

Faculty Senate Minutes #155

John Jay College of Criminal Justice

Friday, May 9, 1997

9:30 AM

Room 630T

Present (32): Yahya Affinnih, Michael Blitz, Dorothy Bracey, Effie Papatzikou Cochran, Elizabeth Crespo, Edward Davenport, Jane Davenport, Kojo Dei, John Donaruma, Janice Dunham, Elisabeth Gitter, Amy Green, Edward Green, Lou Guinta, Karen Kaplowitz, Andrew Karmen, Sondra Lanzone, Gavin Lewis, Tom Litwack, Barry Luby, Ellen Marson, Mary Ann McClure, Robert McCrie, Jill Norgren, Daniel Pinello, Marilyn Rubin, Frederik Rusch, Adina Schwartz, Carmen Solis, Davidson Umeh, Maurice Vodounon, Agnes Wieschenberg

Absent (6): Arlene Geiger, P.J. Gibson, Kwando Kinshasa, James Malone, William Stahl, Daniel Yalisove

Guests: Ned Benton (Chair, Budget Planning Committee, and Public Management Department), James Levine (Executive Officer, Doctoral Program), Gerald Markowitz (Chair, Thematic Studies Department), Harold Sullivan (Chair, Council of Chairs, and Chair, Government Department)

Invited Guests: CUNY Trustee Michael C. Crimmins, President Gerald W. Lynch, Associate Provost Lawrence Kobilinsky

Agenda

1. Invited guest: CUNY Trustee Michael C. Crimmins
2. Approval of Minutes #154 of the April 16 meeting
3. Announcements from the chair
4. Invited guest: President Gerald W. Lynch
5. John Jay's student evaluation forms & procedures
6. John Jay's Compensation for Teaching Independent Study
7. Review of the CUNY 1995 Student Experience Survey
8. Statement about faculty responsibilities
9. Distance learning: Invited guest: Associate Provost Kobilinsky
10. New business

1. Invited guest: CUNY Trustee Michael C. Crimmins [Attachment A]

Trustee Michael C. Crimmins was welcomed and introduced [see Attachment A] and said that he is very pleased to be meeting with John Jay's faculty and he thanked the Senate for inviting him.

President Kaplowitz explained that she and Trustee Crimmins met this morning in her North Hall office prior to the Senate meeting and that she welcomed the opportunity to share information and views but had not had a chance to tell him about a crucial aspect of John Jay's history that is often not known: namely, that a little more than 20 years ago, at the time of New York City's fiscal crisis, John Jay was required by the CUNY Board of Trustees (then called the Board of Higher Education) to relinquish its liberal arts majors and that, since then, students who begin at John Jay and who then decide to major in history or literature or philosophy or languages or in any other of the liberal arts or in the sciences (except for forensic science) must transfer to a different college. She said that despite this the faculty, which she characterized as excellent, embraces and enthusiastically supports the mission of the College as well as the historic mission of CUNY, which she said she knows Trustee Crimmins also supports.

Trustee Crimmins said that he does, indeed, support the historic mission of CUNY. Trustee Crimmins explained that he is a new Trustee and has only been a Trustee since last fall. He said he is learning a great deal and has chosen to keep rather quiet as a new Trustee since he is not an academic and he has much to learn. He noted that he is the pastor of Saint Malachy's, which is very near John Jay, on West 49th Street. He said that, as he mentioned earlier to Professor Kaplowitz, he believes in the principle of access. He said he believes in the mission of CUNY which, as he views it, is not just academic achievement but which enables students from economically disadvantaged backgrounds to enter the mainstream of our society and, therefore, he has always been disturbed by the reality of the tuition at CUNY. He noted that when what is now CUNY was first founded, it was called the Free Academy, and because tuition has always been imposed under fiscal emergencies and because there is now a fiscal surplus, in terms of the State budget, some of that surplus should be redirected and translated into lower tuition and that is one of the proposals he plans to introduce as a Trustee. [The Senate applauded warmly and at length.] Trustee Crimmins said adoption of this proposal represents a very steep hill but, nonetheless, is a proposal that he believes is worth presenting.

Professor Ned Benton asked Trustee Crimmins how long his appointment on the Board is for and [with the Faculty Senate's appreciative laughter as a background], Trustee Crimmins reassured him that his term is for six years. Senator Frederik Rusch asked if Governor Pataki knew of Trustee Crimmins' thinking about CUNY's tuition when he nominated him to the NYS Senate for appointment to the CUNY Board. Trustee Crimmins explained that no one asked him about this and he added that perhaps the Governor will regret having made the appointment, but noted again that his term is, in fact, for six years. President Kaplowitz said that Trustee Crimmins' vision is very heartening, especially for those, such as she, who attended a CUNY college when no tuition at all was charged. She said Trustee Crimmins might make Governor Pataki revered as the Governor who appointed a Trustee who turned around the escalating tuition increases. She noted that the Governor's Executive budget for next year calls for another \$400 tuition increase as well as for cuts in CUNY's budget and for cuts in TAP [Tuition Assistance Program]. Certainly, she said, a voice on the Board opposing this and calling for a reversal of tuition increases will be wonderful.

Senator Adina Schwartz applauded Trustee Crimmins' proposal

and said it is a very important proposal not just in terms of access but in terms of the quality of our students' experience and their ability to learn while they are here because many of our students are employed and many are parents. She said that when she started as a teacher in 1993 her students were already having difficulty working to pay tuition while keeping up with schoolwork. Now that tuition is much higher and financial aid is less available, students are having an even more difficult time and must work even longer hours. The amount of time that they are working at their places of employment decreases the amount of time they can study and do their schoolwork. She said another insidious aspect is the fact that students take five and six courses while working and while raising children but when it is suggested to them that they take fewer classes they say they cannot afford to do so.

President Kaplowitz further explained that the cost of tuition for 12 credits is the same as the tuition for 18 or 21 credits and, thus, many students feel forced by the system to take as many courses as possible so they can graduate within fewer semesters and, thus, save money. Senator Schwartz added that if we could decrease the financial pressure on our students we would see an improvement in their academic performance.

Senator Edward Green said that many students also take too many credits because financial aid is not pro-rated and, therefore, students must take a certain number of credits to obtain any financial aid. They also are afraid to drop a course, even though academically they sometimes should, because doing so could make them ineligible for financial aid the following semester. Also, there is a required rate of academic progress and since financial aid is only for eight semesters, students must take many more courses than they reasonably should so as to not lose their eligibility for financial aid. He said he believes the system is designed in this way in order to ensure that many of our students will not be successful.

Professor Harold Sullivan, the Chair of the Council of Chairs, noted that the media have been focusing on CUNY's graduation rates and what has been said thus far might make it sound as if our students are rushing through and are graduating in large numbers. But the reality is that because of access, which the faculty, like Trustee Crimmins, favors many students need time to get up to speed. At the same time, the financial pressures cause students to sometimes not do as well as they and we would like, and those financial pressures sometimes cause students to have to "stop out" -- leave college for a while because they have to work or because they have to deal with family crises or because they are ill. So we have a situation where it does look on paper as if students take an enormous amount of time to graduate but this is not really properly understood by most people. Professor Sullivan noted that none of us use such phrases as "the Class of 2000" or "the Class of 2001" because we know that this is unrealistic because of the lives our students lead. He noted that he has a student in his course this semester who is a graduating senior and who is taking 8 courses -- 24 credits -- this semester and she is raising several children at the same time. He said the student is extremely intelligent and he suspects would ordinarily receive 'A' grades but is not doing so this semester because she is taking so many courses in order to graduate now rather than a semester later which would cost her several thousand dollars more.

