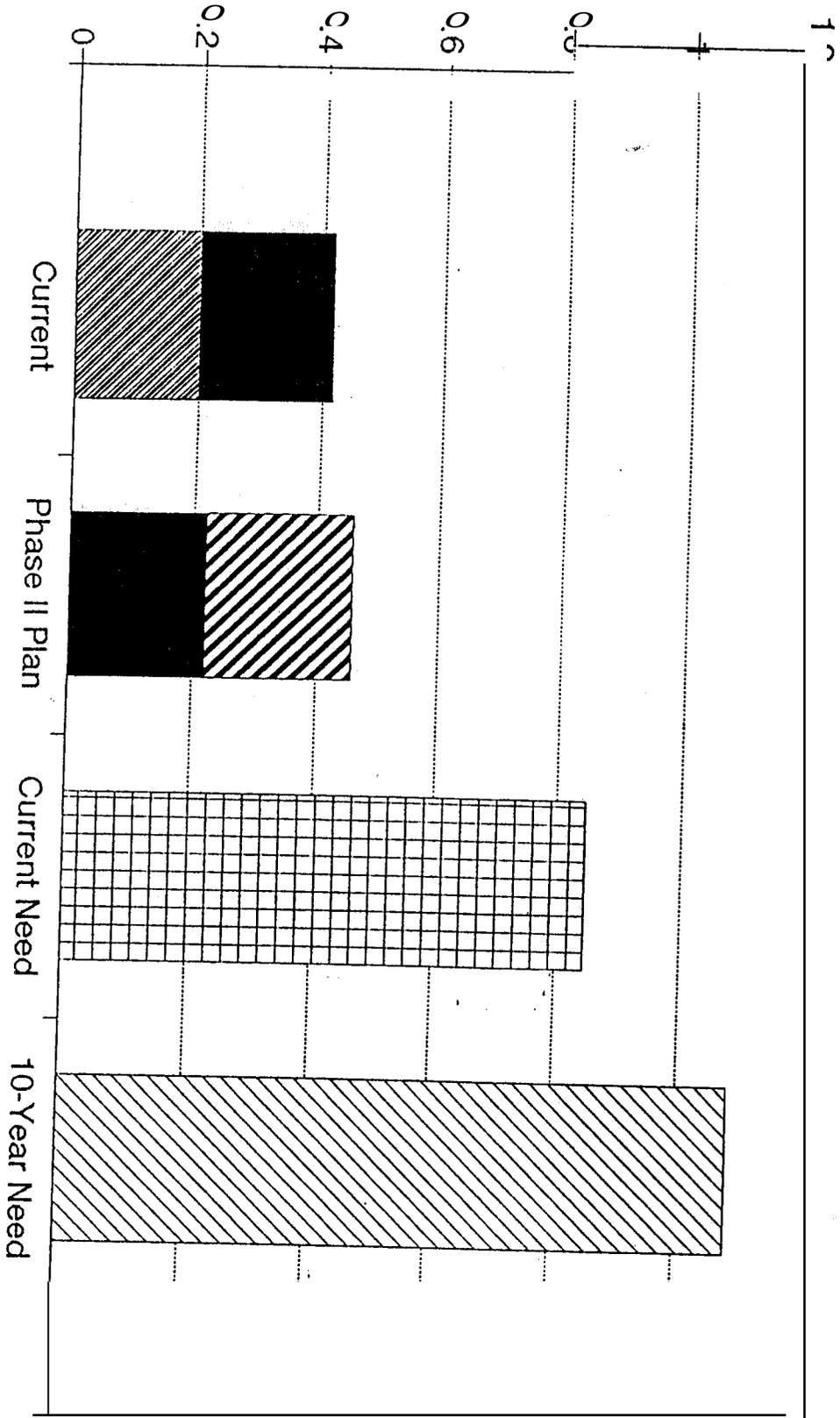
John Jay College of Criminal Justice

Net Space Analysis and Comparison

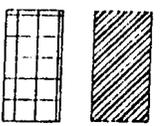


John Jay College of Criminal Justice

Current & Ten-Year Space Needs Analysis



ATTACHMENT B - B



North Hall Facility



Tenth Ave. Facility



Phase II

Current Need



Ten-Year Need