

Faculty Senate Minutes #153

John Jay College of Criminal Justice

April 3, 1997

3:15 PM

Room 630T

Present (25): Yahya Affinnih, Michael Blitz, Dorothy Bracey, Effie Papatzikou Cochran, Edward Davenport, Jane Davenport, John Donaruma, Janice Dunham, Arlene Geiger, Lou Guínta, Karen Kaplowitz, Andrew Karmen, Kwando Kinshasa, Sondra Lanzone, Tom Litwack, Barry Luby, James Malone, Ellen Marson, Robert McCrie, Jill Norgren, Daniel Pinello, Carmen Solis, William Stahl, Davidson Umeh, Agnes Wieschenberg

Absent (13): Elizabeth Crespo, Kojo Dei, P.J. Gibson, Elisabeth Gitter, Amy Green, Edward Green, Gavin Lewis, Mary Ann McClure, Marilyn Rubin, Frederik Rusch, Adina Schwartz, Maurice Vodounon, Daniel Yalisove

Guests: Ned Benton (Chair, Public Management Department, and Chair, Budget Advisory Committee), Sandy Berger (Chair, Forensic Science Department), Glenn Corbett (Coordinator, Fire Science Studies), Peter DeForest (Science Department), James Levine (Executive Officer, Ph.D. Program), Harold Sullivan (Chair, Government Department, and Chair, Council of Chairs), Marvin Yablon (Mathematics Department), Jack Zlotnick (Chair, Psychology Department)

Invited Guest: CUNY Trustee Jerome S. Berg

Agenda

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2. New business

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Trustee Jerome S. Berg was welcomed. Appointed to the CUNY Board of Trustees by Mayor Giuliani in July 1994, he is the first of Mayor Giuliani's five appointees to the Board. He serves as the chair of the Board's Committee on Academic Affairs and is also a member of the Board's Committee on Fiscal Affairs.

Trustee Berg is a partner in JSB Associates of Staten Island and was previously president of JBK Development Corporation and of the Jah-Jeh Realty Corporation and was the chair of Eastern Coast Lighting and Electrical Supply Corporation. He is a member of the Board of Directors of The College of Staten Island Foundation, Inc. He has been president of the United Way of Staten Island, a

director of the American Heart Association and of the Staten Island Chamber of Commerce, a member of the Staten Island Planning Board, and an advisor to the Small Business Administration. Trustee Berg has also served in prominent leadership positions with the YMCA, the Staten Island Museum, and the Visiting Nurses Association. Trustee Berg earned his undergraduate degree in accounting from City College.

Professor Sandy Berger said that as someone who is a longtime resident of Staten Island he would like to welcome Trustee Berg and he asked the Trustee what he thinks the direction of the University will be in the next few years. Trustee Berg explained that his first Board meeting as a Trustee was in September 1994 and, therefore, his comments will be as a relatively new member. He said the Board has been attempting to find solutions to a number of problems, adding that at the present time the Board is at a stop and that it will take a number of meetings until the Board has a direction. He said that since he does not yet know in what direction the Board is going, he does not know what the next four or five years will bring, nor, he added, does he know what the next four or five meetings will bring. He said the Board has to face the University's problems and work to solve them, noting that there are a tremendous number of issues that need to be studied, including graduation and retention rates. He said that there were a number of steps forward that he had felt the Board was taking which have been stopped midstream and he said we will all have to wait to see if the Board will get back on some course.

Senator Litwack asked what are the directions that CUNY or the Board were headed in that have been stopped and what are the main questions that the Board must address. Trustee Berg spoke of what he called Board Vice Chair Herman Badillo's justifiably important statement that we must improve standards and, he said, the second issue derives from that: the question is how do we achieve that and how do we measure standards.

Trustee Berg said it is generally thought that testing of some kind is needed to provide a basis. He said he has been told that prior to his time on the Board 84 faculty -- chosen in a manner that [University Faculty Senate Chair] Sandi Cooper doesn't think they should have been chosen -- were looking into testing which he ultimately saw as not just the "rising junior" test but conceivably a test that could be used to evaluate students at entrance time -- perhaps a CUNY entrance exam -- and, perhaps, and better yet in the overall concept, is the possibility of giving the exam in the 10th grade, when students would still have three years of high school during which time they could be provided with academic help and remediation so there could be a marriage between the University and the Board of Education in the pursuit of removing remediation at the college level. Then if remediation is conducted at the college level, it conceivably would be at the community college level and the reason for that -- and he acknowledged it may be a reason that is wrong in the opinion of the faculty -- is that it is more economical to do remediation at the community colleges.

Senator Kwando Kinshasa said that community colleges are intended to teach job skills, especially technical skills, but now the sense seems to be to have the community colleges emerge as way-stations for remediation. He asked Trustee Berg to clarify that. Trustee Berg said that is not what he means at all and that is not the way he sees it. He spoke about the importance of helping students improve their academic skills prior to beginning

college. He explained that the only reason he said remediation should be done at the community college level, although he acknowledged that some remediation would have to be done at the senior colleges, is because the present system doesn't work: he said all the political sources are applying a tremendous amount of heat as to the costs for remediation and it is more economical to provide remediation at the community colleges.