Professor Sullivan said that when we judge the success of

John Jay and of the other CUNY campuses as well, the graduation rates are discussed, the retention rates are discussed, but these other factors affect the retention and graduation rates. He said that the faculty would like Trustee Crimmins to come away from this meeting with an understanding of the complexity of the institution and of the students' lives. He said that he does not think it is true of Trustee Crimmins, but many others do not seem to understand the complexity of the situation and, instead, are thinking of their own personal college experiences. Trustee Crimmins said he thinks that is very true, noting that there are people who, obviously, went to college a long time ago and remember the way it was when people went to college for four years and graduated at the end of four years. He said he does not think they understand the age of the students, or the fact that many students are married and are parents, and the real-life situations that the students are in. Trustee Crimmins said he thinks Professor Sullivan is absolutely right. He added that he doesn't think that anybody who is sane expects at this point things to be the way they were 20 years ago.

Senator Davidson Umeh said that at John Jay many of the students are police officers and although they graduate from John Jay they do not count among our graduates. President Kaplowitz elaborated on this problem regarding graduation statistics. She explained that both the NYS Department of Education and the CUNY Central Administration compute graduation rates only in terms of the percentage of those students who graduated who began at that college as first-time, full-time freshmen. Since law enforcement officers all receive some transfer credits for their law enforcement academy studies, all law enforcement officers who are students are officially considered to be transfer students and not first-time freshmen. First-time freshmen are defined as students who have never had any college and who begin at the college with zero college credits. Furthermore, many of our students do work and do attend college part-time and they, too, are not included in our graduation rates. And furthermore, she explained, many students who begin college elsewhere learn about John Jay's unique programs and majors and transfer to John Jay and graduate from John Jay but they, too, are not counted in our graduation rates because they did not start at John Jay as first-time freshmen even though these transfer students comprise 50 percent of our graduates each year. These are the statistics which Trustee Badillo's ad hoc committee is looking at.

Trustee Crimmins said that he hopes that the faculty representative on that ad hoc committee knows about this but said he does not know if there is a faculty representative or whether that committee has yet actually met. He reported, at President Kaplowitz's request, about the Board's ad hoc committee that he was just appointed to as vice chair: the committee is actually a task force chaired by Nilda Soto Ruiz, who is another new Trustee, and was established to look into the relationship between the last two years of high school and the first two years of college with the idea of making the experience a kind of seamless transition for students. He said the plan was to have a member of the Board of Education also serve on the committee and, in fact, Chancellor Rudy Crew himself has expressed interest in serving on the committee. The committee is considering the possibility of having a test given to all students when they are in the second half of the sophomore year in high school so that a red flag would go up if a student could not pass the test in writing, or mathematics, or reading. Then, perhaps, students so flagged would attend an institute during the summer that would be established so they

could catch up during the summer between the sophomore and junior year and which they could then attend again the following summer if needed. In that way there would be a chance of students entering college with less need for remediation than is the case today. The other taskforce, which is chaired by Herman Badillo, and which to his knowledge has not met yet, has remediation as its specific focus. President Kaplowitz noted that Trustee Badillo had commented to a colleague on the faculty of another CUNY college that he had been surprised that John Jay's graduation rates aren't higher because, Trustee Badillo had said, he had thought police officers would be highly motivated. But, she reiterated that police officers who graduate from John Jay are not counted in John Jay's graduation rate because they are not considered to have been first-time full-time freshmen when they began. Trustee Crimmins stated that this method of determining graduation rates does not make any sense whatsoever.

Senator Adina Schwartz said that the people who are really motivated are taking exams for promotion to sergeant and to lieutenant and they take time off, they "stop out" from their college studies, to prepare for these rigorous exams. She said one of her best students was a woman in charge of a 250-member police precinct in Brooklyn, she was the only female member of the precinct, she received A's in the two law courses she took with her, and then she "stopped out" to study for the lieutenant's exam. Senator Schwartz said many students in her advanced law courses are police officers who have been attending college part-time for eleven and twelve years. She said that rather than seeing them as not motivated because they do not graduate in the traditional four years, they are the truly motivated students who study while working full-time and who are so motivated that in addition to engaging in college studies they move up the ranks of the law enforcement agencies, garnering increasingly more responsible and challenging positions, and forming the leadership of these agencies.

Professor Gerald Markowitz, Chair of the Thematic Studies Department, told Trustee Crimmins that he brightened his day when speaking about wanting to reduce tuition, calling it the most enlightened proposal he has yet heard from any Trustee. Professor Markowitz remarked that from reading the newspapers it is possible to get the impression that there is a large majority of Trustees in favor of reducing the size of the University. He asked Trustee Crimmins his impression as someone who is there. Trustee Crimmins said he has not received that impression from any of the Trustees; none has indicated a desire to reduce the size of CUNY or of restricting access. He said he thinks the fact that the new Trustees were appointed either by Governor Pataki or by Mayor Giuliani, who seem to have a fairly poor impression of the City University, would lead one to think that they are appointing people who will not help the situation.

But, Trustee Crimmins said, he has discovered that there is a tremendous amount of freedom that a trustee has. He said that no one has ever told him what position to take as a trustee, that the Governor has never called him, nobody representing the Governor has ever called him, to tell him to vote a certain way or to take a certain position on an issue. He said he has been impressed by the people who have been appointed and he hopes that they are free agents. He said he does not think anyone would take the job unless he or she really believes in the City University: trustees are not paid. President Kaplowitz added that not only is there no compensation but there is a tremendous amount of work required of

CUNY trustees. Trustee Crimmins agreed, saying it is a lot more work than he thought it would be. President Kaplowitz noted that virtually every new Trustee is making that very observation.

Senator Effie Papatzikou Cochran, who teaches ESL, spoke about the special situation of the ESL students who do not necessarily need remedial work because they are brilliant and extremely well educated in their own language. Trustee Crimmins said he does understand that ESL and remediation are very different. Senator Cochran noted that CUNY Central and others anticipate that by the year 2000, 50% of our students at CUNY will be non-native English speakers and, therefore, ESL students' needs are of special importance to the University. She noted also that she served on Chancellor Reynolds' College Preparatory Initiative [CPI] taskforce five years ago and asked the Trustee whether the ad hoc committee he is serving on is an extension of CPI. He said it is not and that the ad hoc committee he is on was conceived and created by Board of Trustees Chair Paolucci and that although it may develop a connection to CPI it is not, now, connected to CPI. Asked if only Trustees are members, Trustee Crimmins explained that President Schmeller of Queensborough Community College and President Springer of the College of Staten Island are members as are a faculty representative and there will also be a student member. Senator Cochran said many CUNY faculty have worked on CPI for several years and have a wealth of experience that should be tapped. She noted that when CPI was first developed, high school teachers originally did not want to work with CUNY faculty but came to find working together to be a wonderful experience. Trustee Crimmins spoke about the collaborative arrangements that already exist between high schools and CUNY, noting that many of these high schools are located on CUNY campuses.

Professor Ned Benton, the Chair of the Budget Planning Committee, said he would like to follow up on Trustee Crimmins' idea about tuition by observing what happens to the tuition money after the students pay it and what happens after the University receives its budget and allocates it to the colleges. The Board has some discretion as to what happens after the Legislature and Governor appropriate the budget: the Board has discretion as to where the funds go. One of the questions he has attempted to answer is what happens when a student pays tuition at a campus, what does the student get back and what is the relationship between what the student pays and what the University returns to the campus. He showed Trustee Crimmins a chart he developed [Attachment B-1] showing the amount of money collected at each senior college per student and the amount per student that the CUNY Central Administration allocates back to each senior college. He noted that there are very significant differences in the allocation per campus. To an extent, he said, there should, in fact, be differences because there are different programs at each campus, but the allocations actually are made to each college largely on the basis of history. If a college received a large allocation in the past, it receives a large allocation now. If a college did not receive a large allocation in the past, it is very slow and difficult to change that history.

Trustee Crimmins said he assumes that enrollment would be a factor. Professor Benton said enrollment is not, in fact, a factor. He showed Trustee Crimmins another chart [Attachment B-2] showing the changes in enrollment over time: John Jay is the fastest growing senior college in CUNY and yet the portion of the allocation that is affected by enrollment is basically some small line items and adjunct faculty dollars. But full-time faculty

money is not allocated when enrollment increases except through a recent initiative called "Base Level Equity" which attempts, over a long period time, to adjust the allocations. Professor Benton noted that his chart [Attachment B-1] also shows the amount of money each senior college takes in through tuition and so one can see that there are colleges, such as John Jay and Baruch, that take in almost as much in tuition revenue as they receive as their allocation and it is, thus, almost a net positive gain, and yet at other colleges for every dollar of tuition taken in these colleges receive almost another dollar of State subsidy allocated by the University. So in terms of equity for the students, Professor Benton explained, the faculty at John Jay believes that when a student pays tuition at a particular college, the Board of Trustees should be seeing to it that the resources that the student receives are related to the program the student is in. The allocation should be related to the needs of the students and not to whether the college is 100 years old or only 30 years old.

Senator Tom Litwack said that as Professor Benton indicated, the Chancellor has put into place an initiative called "Base Level Equity" which is intended over time -- and "over time" could mean over 10 years -- to allocate faculty lines to campuses according to their student enrollment and, over time, Base Level Equity should, if it proceeds, equalize faculty lines at campuses in terms of student enrollment. However, he said, there is no provision in place to allocate other resources in terms of enrollment and by "other resources" he is referring to tutoring, computers, library books, not to mention cleaning services and everything else one can imagine. And, frankly, he said, because our enrollment growth has been so great and because there has been so little adjustment in terms of the overall allocation, John Jay is now worse off relative to other campuses, in his analysis, than we were some years ago, in spite of our enrollment growth.

An easy way to see that, Senator Litwack said, is that John Jay now has more students than City College and yet City College's annual budget allocation is twice that of John Jay. President Kaplowitz noted that John Jay's annual base budget is \$30 million and City College's annual base budget is \$70 million and so CCNY's budget is actually more than twice John Jay's. Senator Litwack said another example is the fact that John Jay has 1,000 more Full-time Equivalent (FTE) students than Lehman College and yet Lehman has \$10 million more in its budget each year than does John Jay. Senator Litwack said this also relates to retention rates and graduation rates because the deck is stacked against us and, therefore, it is not fair to compare colleges' retention and graduation rates when we are not given the resources that other colleges are given to enable students to succeed.

Trustee Crimmins asked why the faculty think City College receives twice the annual budget of John Jay? President Kaplowitz said the reason is largely political. Trustee Crimmins said he thought that would be the answer. President Kaplowitz explained that the reason is both political and historical: City was the first college and the subsequent colleges, Brooklyn, Queens, and Hunter -- known as the Four Older Senior Colleges or FOSC -- were funded well. Then newer colleges were created around the same time: John Jay, York, Staten Island, New York City Technical, and those colleges, being smaller, received a comparatively smaller budget. Over time the differential has grown. She noted that the older colleges have tremendous political strength because they have tremendous numbers of alumni and because they have the strong support of the politicians who represent the constituents. Also,

Brooklyn College is attended by primarily Brooklyn residents, and Queens College is attended by primarily Queens residents, which results in a vested interest on the part of the elected officials to support these colleges and their constituents who attend it. But John Jay's student body is spread out throughout the City: approximately 20% of John Jay's students live in each of the five boroughs. Although the State legislators in whose district we are located support John Jay -- Assemblymen Ed Sullivan and Scott Stringer and State Senators Catherine Abate and Franz Leichter -- have all come to our Faculty Senate meetings and are very strong supporters of John Jay, they are only four voices unlike the situation in which the Brooklyn delegation supports Medgar Evers, and NYC Tech, and Brooklyn College. There is no concentrated group of elected officials who together have a stake in supporting John Jay. At the same time, being a comparatively new college, whose graduates go into or continue in public service professions, our graduates do not have the political power or personal wealth to be the strong voice on our behalf that the graduates of City and Brooklyn and Queens and Baruch are.

President Kaplowitz said that in this context one can see how courageous and moral it was for Chancellor Reynolds and Vice Chancellor Rothbard to establish Base Level Equity in the summer of 1994 to correct, albeit over time, the funding inequity. She explained that our Faculty Senate invited Vice Chancellor Rothbard to meet with us in December 1993 to raise with him our analysis of what we believed to be funding inequities and Vice Chancellor Rothbard studied the issue, we corresponded with him, and he and the Chancellor created Base Level Equity, which then had a tremendous amount of opposition by those colleges that are comparatively more advantageously funded. Those colleges also happen to be the very colleges that are experiencing declining enrollments, which made them even more concerned with this funding initiative. She said that as Senator Litwack has noted, this initiative is for faculty lines only and that although we need new faculty lines desperately -- only 46% of our undergraduate course sections are now taught by full-time faculty -- in terms of people we have 232 full-time faculty and 500 adjunct faculty -- we also need money for staff and Library books and other essentials.

President Kaplowitz said it is essential to know that when people speak against Base Level Equity it is usually because they do not understand what the initiative is: Base Level Equity does not involve anyone losing his or her job. When someone retires or resigns or dies or is not reappointed, the college retains the empty line and the college is funded for that line by the State at 82% of the salary (it is funded at 82% because the other 18% is the fringe benefits and since there is no person on that line there is no funding for the fringe benefits). So if a college has 100 vacant lines (as is the case), which are funded annually at an average of \$50,000, then that college has \$5 million to spend annually as it wishes. John Jay has no vacant lines and so we have no additional tax levy monies to spend on the library books and computers and laboratory materials that we so desperately need. The Base Level Equity initiative is designed to take empty lines and move them to the colleges that need more faculty because of enrollment growth. Of course, she acknowledged, a college that loses a vacant line will lose the funding for that vacant line, but no one will lose their job because of Base Level Equity. No person will be taken away from the college: no college will lose personnel. It is a wonderful initiative but we need it to be implemented more rapidly.

Senator Tom Litwack said for the last year, at least, -- and apparently the goal is the same for the upcoming year -- the movement toward Base Level Equity has been achieved not by transferring lines from college to college but because Chancellor Reynolds fought very hard and was successful in obtaining 100 new faculty lines from the State, half of which were then distributed to colleges according to Base Level Equity needs. The other half were distributed according to the requirements of another initiative of the Chancellor, called Academic Program Planning. John Jay, for example, received 20 new lines this year and they were all from this new pot: none came from any other college. But, he said, President Kaplowitz is right to point out that lines could be transferred from other colleges without firing or transferring people because those are vacant funded lines.

Senator Litwack said he wants to also add, so that Trustee Crimmins never feels misled in any way, as Professor Benton pointed out, some of the difference in funding between John Jay and other better funded colleges is justified by more expensive programs at those colleges and by their bigger campuses. But, returning to his example of the difference in funding between John Jay and Lehman -- we did an analysis of this three years ago based on data provided by Vice Chancellor Rothbard's Office -- at that time the difference in funding was \$10 million, as it is still, but at that time John Jay had approximately the same number of student FTE's as Lehman (and for that reason we selected Lehman for our analysis) -- but now John Jay has 1,000 more FTE's than Lehman. Three years ago, our analysis revealed that about \$5 million of the \$10 million funding difference was justified by certain programs at Lehman and by its bigger campus. But the other \$5 million was not justified. Since that time, we gained enrollment tremendously compared to Lehman and so we think the unjustified difference is now **\$8** million. But, in any case, Senator Litwack said, we do recognize that some of the difference is absolutely legitimate.