He said he would hope that the day would come when we would not have to provide remediation at any of the CUNY colleges and that the only related issue would be helping students speak and write English. He noted that 50% of CUNY's students will be non-English speaking by the year 2000 and for the City of New York to survive we must have an educated workforce and therefore we have to use language immersion centers to a greater extent than we are doing now because language immersion centers provide 22 weeks of language instruction rather than 24 months of instruction. He said we have to have everyone speaking and writing English if we are teaching in English, adding that is another debate.

Professor Ned Benton said that he is interested in asking Trustee Berg questions in the Trustee's capacity as a member of the Board's Committee on Fiscal Affairs. Professor Benton said he is a student of the allocation model used by the University for funding the senior colleges. He noted that the community colleges are funded on a fairly predictable and standardized basis. By contrast the senior colleges are allocated in ways that result in John Jay and the College of Staten Island being on the short end of the allocation model. Trustee Berg said that is true. Professor Benton asked Trustee Berg whether he has an opinion about the strengths and weaknesses of the two allocation approaches and what might happen in the future.

Trustee Berg said that he does not know if this Board has the expertise to really delve into the depth of numbers that would be necessary. He said every time Trustees have requested information about allocations, the Trustees receive information about historical data: "It was funded this way ten years ago," "This grew out of this college having been a community college," and similar responses. He said that is what happens with reference to the College of Staten Island and he is sure the same is true for John Jay. He said there are favorites among the colleges, not of his choosing. And, he said, there are inequities. He said there probably should be changes in the allocation procedures. [The Senate applauded.] Professor Benton suggested that the enrollment based community college model could be used for the senior colleges since such an approach has the virtue of being much more predictable.

Trustee Berg said the University needs a reevaluation of so many things because academic disciplines change and the needs of disciplines change. He noted that CUNY has not had an update in the square foot allocations of space per student per discipline since 1961 and thus some of the buildings have perhaps too much space in one area and perhaps too little space than they should have in others. This needs to be changed but he said it is the NYS Dormitory Authority which controls the purse strings and the construction and, in his opinion, which he said could be quoted, the Dormitory Authority does a terrible **job**. He said he spent four hours with the Dormitory Authority this morning and there are many aspects that need to be changed.

President Kaplowitz reported that Trustee Berg came to her

office, which is in North Hall, prior to the meeting so they could talk and so she could show him aspects of North Hall which would be of interest to him, and she reported that he was surprised to see that her office was, as he had described it, a mere cubicle.

Professor Harold Sullivan said that all the issues are linked: the retention issue, the graduation rates, the space, the budget. He said if a study were to show that the graduation rates and the retention rates are better at one campus than at another, that data cannot be evaluated until the resources of each campus are also analyzed and compared. He said one of the things we are proud of at John Jay, although it is a struggle, is how much we do with so little, relatively speaking. He **said** that Professor Benton, our budget expert, has charts that will supplement, complement, and perhaps correct the information and data that he receives from 80th Street in his capacity as a trustee. Professor Benton said he did bring copies of the charts. Trustee Berg said he would welcome having them.

Professor Sullivan explained that John Jay is not interested in getting into an inter-campus competition but rather that because the entire University is being evaluated these factors must be taken into account. He said we are also concerned that when our students' rates of advancement are analyzed, that the kinds of issues also be taken into account that force us into remediation: the problem of the high schools is a very real one. But we have to deal with the remediation needs of our students because if we do not, the workforce needs of the City will be adversely affected because we at CUNY are the only ones who will bring the students up to speed. Professor Sullivan asked that Trustee Berg always keep in mind what each campus is given, what each campus accomplishes with what it is given, and we at John Jay believe that despite the little that we are given a great deal is produced.

Trustee Berg said the third point should be included: if John Jay is given more resources, what could the College produce. Professor Sullivan said we could produce quite a bit, indeed. Trustee Berg said that the Board is going to look to the future and John Jay needs to be prepared to say that if John Jay has this, this, and this, the College could do this, this, and this: the College has to be concrete. Professor Sullivan said the most important resource we need is full-time faculty. The impact on students with regard to this need is critical. Most of the students' courses are taught by adjuncts who cannot be required to hold office hours because they are not compensated for doing so, and they cannot be required to attend meetings for the same reason. He said most of the adjunct faculty do good work but they change from semester to semester as they complete graduate school or as they get other jobs. The lack of continuity, the lack of faculty to help the students outside class, is a serious problem. But, he added, full-time faculty cost more money.

Trustee Berg asked whether the State of New York, like a number of other states, should be looking into the subject of tenure because tenure prevents flexibility in the overall structure. He said he is not saying, and is not deciding, that tenure should be eliminated, but he added that Arizona and Minnesota and a third state have studied the effects of tenure on resources.