Senator Marilyn Rubin noted that the Governor's budget was prepared before the State was aware of the tax-revenue surplus. And she said the City is evidently coming in with a surplus for this fiscal year of close to a billion dollars. She asked Trustee Crimmins if he has heard anything about changes that might occur because of this revenue picture which is different than it was when the Governor's budget was submitted close to five months ago. Trustee Crimmins said he has been in discussion with other trustees that has led him to believe that the surplus is going to be large enough that it is his hope that not only will a tuition increase not be required but that it will actually provide an opportunity for a decrease in tuition. But that is conjecture, he said. But he noted that from what he reads, the Mayor is looking in the direction of tax cuts. He added that his proposal to reduce tuition may have nothing to do with political reality.

Senator Jill Norgren asked how discussions have proceeded with respect to the issue of having more than half the course sections taught by adjunct faculty: how has the Board approached this and what can we expect in the way of recommendations for the next five or ten years because the implications of the situation are very serious and very far-reaching. Trustee Crimmins said that his impression is that the Board is very concerned about the high dependency of teaching by adjunct faculty. Other than that, he said, he hasn't been involved in any specific discussion and, thus can not answer because he is not on the committee of the Board that this would come before. Senator Norgren asked if there

is any position paper? Trustee Crimmins said there is none that he is aware of.

Senator Frederik Rusch suggested that the Trustees should look into the issue of accreditation because with so many adjunct-taught sections CUNY may be risking its accreditation. President Kaplowitz agreed, noting that most accrediting organizations require that at least **50%** of course sections be taught by full-time faculty. She said that several other CUNY colleges, like John Jay, have fallen below that minimum requirement. She added that when Chancellor Reynolds first came to CUNY in 1990, she visited each campus and met with the faculty of each college. When she came to John Jay, she was asked about this issue, because even then we had a dearth of full-time faculty but not as heavy a reliance on adjunct faculty as we now have, and Chancellor Reynolds replied that 75% of all sections should be taught by full-time faculty and Chancellor Reynolds has repeated that many times since in different settings.

In the meantime, she said, the political and fiscal reality is such that as a University we have become more and more adjunct-reliant. For example, at John Jay, 90% of the sections of writing courses -- including composition, remediation, and electives -- are taught by adjunct faculty. In addition to pedagogic challenges for the department, for the adjunct and full-time faculty, and for the students, there is the problem of the generally transient nature of the adjunct faculty who move to other colleges, to other careers. She spoke of students who ask for letters of reference to graduate and law school and for jobs who studied with her years ago: the students explain that their other teachers are no longer at John Jay. Trustee Crimmins said he does know of this problem and also knows that adjunct faculty may not know the students because often they have less out of class interaction with students than do full-time faculty.

Senator Norgren asked who chairs the committee which would be looking into the issue of our heavy reliance on adjuncts. Trustee Crimmins said Trustee Ronald Marino, chair of the Board's Committee on Fiscal Affairs, but added that although that is the committee that would appropriately take up the topic, there is no recollection on his part that it has done so. President Kaplowitz noted we might recommend that it do so, especially in the context of the accreditation requirements that Senator Rusch noted. She said that faculty could also sign up at the public hearings of the Board to express their concern about this issue.

Vice President Daniel Pinello, following up on this issue, noted that his department, Government, teaches many senior seminars, which is the ultimate course the student takes before graduation and, as a result, there is a kind of quality control component whereby it is a kind of last check to make certain students are up to snuff before being awarded their degrees. The Government Department is so short of full-time faculty that half of the senior seminars are taught by adjuncts, although these are courses that really should be taught by full-time faculty. He reported that he did a study of the senior seminars in his department -- an equal number of full-time and adjunct faculty teach the sections -- and a problem arises in terms of the application of standards. Adjunct faculty, because they are on a one-semester contract, are concerned about continuing and, so, are concerned about keeping students happy, as we all are to certain degrees. But one of the problems is that since adjunct faculty

can't keep office hours -- they are not paid to do anything outside the classroom -- they have to keep students pleased, typically, through the grades the students receive. Some of our best adjunct faculty are teaching these courses, Vice President Pinello noted, and yet there was a 97% higher number of A's and B's in the adjunct taught sections than in the full-time taught sections. Certainly an issue of academic standards about which the Board of Trustees is so concerned is directly related to that issue. Trustee Crimmins said this point should be made to the Board's Fiscal Committee because this is so very important.

Professor Benton reported that there is much good news that Trustee Crimmins should be briefed about. Trustee Crimmins assured the Senate that he had heard lots of good news from President Lynch two months ago when he had lunch with him. President Kaplowitz agreed that President Lynch is an excellent ambassador for the College.

Professor Benton reported that since Trustee Crimmins' meeting with President Lynch, the College was awarded a contract (several weeks ago) by the Department of Justice to be the central resource for training and technical assistance for juvenile justice programs across the country. It is a consortium with an organization in Washington and with people from all over the United States. We will be doing distance learning, video presentations, and internet websites. It is an extraordinary opportunity for CUNY to reach out beyond the City and make an impact all across the country while also doing something that really enhances the academic program we have for our students.

President Kaplowitz said that she does want to make sure that Trustee Crimmins also knows what most people do not realize about John Jay and that is that we offer the associate's, baccalaureate, master's, and doctorate degrees and that we are the only CUNY college that offers all four degrees. She introduced the executive director of the doctoral program in criminal justice, Professor James Levine.

Professor Levine said he is very pleased to welcome Trustee Crimmins. He said he could brag about the doctoral program, its rigorous curriculum, its constantly improving students, the increased rate of graduation of its students, and the wonderful dissertations the students produce. But, he said, he is not going to brag about the program. In fact, he said, he would like to put the relatively small enterprise that is the doctoral program into the broader context of John Jay. Professor Levine said the criminal justice doctoral program could function not at all if it were not ensconced in an incredibly vibrant intellectual atmosphere, which is what we have at John Jay. We have people around this table -- and he said he will resist the temptation to name names although he easily could name many right in this room alone -- who are at the cutting edge of almost every aspect of criminal justice, whether it be forensic psychology, whether it be trying to understand the drop in crime in New York City and elsewhere: this is the role that we play in the City, in the nation, and even internationally. There is a conference being held this coming week at the Marriot Hotel on the NYPD's Comstat Program, which has received so much attention and which police chiefs from all over the world will be attending, and only one academic speaker is on the program and that one person is a member of the faculty of John Jay College of Criminal Justice. And so the doctoral program functions in this kind of setting and our students, so short-changed as his colleagues have pointed out, are

receiving an incredible amount from the City University. It is not, he said, just a numbers game but a quality of education issue. With our limited resources and our limited number of faculty, we contribute a tremendous amount, which is what he sees from the perch he sits on.

Senator Maurice Vodounon asked whether the Board of Trustees' ad hoc committee that Trustee Crimmins is serving on has established policies or procedures with regard to mathematics. Trustee Crimmins said the committee met for the first time the previous day and will be trying to learn all they can. Senator Vodounon noted that despite John Jay's outstanding major in Computer Information Sciences, many students are considering transferring to another college because of the limited size of our program, which is a result of our limited resources. President Kaplowitz suggested Trustee Crimmins might consider inviting some faculty experts to his subcommittee so they can share experience and knowledge about the issues the taskforce is studying. She noted that faculty could also provide information about the idiosyncratic nature of their programs and colleges because there is no one truth about the component colleges of CUNY.

President Kaplowitz also noted that John Jay moved to its current site when we had 5,000 students and we now have 11,000 students and, as a result, we are desperate for a new facility to replace North Hall and so any support at the Board to move Phase II to a higher position on the list of priorities would be very welcome indeed.

Trustee Crimmins said he regrets the necessity of having to leave for another appointment because he is finding the discussion so informative, helpful, and interesting. He said he would welcome the opportunity to return and would be pleased to be invited back.

President Kaplowitz gave Trustee Crimmins the entire set of 8 charts that Professor Benton developed [see Attachment C of Minutes #148 (December 13, 1966) or call the Faculty Senate Office for a set] and she thanked Trustee Crimmins and told him he is always welcome and that it will be a pleasure to continue the discussion with him at a future meeting of the Senate. The Senate expressed its appreciation with enthusiastic and lengthy applause.

2. Approval of Minutes #154 of the April 16 meeting

By a motion duly made and seconded, Minutes #154 of the April 16, 1997, meeting were adopted.

3. Announcements from the chair

President Kaplowitz, returning from accompanying Trustee Crimmins to the elevator, reported that he had praised the faculty, said he truly did find the meeting enjoyable and extremely informative, and suggested that the Faculty Senate invite the other trustees and he agreed to tell other trustees of his very positive experience so they will be receptive to an invitation.

Asked about the reference to Trustee Badillo that she had

made to Trustee Crimmins, President Kaplowitz explained that a member of the faculty of another CUNY senior college, with whom she has worked closely, had recently told her that he and Trustee Badillo had been speaking and Trustee Badillo had said that he was surprised by John Jay's low retention and graduation rates and that he had thought that police officers would be more motivated than the statistics indicate. The professor said he had replied that very few police officers now attend John Jay! Then the professor added that when students go to John Jay and decide to major in a liberal arts field, which often happens after they take the required liberal arts courses, they have to transfer to another college and those students negatively affect John Jay's retention and graduation rates. Trustee Badillo's response was to ask why students have to transfer to another college. The professor explained that John Jay was spared from being closed during the 1976 budget crisis in exchange for relinquishing its liberal arts and sciences (except for forensic science) majors and Trustee Badillo, said, allegedly, that he didn't know that! President Kaplowitz said that we have to assume zero knowledge about John Jay and about John Jay's treatment by 80th Street, even on the part of Trustees who have been on the Board for many years, as has Herman Badillo.

Senator Marilyn Rubin said that it is possible that Trustee Badillo, who is chairing the ad hoc Board committee on retention and graduation rates, does not know about the differential impact that arises from the decision to not include our transfer students in our retention and graduation rates. She suggested that we prepare information in the form of a fact sheet. Senator Carmen Solis said one important fact that should be included is that John Jay's SEEK Program has the highest graduation rate of all the CUNY SEEK programs. Senator Betsy Gitter noted that CUNY BA students are not counted in the graduation rates of the colleges that are the students' home bases and John Jay has more CUNY BA students than any other college.

[President Lynch arrived at this time.]

4. Invited guest: President Gerald W. Lynch

President Lynch was welcomed. He praised the Faculty Senate for inviting Trustee Crimmins. Upon hearing that the meeting with Trustee Crimmins went exceptionally well, he said he is delighted by that. He praised Trustee Crimmins, saying that the Trustee, whom he called a lovely man, really does see The City University as the engine for the City and for new immigrants and for everyone and is someone who deeply believes in CUNY.

The President reported that he has twice notified the CUNY Central Administration that the overcrowded conditions in North Hall are a safety factor requiring us to rent more space until we see what happens with Phase II and he has said we can not push more students and faculty into North Hall. Although the problem of overcrowding is real, he said it does not look real on paper because we do not use the facilities on Fridays but, in fact, on Mondays through Thursdays we are terribly overcrowded. Therefore a search has been on for space to rent and President Lynch said he has found space across the street which he is showing Vice Chancellor Rothbard in an hour: if we can get the space in time for September, it will be for classrooms and faculty offices.

President Lynch reported that he has just sent a phonemail message announcing he has appointed Dr. Lawrence Kobilinsky to the position of Associate Provost and Mr. Hector Ortiz to the position of Dean of Students, after the search committees recommended them to him, among other finalists. He said he feels both have done a superb job and deserve the continuation of the position.

President Lynch said he has also just announced on phonemail that the College has husbanded its fiscal resources all year -- we must come in in the black -- and, after having hired new faculty, with that careful husbandry which Budget Director Robert Sermier and Vice President John Smith have monitored daily, we have a surplus of \$125,000. President Lynch announced that he has decided to allocate this \$125,000 surplus to the college Library [the Senate enthusiastically applauded this decision] and will tell Chief Librarian Larry Sullivan to use the money to repair and replace the books damaged in the flood this winter and also to purchase new books. The money must be spent by June 30, the end of the fiscal year.

The President spoke about the CUNY Student Experience Survey, saying he is thrilled that John Jay received the highest rating of the senior colleges. He said he told President Leon Goldstein, whose college, Kingsborough Community, received the highest student satisfaction rating of the community colleges, that if we had KCC's facilities and John Jay's faculty, John Jay would really give Kingsborough a run for its money. He noted we have none of the amenities KCC has -- we have no beach, no grass, and no place for our students to study. John Jay students gave the lowest satisfaction rating to the availability of pay telephones (which will be corrected) and the second lowest rating to the availability of a place where they can study. There is no place to study except the Library and that facility is very busy, he noted.

President Lynch conveyed his congratulations to all the faculty and staff. Noting that John Jay has the highest student/faculty ratio and the lowest number of administrators per student of any of the colleges, he said we nevertheless have a superb student satisfaction rating and, of course, it is due, without question, to the faculty and staff who go the extra mile. He spoke of his pride in each office that was rated number one: the bursar, extracurricular activities, counseling, and so forth. He said we can all analyze ourselves as to how we can continue to improve ourselves but we should also take a moment to congratulate ourselves on the fact that the students have appreciated what the faculty and staff are doing. President Lynch pointed out that it is usually the dissatisfied people who fill out questionnaires and so the fact that 92% of those attending John Jay who filled out the questionnaire said they are satisfied or highly satisfied is wonderful.

President Kaplowitz, praising the President for allocating the \$125,000 surplus to the Library for book acquisitions, noted that at a recent Senate executive committee meeting, during a discussion about Library acquisitions, Vice President Daniel Pinello made a wonderful suggestion based on his professional experience and asked him if he would repeat it. Vice President Pinello explained that at the college where he taught prior to coming to John Jay, every new faculty hire received an allotment of \$500 to spend on library acquisitions in his or her field and suggested that a similar allocation would be a very wonderful way to welcome our newly hired faculty. Senator Janice Dunham praised the idea, saying she wishes we could make it retroactive.

President Lynch agreed that it is a wonderful idea and said he will implement it. We have to spend the money by June 30 but because we know who the new faculty are, we can invite them to send the titles in time for the processing deadline, he said.

President Lynch said he wants to take this opportunity to congratulate the departments on the superb new faculty they have hired. He said he is absolutely thrilled with the new faculty: each one he has met is more wonderful than the next. The departments did a wonderful job and disproved those who say no one will come to New York to teach. He noted his special pleasure in the fact that the forensic psychology department had 72 job applicants, 51 of whom were from out of state. A national thrust is developing, especially with regard to the master's programs in forensic psychology and forensic science.

Senator Ellen Marson said she, too, thinks Vice President Pinello's idea is wonderful and suggested that some of the book acquisitions support the newly approved minor in Gender Studies. President Lynch said he absolutely agrees. President Kaplowitz said she would like to take this opportunity to congratulate Senator Marson, who chairs the Women's Studies Committee, which developed and proposed the Gender Studies Minor, on the approval of the minor by the College Council on April 17 and she reported that the College Council at the same meeting approved the creation of the Humanities and Justice major. She reported that at the College Council meeting President Lynch spoke very eloquently and passionately in support of both proposals.