Professor Harold Sullivan said he does not think the two are related unless the argument is that as faculty members become

senior and therefore earn slightly more money they should be fired or forced into retirement. He said he is sure that is not what Trustee Berg means. Trustee Berg said that he is raising the issue of tenure in terms of faculty productivity. Professor Sullivan acknowledged that adjunct faculty are certainly more productive in economic terms because adjuncts are paid \$2000 to teach a course. Trustee Berg said he is not comparing adjuncts with full-time faculty. He said the subject he introduced is the elimination of tenure for full-time faculty. He said he is interested in how tenure affects the overall structure of a college.

Professor Sullivan said tenure does not affect the performance of faculty in any negative way but it can affect performance in a positive way in that it gives faculty the time, energy, and support to do what they do well. The tenured faculty are very productive, he said, both in terms of the number of students they teach and in terms of their publications. He said there is also, of course, the issue of academic freedom. Trustee Berg asked about the level of performance of tenured versus non-tenured full-time faculty.

Professor Benton said that as a chair he spends a lot of time evaluating candidates for tenure. He said that tenure is certainly not something that is granted casually nor is it pro forma at John Jay. He said that if Trustee Berg were to speak with our untenured faculty who are striving toward tenure, he would gain a sense that tenure is something that is a privilege that faculty work very hard to attain. He said that as a chair he can say that once faculty are tenured they carry the same teaching load as faculty who are untenured. Everyone teaches seven courses at John Jay. Trustee Berg said that is not true at many of the other CUNY colleges. President Kaplowitz said it is true at John Jay and that is part of the equity issue. Professor Benton said that this is certainly a teaching load issue but it is not a tenure issue. President Kaplowitz said that she thinks the point that Trustee Berg is making is that at some of the other colleges, once faculty are tenured they are given reassigned time.

Senator James Malone said that tenure has to do with the attitude of the institution and how, through its leadership, the institution socializes the faculty to carry out its responsibilities. Trustee Berg asked whether we had ever seen the system abused due to a faculty member having tenure. Senator Malone said yes and President Kaplowitz said that as academics in general, not just at John Jay, we have to address the issue of those few tenured faculty who show up at their classes but who do little or nothing else. But she said such faculty are very few in number.

Vice President Dan Pinello offered an example of the way tenure reinforces the maintaining of high academic standards, about which Trustee Berg had spoken earlier. He explained he is in his third year at John Jay as an assistant professor on a tenure-track line. He teaches a senior seminar in his department, which is a capstone course, the last course a student takes before receiving his or her degree. It is a final certification, in a way, of the quality of the student who receives a degree. He explained that both he and a tenured member of the department who also teaches this course have a reputation among the students as being very demanding academically. The course is also taught by a number of part-time faculty who, he said, are some of the best adjunct faculty in the college but they are not as demanding,

perhaps because they are in a much more tenuous situation. Students evaluate the faculty and tend to give low evaluations to professors who require rigorously high standards and, so, without tenure, professors might not be willing to be too demanding. Trustee Berg acknowledged that this is a complex issue. He said he is not anti-tenure and that all he was suggesting is that since several states are looking into the issue perhaps CUNY should get ahead of the curve and explore the pluses and minuses.

President Kaplowitz said that since the issue of adjunct faculty has been raised she would like to note that it is very important, indeed, to have adjunct faculty because they often can provide expertise that is invaluable. We have adjuncts who are judges, prosecutors, lawyers. But because of a lack of funding and a lack of full-time faculty lines, and because our enrollment has increased every year for the past eight years, 58% of our undergraduate course sections are now taught by part-time faculty. When a college reaches 50% of adjunct taught sections, the college risks its accreditation. Trustee Berg acknowledged this. She noted that in terms of people, we have 236 full-time faculty, including our counselors and librarians -- we have 210 full-time faculty in the classrooms, but we have 500 part-time faculty. She gave as an example her department, which comprises 27 full-time faculty and 77 adjunct faculty.

Professor Benton said he would like Trustee Berg to also know about some of John Jay's successes. He said he loves teaching at John Jay, which he called a great college. He reported that John Jay has just been awarded a \$5 million contract by the Department of Justice to do work on issues related to juvenile justice. He spoke about John Jay's distinctive masters degree program in public administration, which in addition to our other programs includes a program in inspection and oversight, which prepares people to work for boards, for comptrollers, for inspectors general, for legislators, for fiscal auditors. We just associated with the Association of Inspectors General (state and local IG's); our library hosts its website which our graduate students are writing for.

Trustee Berg spoke of his interest in this area and said he would like to report a project he is working on with Vice Chancellor Rothbard. But first, he said, he wants to state that he has the greatest admiration for John Jay and for its president and for the administration. The College, he said, is doing a great job. John Jay, of course, is one of our leading institutions today and is stretching all over the world and is doing important work. He asked whether the faculty are aware that on each campus there are anywhere from three to seven independent corporations and the attitude until recently on the part of 80th Street, he said, is that these are independent corporations and, therefore, each president and board is permitted to audit these corporations by auditors of their choosing and then that audit report comes to 80th Street which doesn't know what to do with it because the terminology used for one audit is not the terminology used by another audit. If one wants to really look into certain expenditures, one can't find what one is looking for. So what he, Vice Chancellor Rothbard, and others are trying to do is to take the auditing procedure to the Board of Trustees, because technically the Board has the responsibility: a balance sheet is being developed to show profit and loss, or profit and expenditure.