Senator Jill Norgren noted that during Women's History Month this semester, a number of activities were devoted to the topic of women and leadership. Professor Blanche Cook, for example, chaired one of the many wonderful events on the issue. Students came to the faculty participants during one of the sessions that the Women's Studies Committee and the Women's Center presented on the topic of mentoring women and said that among the upper levels of administrators at the undergraduate level they did not see women. The students noted that the people they come in contact with, when they meet with administrators, are not women. The students are aware of this, that there is a kind of glass ceiling that has developed at John Jay. There are for example five men, who are deans and higher, in the Office of Student Development but there is not even one woman, she noted. Senator Norgren asked what initiative we may be able to move forward so that a zero representation of women in those top positions is not a condition we maintain. This situation, Senator Norgren said, is not common in CUNY: if one surveys the other senior colleges in CUNY there is not that lack of women among deans of students, academic deans, provosts, and so forth.

President Lynch said this is something that can be remedied by more aggressive searching, for instance, in replacing Dean [of Graduate Studies] Barbara Price. The search committee will be mainly faculty, he said, and he spoke of his awareness of the need to have more women in the upper echelons. He said he would be open to other suggestions. He added that he has said to the various search committees that if they felt that a visit to a convention or a trip to a national association would help in the recruiting, he would try to find the money from the administrative travel budget to support that, as he has done, so as to cast the net as far as possible, in addition to announcing the opening far in advance. In the case of Barbara Price, he said, he is a great admirer of hers, as the faculty knows, and he admires her from

every point of view, as a criminologist, as an administrator, as a mensch, who will do anything necessary to get the job done, and be available to every student. He said he would be thrilled beyond belief to find another Barbara Price and he suggested that we all need to help in that effort.

Senator Norgren asked about the issue of high-level women administrators at the undergraduate level. She said that, for example, one of our colleagues brought to the Senate's attention this morning a flier that was handed out in the Student Council elections. This particular flier, in support of a woman student who is running for office, lists as one of her six campaign points: "put adequate sanitary equipment in the female lavatories in order to meet women's hygienic needs." Senator Norgren said that this suggests that out of the Office of Student Development we do not have the kind of attention to our female students' needs that we would want to have. Senator Norgren said she is almost humiliated and embarrassed that this is on a campaign flier, especially because this is an issue that many of us at the College have been trying to resolve as long as we have been at the College (and in her own case that has been more than two decades). She said that separate from issues of policy input and opportunities for women and role modeling, what we are still faced with are what seems to her to be, eminently, solvable problems three decades into our history and this means that we need initiatives now, on our undergraduate level in particular, so that our students aren't putting these issues before us in this kind of fashion.

President Lynch said every effort has been made to hire women in high administrative positions. He noted that he happily appointed Dean Rubie Malone as the head of the SEEK Program and is convinced she is doing a very good job. He said we need more input and that he can't just automatically appoint a woman if one doesn't emerge as the best candidate and he simply can't see himself doing it as a matter of ratio. He said he is making every effort and would like to not have to talk about this but rather be satisfied by having somebody in place. He said in the future we need to bring to our attention the best qualified people, including women, in these open search committees. There is no decision he has made about the dean of graduate studies, he said, noting that he would very much like to have the new dean of graduate studies be a woman, if we could do that, because that is a very highly visible position and a very important one. But he needs the faculty's recommendations, too. The recommendations do come from the faculty as to who the faculty want and then it is he who has to make the final decision, which is his responsibility.

President Kaplowitz noted that there have been searches at John Jay, including recent ones, in which none of the candidates recommended by the search committee have met the needs of the College in President Lynch's opinion and in those cases he has reopened the search or started a new search, sometimes with the same search committee, sometimes with a new committee. She said that without implying anything about the qualifications of the individuals involved, she had been stunned when she learned that the only finalists in a national search for the dean of students were men. She said had she been in President Lynch's position, she would have asked the search committee to reopen the search so that women would be among the finalists.

She noted that students met with the finalists, faculty met with the finalists, and the inherent message that there are no women of a caliber to merit being a finalist is a very bad message

to give as a college, especially because there are excellent women administrators, including in the area of student development, who could have at least been finalists. She said even if the person appointed were a man, because President Lynch ultimately decided that individual was the best person for the job, a search process that produced only male finalists was a search that she believes should have been reopened. She said she does not know what happened during the search, she respects the confidentiality of the process, but she would have liked to have seen the President insist on finalists who are reflective of the needs and members of the College. She said she thinks we can all do better and would like to see us do better together.

President Lynch said he meets with the search committees and asks them to have a representative set of finalists. It is the faculty, he said, who is on these committees, and he does not manipulative the members of the committees, he does not try to influence them, he meets with them once only. He noted that he also meets with every new faculty finalist in his office (which [former President] Don Riddle never did) and he says to them that there are three reasons he is meeting with them: first of all, to make sure the departments are exercising quality control; secondly, to make sure that the departments have fulfilled their affirmative action guidelines and requirements to have had a wide search; and thirdly, to bring the person on with his support, if he gives it, and he almost always does give it because the candidates whom he meets are really so good. The final reason he meets with them is to give them a chance to ask any questions.

But, President Lynch said, he wants the message to be out that the faculty know that he is going to be interviewing the candidates and he noted he has rejected a few candidates recommended by some departments which have steadfastly refused to find a minority or a woman to hire. There are departments in this College that refuse to come up with a minority candidate, year after year, and he said that he has told them in the past and has told them this year that he is withholding the line if they can not find somebody who isn't just another white male from the old boy network and that they will not get any more lines. So he is trying very hard, he explained, without interfering, without saying here is the candidate you must take, which he would not do, but he is saying that if year after year they can not find anybody who happens to be black or Hispanic to propose, he will withhold the line. And, he said, he offers money to go to conferences, money to advertise the position in any vehicle they think is important, and so he is making every effort.

President Lynch said that those who have been on search committees know that he tells the committee how important it is that there be a representative search and, hopefully, a mix in the finalists. It doesn't always happen; it is the faculty who are giving him those finalists, he noted. He is not allowed to say that there must be a woman, or there must be a black or an Hispanic. He can, however, say we are looking and that we are underrepresented, particularly in terms of Hispanics, at John Jay. He said he has made every effort he can make, without going over the line legally. He reported that we have searched throughout Puerto Rico, that we have let the word out in Gurabo to the 75 adjunct faculty at our branch campus, asking them to go back to their campuses to report that we have a line in Forensic Psychology, that we have a line in English. We are trying to be as extensive as we can. But when the faculty give him three people, from which he needs to pick.... He noted, with reference

to searches for administrators, that he did close down one search and reopen it but that in this case he felt that we had a fine person and that he could appoint him with a clear conscience.

President Kaplowitz suggested that we resume what we used to do and what other colleges do and that is have searches chaired by faculty. Secondly, she suggested that women be among those appointed to acting positions.

Senator Ellen Marson agreed, saying we have extraordinary faculty at John Jay and we have many extraordinary women faculty. She said if an acting administrator is to be appointed, she would urge him to appoint one of the many extraordinary women on the faculty. President Lynch said he has her memorandum [from the Women's Studies Committee] on this and has enjoyed their talk about it and that he hears this loud and clear. But he said it is our collective responsibility to come up with candidates for all searches, not just when one is a member of a search committee.

With reference to the dean of graduate studies position, President Lynch said he thinks with our reputation we can look nationally at the most distinguished scholars, women and men, and not be the least bit shy about doing so. He said he was talking with Freda Adler the other day, who was, as the Senate knows, the president of the American Society of Criminology, and told her that we have the opening for dean of graduate studies and asked her to keep her eyes open for emerging scholars in the field whom we might not know but who are really comers. So more and more he is going to ask people who might be in the know. He said he has asked Barbara Price and now he is asking each person here because we would do very well if we could fill that position again with a woman.

On the other hand, if after listening to everybody, and having noted this important issue, the person who comes forward as the best possible candidate is a man, he would have to appoint that person, he said. President Lynch also reported that he just spoke with the Hispanic Officers' Association and that they are very concerned about the number of Hispanics in faculty positions at our College, and so again he urges the academic departments, when they get lines, to come forward with some possible Hispanic faculty, and this refers to not just the Counseling Department and the SEEK Department but to the mainline academic departments. He spoke of one newly hired faculty members whom he met the previous day whom he found to be very impressive and who is Hispanic and he noted that we cannot lower our qualifications but we can, nonetheless, find the candidates. President Lynch also praised the fact that many of the new faculty hires are in their 20's and 30's which he said is also important for the College.