Professor Benton said if Trustee Berg is interested in

learning what the inspectors generals, who are auditors, of universities are doing in other states he would be pleased to have some of the members of the Association get in touch with the Trustee or send material to him. Trustee Berg said the people he was meeting with this morning are from the Inspector General's office and Internal Affairs of the Dormitory Authority. Unfortunately, he said, as they were meeting this morning looking into this, one of the people kept asking for the "smoking gun" and, he said, he explained that it is not his job to provide the "smoking gun." But, Trustee Berg, said they are looking for criminality.

President Kaplowitz said that to follow up on Professor Benton's presentation, she would like to introduce various members of the faculty who can talk about the specific majors and programs that are unique to John Jay and about the needs of those programs. She introduced Professor Peter DeForest, who was a member of the Senate for many years, and who is a forensic scientist who wrote the most important forensic science textbook in the world and which is used throughout the world. She explained that the forensic science department and its labs are located in North Hall.

Trustee Berg told Professor DeForest that one of the things that the Board is looking into very seriously and that is on the Board's agenda is how do things that the faculty feel is needed in relation to new construction. Trustee Berg suggested that perhaps Professor DeForest's remarks could be related to this so he would have material to continue the fight: should we have a state of the art forensic laboratory in the new building, he asked. Professor DeForest said John Jay does have very respected forensic science programs: the master's program attracts top-notch students from all over the country, from first-rate universities. He explained that he came to John Jay 20 years ago with a doctorate from the University of California at Berkeley to build a forensic science program. In the last ten years the reputation of the forensic science program has gone up but the realities are that we have lost faculty who have retired and have not had the lines to replace them.

Professor DeForest noted that he is now the only full-time person teaching in the forensic science area. Although his department has just received faculty lines and are recruiting and have received applications from very good applicants, it is very difficult to convince science faculty to come to John Jay because they have to be provided with laboratory research space in which to do their work and we do not have such space.

Trustee Berg recommended that Professor DeForest determine precisely how much space is needed so that this information can be imparted to the Dormitory Authority, and to the Governor (because the Dormitory Authority is a State agency), and that this information include the specific needs for forensic laboratories in terms of the exact number of square feet and how that space would be utilized. He said that this information should be accompanied by information as to how this would improve the City of New York, how it would attract students, faculty, and grants.

This is the way Phase II will become a reality, Trustee Berg said, and the way it will most accurately be to the liking of the faculty, who know what is needed. Right now, unfairly and unjustly, all the decisions are being made by the architect (and the architect is not selected by competitive bidding but rather by

a selection process which he said he still does not understand) and then monies are appropriated by the Legislature and then the Dormitory Authority, through the Construction Fund, without competitive bidding selects the construction management firm which in turn gives out all the contracts. They have, what they consider to be competitive bidding but it is awful. He said written information about the space needs of the forensic science program should be given to the Board of Trustees and to Vice Chancellor Emma Macari.

Professor DeForest proffered an anecdote: he said he was somewhat perturbed by the smug New York attitude about New York's forensic labs during the O. J. Simpson trial during which time he was in Los Angeles inspecting the LAPD's laboratory and reviewing the work of the lab. He said the job that the LAPD did in terms of the O.J. Simpson case, for which they were trashed, is far better than the forensic work done by the NYPD, which he has reviewed as a consultant. Trustee Berg said that is a wonderful basis for arguing that the new John Jay building should have a state of the art forensic laboratory, which he said John Jay not only should have but must have. But, he said, the politicians have to be convinced.

President Kaplowitz introduced Professor James Levine, the executive officer of the Ph.D. program in criminal justice.

Professor Levine said he wants to pick up on Professor Benton's theme of good news. He explained, first, that the doctoral program in criminal justice, which is a program of the Graduate School as are all doctoral programs, is physically housed at John Jay. He said that although the media focuses on what it describes as declining standards, the doctoral program in criminal justice has been receiving applications for admissions in record numbers and these applicants are far superior to the applicants of even five years ago. The next day the doctoral admissions committee is meeting to make some very difficult decisions: despite trying to admit as many students as John Jay can accommodate, the doctoral program will be rejecting for admission three out of every four applicants (and maybe more than that). These are students who are facing and dealing with a curriculum that has been made tremendously more rigorous and is as rigorous as any program in the country.

Furthermore, Professor Levine said, our graduates are getting jobs: none of our doctoral recipients are driving taxis which is the case of many doctoral recipients of many programs around the nation. Our graduates, he said, are obtaining jobs either in academia or are continuing in their extraordinarily important positions in the criminal justice system. Our current students, for example, include a deputy chief of the NYPD, an FBI agent who is one of the lead figures in the World Trade Center case, and a lawyer who is centrally involved in cases involving protection for battered women. All of these people are refining their knowledge, enhancing their skills, better preparing themselves not only to go back to the criminal justice system where they can work more efficiently and more effectively, but for those going on to academia to take on the ever increasing load nationally of people majoring in criminal justice.

Relevant to the future of this College, Professor Levine noted, is the fact that criminal justice is the fastest expanding major in the United States: there are one quarter of a million people majoring in this field throughout the country and the

number will continue to grow as police departments and as correction departments inexorably raise their standards and finally come to their senses and require a college degree for everybody taking these extraordinarily responsible positions. And so in training our doctoral students, we are providing the personnel to take hold of this ever-expanding discipline, Professor Levine explained. Trustee Berg told Professor Levine that he applauds him and his program. He said if Professor Levine puts this information on paper he will guarantee that it will reach the desks of the Mayor and the Governor and it will be distributed to the Board of Trustees.

Professor Sandy Berger said that one of the strengths of John Jay is that what we do and what we teach truly applies to the society around us. The forensic science field has become widely known to the public in the last few years because of such major trials as those of O.J. Simpson and of Steven Smith, the nephew of Senator Kennedy who was accused of date rape. John Jay is the only college not only in New York City but in the metropolitan area that provides programs in forensic science but we need to strengthen the facility so that we can get state of the art laboratories. He recalled that a number of years ago when he and other chairs were asked to draw up plans for Phase II, the manager of the facility told him that his proposal for forensic science labs would have to be trimmed because everything is enrollment driven. Professor Berger recalled that he told the manager that laboratories cannot be enrollment driven but rather must be discipline driven. And so, he said, when Phase II comes about, he would like to meet with the architects.

Trustee Berg said that would be too late: the determination of what is needed is really the first step necessary to convince the Legislature to appropriate the money. President Kaplowitz asked if Trustee Berg is saying that we need to provide a document to the Legislature that provides specific facts, numbers, square footage, the kinds of equipment and facilities we need. Trustee Berg said yes, that is what John Jay must do. He said the document must impart information as to what is needed and why, what will result, and the ways in which College and its programs will be improved with this new facility.

Professor Jack Zlotnick, Chair of the Psychology Department, reported that a review of the forensic psychology program has just been completed by outside evaluators who are very involved with psychology and the law and, in fact, helped develop that division of the American Psychological Association. They said John Jay's program is either the top or among the top program in forensic psychology on the master's level in the country. He said his department now has only 18 full-time faculty and very, very qualified adjuncts but, again, the adjunct faculty are not required to work outside of class with our students, supervising research projects and so forth. He said forensic psychology is probably the fastest growing program in the College, with many, many hundreds of undergraduate majors and 273 graduate students who come from all over the country. They come to do their master's degree and go on to do their doctoral work.

Professor Zlotnick noted that the growth of jobs nationally in the field of forensic psychology has been predicted by the Labor Department which predicts an increase of jobs of between **48%** and **50%** during the next decade. That's a short-term prediction and the job growth will probably be far greater than the prediction. And so we are seeing very high-powered students

enrolling in the program. People with a bachelor's degree or with a master's degree in forensic psychology can find jobs. Professor Zlotnick said that he has a student who has been working in a program for battered women for many years but who now understands much more about battered women because she has been studying the subject in her forensic psychology courses. He spoke of the extraordinary nature of both the applied aspect and of the knowledge-based aspect of the discipline.

Trustee Berg asked Professor Zlotnick whether he has up-to-date statistical data about both the undergraduate and graduate programs in terms of graduation rates, time to graduate, and so forth. Professor Zlotnick said he does and Trustee Berg said he would like to look at this data.

President Kaplowitz said that when Professor Zlotnick spoke about the student who works full-time in a program for battered women, he was providing an example of the unfairness of the method of computing graduation rates that is used by both the NYS Department of Education and by 80th Street. The graduation rates and retention rates of a college are only of those students who began at that college as a full-time first-time freshman. So when all the students being described, the police officers, the correction officers, the employees of various public agencies graduate they are not included in our graduation rates because all these people, such as the woman working with battered women and who is attending college part-time, do not count either because they are attending part-time or because they received credit for their law enforcement academy studies and, therefore, are considered to be transfer students. And all the students who transfer from other colleges and then graduate from John Jay are similarly not included in our graduation rates. She said a large number of our students work full-time because of the very nature of our programs and they do not count in our graduation rates. Trustee Berg said there is no reason not to put an asterisk next to the graduation rate and provide a full explanation. [The Senate applauded this idea.]

Trustee Berg said that in terms of capital projects at the present time and until the system is revamped, which is being worked on with the Dormitory Authority, we have literally no control. The Dormitory Authority contracts the fee of the architectural firm and from the point of selection the architectural firm becomes an employee of the Dormitory Authority. Then all of the control, because he who controls the money controls the situation, is with the Dormitory Authority. The big monies and the cost overrides are because the procedures used by the Dormitory Authority and by the construction management company they select are archaic. We have a "good old boys club," he said.

President Kaplowitz introduced Professor Glen Corbett who is an expert on fire protection and fire management. He is a member of the Public Management Department and is himself a John Jay graduate. Professor Corbett said we have a very successful graduate program in protection management and we are the only college in the United States that offers such a program. People from all over the country would like to get into the program and we can't offer it to them because we don't have distance learning. Trustee Berg praised distance learning and noted that the Dormitory Authority does not even have a technology committee which would be involved in distance learning and that he made two trips to Albany to try to influence the executive director to establish such a committee.