President Lynch said he has hopes that the new CUNY Board of Trustees -- through the Faculty Senate's efforts in bringing Trustees here and meeting with them and through his own meetings with the Trustees -- will finally right the wrong of the budget mismatch. We now are bigger than City College and yet City's annual budget is \$69 million and John Jay's is \$32 million. It is so unfair as to be immoral. President Kaplowitz agreed, noting that the Senate presented those numbers to Trustee Crimmins earlier that morning. President Lynch said that he has been talking to the CUNY Central Administration about this for 20 years and that nothing will really change until the CUNY Board of Trustees takes charge of the budget allocation determinations. He said it is not going to happen from the Chancellory although he

acknowledged that the Chancellory is addressing the inequity somewhat with Base Level Equity (BLE) funding and does treat us better than the other colleges in terms of BLE allocations. He said the fact that John Jay always comes in in the black despite our underfunding is always impressive to the CUNY Central Administration which does feel that our fiscal management is good. But, he said, the CUNY Board has to really take the bull by the horns and say that the community college model should be adopted for the senior colleges, whereby each college gets funding for each student who enrolls and loses funding when they lose students, or the Board has to create some other way to establish more equity in the distribution of lines.

Senator Tom Litwack told President Lynch that he appreciates his comments about the issue of faculty hiring. But, Senator Litwack added, we also have to keep in mind, frankly, that it would be inconceivable that in this day and age we would have an all-white administration at John Jay. It should be equally inconceivable, he said, that we have an all-male administration. [The Senate applauded this statement.] Senator Litwack said he knows that if we did have an all-white administration we would do whatever was necessary to not have an all-white administration, even if it meant having to add administrators. Senator Litwack said the same principle should apply in the case of an all-male administration.

Referring back to President Lynch's praise of the new forensic psychology faculty and also to the surplus money, Senator Litwack said he wants to note that it is crucial that the College have more psychology testing kits because the students literally cannot get into the courses they need for their externships and we will have to stop taking in students if we cannot provide these kits. He recommended that some of the surplus money be allocated for the purchase of these necessary kits. He said his department is desperate and urged President Lynch to speak with Professor James Wulach, the coordinator of the forensic psychology graduate program. President Lynch said he has and will do so again.

Senator Betsy Gitter said that her remarks are in light of the fact that new faculty have been hired. She reported that many of the more senior faculty have been talking about a troubling pattern they have been aware of. With a number of exceptions -- most of whom are in this room right now -- some of the new faculty hires we meet at the faculty meeting when they are first introduced are never seen again. And when the more senior faculty look to share the work with new faculty those new faculty are not there.

Senator Gitter said she is concerned with the message new faculty may be getting. She said she has heard from a number of people that their chairs tell them to essentially lie low, publish, and to not waste their time with the community. She said these new faculty have not been pulled into the community as much as she wishes they had been and that she can think of many new faculty she has literally never again laid eyes on and, she noted, she is around the College a tremendous amount. She said there has to be some balance in the College and we have to find a way to bring new faculty into the life of the College, especially those who are in the more insular departments: they need to be welcomed, introduced to more people, and assisted in becoming a part of the life of the College. Senator Gitter said that because these wonderful people President Lynch has been describing tend to disappear from the community as soon as they are hired, she is

asking for the President's leadership in this area.

President Lynch said we have tried to do things and we will try to do more. He reported that a new faculty handbook and resource book is being published and noted that he tries to invite new faculty to events and has dinners with them. He said he does not know what the departments say, noting that some department chairs are wonderful but that some chairs are not really communicating clearly. Some chairs, he added, do not seem to tell their departments very much: he meets with the chairs but in some cases the information doesn't get to the departments. He said he tries to go on phonemail with anything important and tries to communicate through "The Week Of."

President Lynch spoke of the fact that some faculty get the worse kind of socialization: they are told that they have to be here just two days a week and that they do not have to do anything more than publish just enough to get promoted and tenured. And, he said, that is horrible. On the other hand, he said, the students' satisfaction with faculty is the highest. So, in a sense, the faculty are producing in the classroom. But that is not enough, he noted, because a full-time faculty member is really functioning as just an adjunct in the classroom because a full-time faculty member has all the other responsibilities. He said the Faculty Senate plays a positive role in that some members of the Senate are relatively new faculty members. Senator Gitter said that, as she had noted, the Senate members are the exception to what she was describing. President Lynch said that together we do need to find ways to bring faculty into the life of the College. He said he tries to invite faculty to everything: he said perhaps he should make a more specific effort. President Lynch said that Professor Gitter is right, that some of the new faculty do tend to disappear.

Senator Tom Litwack suggested to President Lynch that he encourage new faculty to attend the Better Teaching Seminars, because that seems to be a particularly appropriate activity for faculty to be engaged in and it is also a way for faculty to meet other faculty. He said if the recommendation comes from the President of the College it will have added import.

President Kaplowitz agreed. But, she added, she thinks Senator Gitter is talking about a larger issue, one that involves the newer faculty contributing to their share of the work of the College, and in so doing benefitting us by contributing their knowledge, their experiences, their perspectives.

Senator Gitter said that too many junior faculty seem to believe or are being told that participating in the work of the College is a waste of time. Or, Senator Jill Norgren said, they are being told that it is dangerous for them to do so, that participation in College debates and discussions is dangerous.

Senator Andrew Karmen asked about the CUNY budget, noting that recently the Mayor and the Governor have both announced budget surpluses and so the sense of crisis that had emerged around the proposed CUNY budget has dissipated. He asked whether we have been lulled into a false sense of security and whether there is a chance that during the summer the budget crisis might re-emerge when the faculty and students are scattered. President Lynch said he does not think that will happen because both the Mayor and Governor announced surpluses and because both are planning to run for re-election. He explained that the one-house

Assembly bill did restore everything to the CUNY budget, including the TAP cuts, and gave us a good budget. And although that is a one-house bill, Senator Bruno seems to be lining up with Speaker Silver rather than with the Governor. But, again, President Lynch said, his bigger hope is that the CUNY Board will look at the budget and say that there must be a fundamental change in the distribution of the budget.

With reference to the CUNY Board, President Kaplowitz recounted the comments of Trustee Badillo, which had been told to her by a colleague at another senior CUNY college. Trustee Badillo, who is chairing the Board's ad hoc committee on graduation and retention, told the faculty member that he was shocked by John Jay's low retention and graduation rates, adding that he had thought that police officers would be more motivated than the statistics indicate. The professor had replied that very few police officers now attend John Jay! But then he pointed out to Trustee Badillo that when students at John Jay decide to major in a liberal arts field, which often happens after they take the required liberal arts courses, they have to transfer to another college and that negatively affects John Jay's retention and graduation rates. Trustee Badillo's response was to ask why students wishing to major in a liberal arts field have to transfer to another college! The professor reminded Trustee Badillo that John Jay was not closed in 1976 in exchange for giving up its liberal arts and sciences majors. Trustee Badillo was reported to have replied that he did not know that!

President Lynch said as the Faculty Senate knows, the graduation rate which Trustee Badillo and everyone else quotes is bogus because it is of first-time, full-time freshmen and does not include any police officers, because they come in as transfer students, nor any other transfer students nor any part-time students. He said the graduation rate is of our first-time full-time freshmen which is, quite frankly, our weakest group of students. Calling the situation ridiculous, President Lynch said it is about time the Trustees get it straight. President Kaplowitz assured President Lynch that the Faculty Senate had explained this to Trustee Crimmins and that the Faculty Senate makes a point of explaining this to every guest but said she thought President Lynch should know of this very recent comment. President Lynch agreed it is important that he know about this.