Professor Corbett noted that on the undergraduate level John Jay offers two programs, a bachelor of science and a bachelor of arts in fire science. But the problem of resources is very real. Professor Corbett explained that he is the only full-time member of the fire science program and the lack of space and of equipment hampers the program dramatically.

Professor Corbett said it is ironic, indeed, that he uses North Hall as a classroom laboratory for his building construction course because North Hall exemplifies how not to construct a building. He said he assigns students to find code violations and they find tons of such violations in North Hall, including some significant ones. Overall fire science is a very unusual program: only six colleges nationally offer a baccalaureate degree program in the field.

Professor Corbett reported about an evaluation of the fire science program just conducted by outside evaluators. The report states that it is an embarrassing situation to have a fire science program in a building such as North Hall. President Kaplowitz offered to read from the outside evaluators' report and Professor Benton recommended that she do so. The report was written by the Chief of Training of the Bureau of Training of the Fire Academy of the NYC Fire Department and by a Professor of Fire Protection Engineering at Worcester Polytechnic Institute in Massachusetts, who together visited John Jay this year for the purpose of the external evaluation of the fire science programs. The report states under the category of "Facilities":

"Classes and faculty and staff offices for the fire programs and apparently for many other academic programs are located in North Hall, a former shoe factory at 445 West 59 Street. This building is too small, ill-equipped, and too dangerous to conduct an academic operation of this size currently situated here. During our visit, traffic congestion on the stairways, in the corridors, and in the extended distances to emergency exits made it apparent that a rapid evacuation would be very difficult if not impossible. Furthermore, there are apparently no sprinkler systems in most areas of the building. It is incongruous if not downright hypocritical to deliver fire safety education in such surroundings. Classrooms are dull, nondescript and difficult to find. Fire program classes are often in classrooms scattered throughout the building without any home base for students to congregate. The educational environment would be significantly enhanced with a new facility in which classrooms could be grouped together by academic program to the extent possible."

Among the recommendations listed at the conclusion of the external evaluators' report is the following:

"We recommend the administration acquire a new building for the fire programs and for most other academic programs. The new building should have adequate emergency egress and other fire protection features that are sorely lacking in North Hall and which may generate the potential for scepticism about the administration's commitment and support of fire protection at John Jay College. The new building should create an

educational environment that is dramatically better than the dilapidated physical plant in which most classes are now held and in which most of the faculty have to work."

Trustee Berg asked if there is a Certificate of Occupation for North Hall. Professor Corbett said he has asked about it but has yet to see one. Trustee Berg said that if one goes to the Building Department one can see all C of O's on microfiche. He said that the number two person in the Building Department is a new member of the Board of Trustees, Satish Babbar, who is an architect, and who is very, very knowledgeable. Trustee Berg suggested that the Senate invite Trustee Babbar to a meeting and provide him with this material. He said he would suspect that since North Hall is a four-story building and is poured concrete, there is no requirement in the Code of NYC, which is probably the most stringent in the country, for sprinklers. But that doesn't mean that if the Fire Department came in and made an inspection and issued a violation for not having sprinklers the Dormitory Authority could avoid dealing with that. The Fire Department has superior jurisdiction over the Building Department and this could then become a Board of Standards and Appeals case.

Professor Corbett said he spent ten years in code enforcement and **knows** that there are a significant number of code violations in North Hall, especially based upon the number of people using the facility.

Senator James Malone said the issue he wants to put on the table is the process that the University embraces and the method by which the University prioritizes projects. He said we have let the administration of the University know, for some time, about these issues but we seem to not move up very quickly on the priority chart. He asked, now that we have a new Board of Trustees, how could John Jay best inform the Board about the very dangerous situation that we have so that we can move up on the list of priorities.

Trustee Berg said that he would start with the report by the outside evaluators of the fire science programs and direct it to Trustee Satish Babbar. He said he would suggest to Trustee Babbar that he accept the Senate's invitation and come to John Jay. But that is only a start. He said he would call the local fire captain to come in and inspect the building and ask for a written report with his or her recommendations. Conceivably, he said, it could result in a violation being issued. He said if the Dormitory Authority would stop wasting money there would be more to go around. Also, he would like to see the Legislature agree to greater bond issues so there would be more money to do capital improvement. All those things have to be worked on together. He said he does not believe it is the responsibility of the Board of Trustees nor does it fall under the powers given to the Board by the NYS Legislature. He said the Board simply votes on whether a **proj**ect goes forward.

Senator Malone asked whether the Board can not, in fact, set the priorities for the University. Trustee Berg said the Board accepts or rejects projects. Currently 27 capital projects were included in the asking budget that the Board approved. Improving the present condition of North Hall does not fall into that category: funding for such improvements can be done by the Department of Budget. Approving the construction of a new

facility or building is what is within the Board's purview.

Professor Benton said the report of the external evaluators of the fire science program is the third report so far in which outside evaluators of a program commented critically about the dangerous and unpleasant conditions of North Hall. The first of the reports, of the criminal justice administration and planning **major**, was written by two outside evaluators, one of whom is a prison architect who said during the visit that many of the things the architect saw in North Hall would not be permitted in a prison because it would violate civil rights requirements. But a major problem is not the fire code violations so much as evacuation problems. We take so many people into North Hall and we have such narrow corridors that all of these outside evaluators have said that if we have a situation where we must have an accelerated exit there is a risk of a trampling incident. We can't fix North Hall to deal with this: the building is simply too small for the use to which we put it. He showed Trustee Berg the charts he developed showing the actual and needed space of North Hall, T Building, and Phase 11.

Trustee Berg said that he does not need to be convinced. He asked when was North Hall built. Senator James Malone explained that we moved into North Hall in 1973 (although the building had been built long before that) when John Jay had 4,000 students and the College now has 11,000 students. Trustee Berg said that if the building complied with the code in 1973 it probably continues to be in compliance. But he said he realizes that the faculty are saying they do not want North Hall fixed but rather want a new building to replace North Hall. Professor Benton agreed, noting that if we were to have a trampling incident, the College is on notice in the form of written reports by external evaluators of our programs who are experts in this area, the College has passed these reports on to Vice Chancellor Macari, the Board of Trustees is on notice: this is something that we have to pay attention to.

Trustee Berg said we have to get money to finance the new building but first we have to settle the question of air rights and whether it should be built for the need that now exists or for the need envisioned in ten years. Unfortunately the Board of Trustees does not control the money and everything having to do with senior colleges has to start in Albany. Senator Tom Litwack said that the Board or the Chancellor does control the priorities in the asking budget. Trustee Berg agreed that that is so, saying that is done through Vice Chancellor Emma Macari's office. Senator Litwack said, quite frankly, he can not evaluate the needs of other colleges, he only knows John Jay's needs and those needs are very great, indeed. And, he added, what Albany does must depend to some extent on how much the University pushes for something: those things can not be totally independent.

Trustee Berg acknowledged that is true and said that it is a learning process and that John Jay has to educate the members of the Board of Trustees. He said there is so much for the Trustees to learn and to deal with. He said that when the new Board members were appointed he insisted on an orientation session for them. He said when he was appointed he received no orientation and suddenly at his first meeting of the Board's Fiscal Committee he had to vote yea or nay, with very, very little backup material, on eight items, which would cost a total of \$16 million.

Trustee Berg said that it is his personal opinion that it will be easier to improve the situation in North Hall than to

obtain the \$100 million appropriation to build Phase II, Senator Litwack said that we are the leading college of criminal justice and related programs in the United States, but there is a limit in terms of what we can produce in North Hall, in terms of our students, for the City of New York. Trustee Berg said his comment has nothing to do with the merits of John Jay nor of its need. He added that if John Jay could document its role in the reduction in the City's crime rate that documentation should be presented as part of the College's argument. He said John Jay is doing a fantastic job and should make what it is doing known. Senator Litwack said that North Hall is an old shoe factory and no matter how much we fix it up he does not think we could ever have state of the art forensic science labs. Trustee Berg said no one is suggesting that North Hall be the final answer but rather that in the meantime, while waiting for Phase II, North Hall needs to be corrected to at least remove the worst aspects, such as the fire safety problems.

Trustee Berg said improving aspects of North Hall is not all that expensive: he said that he and Professor Kaplowitz were reviewing the bathrooms and the bathroom situation in North Hall prior to the meeting and that renovating the bathrooms is not so very expensive a project. Senator Litwack said he may have misunderstood Trustee Berg whom he thought spoke in favor of improving North Hall. Trustee Berg said that he is not in favor of that, but said that it will be easier to get the money to fix North Hall than to get the money to build a new building. Senator Litwack said he did, in fact, misunderstand. Trustee Berg said he votes "yea" for a new building for John Jay and that, in his mind, there is no question about this. He said if this were private industry, if this were a business, he does not think there would be any problem obtaining a new building, based on John Jay's reputation, work, and growth.

Senator Arlene Geiger said that the Trustee had asked what we would do with more money if we could get it. She spoke about the need for part-time faculty to get paid for office hours. She also spoke of the Central Office policy of giving graduate students hiring priority over long-time adjuncts and said this would ensure a revolving door policy for part-time teachers and prevent them from providing even the continuity which is now provided by adjuncts who work for many years in the same department. Trustee Berg suggested that Senator Geiger put this in writing.

President Kaplowitz said one of the things we do have on paper is a series of graphs, prepared by Professor Ned Benton (who had to leave to teach), showing the enrollment and funding of the senior colleges. She gave Trustee Berg a set of the six charts as well as Professor Benton's graphs on John Jay's space needs and offered to go over the graphs with him after the meeting. [N.B. These graphs appear as an attachment in Faculty Senate Minutes #148 and are also available from the Faculty Senate office.]

Trustee Berg asked the faculty their opinion about a possible change of direction for CUNY whereby CUNY would be separated into three types of colleges: specialized colleges, general education colleges such as Hunter and Queens, and the community colleges. There would be three separate subchancellors or deputy chancellors each of whom would concentrate on one of the groups. Senator Jane Davenport asked what the purpose would be. Trustee Berg said efforts would be concentrated and there would be increased efficiency and more movement to the task envisioned for those colleges or groups of colleges. Senator Litwack said he would

need a lot more information before he could give an opinion.

Trustee Berg said he can't provide the information until it is clearer how the faculty views this. Professor Berger said this is an extraordinarily sensitive issue with the faculty at many campuses. Traditionally we have the four older CUNY colleges: Brooklyn, City, Hunter, and Queens, and he said that, quite frankly, two of those four colleges are having a great deal of difficulty in attracting students. By contrast John Jay is doing very well at attracting students. Professor Berger said some people have spoken about creating a 3-tier system, namely the four older senior colleges, the newer senior colleges, and the community colleges. Those of us who teach at the newer senior colleges, such as John Jay, Staten Island, Baruch, York, Medgar Evers, would not like the idea of becoming second-class citizens which, he said, we could very easily become if the other colleges are put on a higher pedestal. Professor Berger said that perhaps because of tradition some of the older colleges should remain as they are but from a practical point of view some of them are not doing that well.

Trustee Berg asked whether Professor Berger is calling for a re-evaluation, which he said he could accept very easily. Professor Berger said what he can say is that John Jay is a growing institution whereas some of the other colleges are really declining in enrollment: why should they continue to receive the larger financial resources while we are not getting the funding we need or deserve, Professor Berger asked. Trustee Berg said we have come full cycle to the issue with which we began the meeting: the inequities in the funding. He said if John Jay had a subchancellor who could champion John Jay's needs perhaps John Jay would benefit. He added that perhaps more than three divisions is what is needed.

Senator Litwack said that if in those three divisions there were any implication that the four older colleges were in some way of a higher stature, he would certainly be against such a plan. Senator Litwack added that he is certain that our faculty at the very least matches if not surpasses the faculty of any other college in CUNY in terms of their productivity and in terms of their national stature. Trustee Berg said he does not doubt it but asked how John Jay's softball team is. President Kaplowitz said that as a matter of fact John Jay's team won the CUNY championship. Trustee Berg said he asked the wrong question in trying to make his point.

Senator Jane Davenport said such a plan would contradict the Chancellor's efforts at developing a common course numbering system and the other aspects of the ICAM policy. Trustee Berg said that the Chancellor may be wrong and maybe the system is not working. He noted that the ICAM plan is still under discussion and he invited the faculty to the April 7 meeting of the Academic Affairs Committee of the Board at which faculty will be speaking about the ICAM proposal.

Trustee Berg said he is not promoting or suggesting the division of the colleges into three or four categories but rather he is considering new possibilities in order to cope with the University's problems.

President Kaplowitz noted that John Jay's specialized mission was not by choice but rather was in response to the fiscal crisis of 1975, although our mission was always criminal justice and

indeed the first name of the institution was the College of Police Science (COPS). But we offered majors in history, in English, in sociology, in most of the liberal arts subjects. In fact, many notable John Jay graduates were liberal arts majors, such as John Timoney, the former deputy commissioner who was a history major as was NYS Senator **Larry** Seabrook. Many law enforcement officers majored in the liberal arts, while taking courses in criminal justice and related areas, so as to broaden their understanding of the world in which they must do their difficult and important work. But by action of the Board in 1976 John Jay lost its liberal arts and sciences majors although the College was permitted to offer courses in those disciplines.

President Kaplowitz said that she believes we have succeeded as a college -- in terms of our reputation, our growth in enrollment, the success of our graduates -- in spite of that change, not because of it. The mix of students is not ideal because there is no longer a pool of students who are liberal arts majors and so the intellectual dynamics of the classroom have changed. One of the faculty's responses to this is the development of several new majors, one of which, a major in Justice and Humanities, will soon be presented to the Academic Affairs Committee of the Board for its approval. The second new major that is being developed is International Criminal Justice. The Justice and Humanities major is a way of studying criminal justice through a humanities perspective and focus and through the methodologies developed by various humanities disciplines.

She said that a regular occurrence is that students enroll at John Jay, take the required core courses in history and literature and philosophy and then decide they want to major in one of those subjects and thus they transfer to another college in order to do so. Those are wonderful students who are currently in a field of criminal justice or who want to go into a criminal justice field but who want to major in the liberal arts. NYC Technical College recognized the importance of having a pool of liberal arts students and so 10% of the students of every entering class may major in the liberal arts at that college. The mix is very important and that, she said, should be taken into account when thinking about ways to approach any changes in CUNY's organization and structure. Trustee Berg said he looks forward to seeing John Jay's proposed majors at the Academic Affairs Committee of the Board.

President Kaplowitz thanked Trustee Berg for meeting with the Senate. Trustee Berg expressed his appreciation at having been invited and thanked the Senate for an interesting, informative and enjoyable discussion. The Senate applauded Trustee Berg.

By a motion duly made and carried, the meeting was adjourned at **5:15** PM.

Respectfully submitted,

Edward Davenport

Recording Secretary