On June 4, President Lynch noted, we are graduating more people who transferred into John Jay than who started here, because the ones who come here with a two-year degree and the police officers are the stronger students. He said if all this is factored in, our graduation rate is better than the national average. He said he needs the Faculty Senate's help in making certain that everyone knows this. President Lynch noted that he has asked that the Gurabo branch campus graduation rate be included -- at Gurabo we graduate 97% of the students, which is the highest graduation rate in the United States. (Gurabo has a very special purpose, the students are on the campus, and they do not get paid if they don't stay, and so forth.) But the Gurabo graduation rates are not included.

Senator Marilyn Rubin said she would like to return to the issue of faculty involvement. She said that when she was hired at John Jay she attended an orientation for new faculty. Asked whether she attends the faculty orientation, President Kaplowitz said that she does. Senator Rubin suggested that at the orientation the new faculty could, perhaps, be invited

specifically to Faculty Senate meetings as guests. President Kaplowitz called that an excellent idea. President Lynch said he, too, thinks it is an excellent idea and he urged that we all do everything we can to not have the socialization be the two-day week (that one need do nothing more than come in two days a week), which is part of the sub-culture here and which, he said, drives him crazy. He said that in order to prevent faculty from being sucked into that mode we all need to work together.

President Kaplowitz suggested that if more kinds of College activities were celebrated that would help. She praised President Lynch for being so good at celebrating good and important achievements. She noted that this is the Faculty Senate's 10th anniversary and suggested that if President Lynch were to hold a reception marking the 10th anniversary of the Faculty Senate and honored all the faculty who have served on the Senate that would be a message to the new and junior faculty that he, as the President of the College, sees this activity as important and valuable. President Lynch praised the suggestion and said he would be happy to do that. President Kaplowitz said this anniversary reception could be in the Fall and the new faculty could be especially encouraged to attend.

President Lynch agreed and suggested that it would also help if everyone on the Senate announced in their departments to their colleagues that their colleagues will be happier and all of us will be happier with them if they really pitch in and participate rather than fall into the two-day syndrome. He said we should put it up front that there are some faculty who do not do anything but a two-day week and that we hope they will not be that type because that is ripping off the College and also because we need their participation.

Senator Effie Cochran said she is here at the College four or five days a week and other faculty are also here virtually every day. President Kaplowitz said there is a core of faculty who do virtually everything, who do much more than their share and who are needed to do more than their share for the very reason that there is a group of faculty who do not do their share and some who do far less than their share. President Lynch agreed. Senator Gitter noted that she had made sure to say that her remarks specifically excluded everyone in this room.

President Lynch said it is manifestly clear that those in this room do not fit that description, noting that today's Senate meeting is, in fact, on a Friday and, he knows, is a full-day meeting. President Lynch added that he applauds the Faculty Senate for inviting and meeting with the CUNY trustees, because the Senate gives a validity to what we are all saying.

President Lynch left for his meeting with Vice Chancellor Rothbard. The Senate thanked him for coming to today's meeting and warmly applauded him.

5. Discussion of John Jay student evaluation forms & procedures

The Senate members reviewed John Jay's student evaluation of the faculty instrument. It was explained that the CUNY Board of Trustees mandates that every faculty member be evaluated by students at least once a year, using an instrument developed and approved by the College. And, thus, every college has its own

instrument and can change that instrument whenever and however it wishes.

It was noted that the instrument is very difficult to read and that the format may not be clear to students. President Kaplowitz reported that this semester her students insisted that she was misinformed when she instructed them that a rating of "1" is always the worst rating and that a "7" is always the best rating. The students asserted that for some items a "1" is the highest rating and a "7" is the lowest and that for other items a "7" is the highest and a "1" is the lowest score. They said that they had already filled out the forms in their other classes and they were knowledgeable about the evaluation instrument.

President Kaplowitz had then explained that the cumulative score closest to a 7.00 indicates the most highly rated instructor and that, therefore, a "7" is always the best rating and a "1" is always the worst rating, but her students continued to insist she was wrong. The students offered as an example item #15 -- "The instructor missed class" -- and explained that if the instructor seldom missed class they should assign a low number, even though a "1" is next to the word "frequently," and a "7" is placed next to "infrequently." In the case of the item, "The instructor missed class," the best score is a "1," because that is the numerically lowest number, the one closest to zero! President Kaplowitz said she had always wondered why she did so poorly on that question, despite never being absent.

When she told her students she had theorized that her students had been miffed that she never was absent and never cancelled class, they said that was not it at all: they had been rewarding her with the best score by indicating that she had missed class the least possible times by giving the lowest number! Other Senators said they, too, do poorly on that question even though they are never absent and had wondered about that question because it is the only objectively measurable item on the evaluation instrument.

President Kaplowitz said that her discussion with her students made her concerned that students may be misunderstanding the entire instrument and, as a result, may very well be rating faculty very differently than they intend to and very differently than faculty deserve (for better or worse).

Senator Effie Cochran said the fact that some items have a "7" at the left of the page and others have a "1" at the left of the page creates additional problems. Senator Andrew Karmen explained that this format had been introduced because students seemingly answered all questions with "7's" or "5's" or "1's" by going down the sheet giving the same rating: the current format was designed to require students to read each item. He said that the design does not change the fact that a score of "7" is always good and a score of "1" is always bad but the design achieves the desirable goal of requiring students to read each item.

President Kaplowitz said that as a social scientist Senator Karmen is undoubtedly correct but not if the instrument leads to false ratings. She said she is especially concerned because the student evaluations are looked at by the department P&B Committees and by the College Personnel Committee when making reappointment, tenure, and promotion decisions.

Senator Frederik Rusch said the form needs to be restructured

and has to be printed in a style and type size that are more easily readable.

Senator Dorothy Bracey reported an article in "The Chronicle of Higher Education" recounting a professor's experiment with student evaluations, the conclusion of which relates to Senator Karmen's remarks: the conclusion was that students actually fill out evaluations of faculty by grading holistically, that is, they respond to each of their professors holistically. If they think it had been a great class, then they will say the textbook was good, and the lighting in the room was good, and the toilets were clean. So, in effect, if students think the class has been good, or mediocre, or Poor, there is no reason to not let them simply go down the sheet giving scores of "3's" or "5's" or "7's," because their scoring on the individual questions is rather meaningless. What the students are saying is that they think that this class has been good, or that they think this class has been terrible.

Senator Davidson Umeh said he agrees that the numbers should all be arranged consistently from "1" through "7." Additionally, the instrument should be more readable. He said the items are spaced so closely that it is virtually impossible to read: a student might inadvertently circle the wrong rating as a result.

President Kaplowitz suggested that there is no need to have a 7-level scoring system and said that, additionally, there should be a "not applicable" choice. She proposed that the choices be: strongly agree, agree, disagree, strongly disagree, and not applicable.

Senator Bracey suggested that the instruction sheet that faculty are required to read to the students also be revised: she said she finds the instructions to be so absurd that she invariably but inadvertently finds herself laughing or sounding cynical when reading the instructions to her students.

Senator Frederik Rusch said that item #7 should not be part of the evaluation, because the question is meaningless: "The assignment of grades in this course was unfair." He said that most students who get good grades will think the grades are fair and most who get poor grades will think the grades are unfair. Also, he noted, grades are not even assigned in remedial courses, at least in those courses given by the English Department. He said that item should be deleted from the instrument. Senators noted that other items are also inappropriate or meaningless.

Senator Yahya Affinnih asked whether there is not a committee responsible for the student evaluation of the faculty. President Kaplowitz explained there is a Committee on Student Evaluation of the Faculty and that it is a College Council Committee. John Jay's Charter of Governance requires that this committee comprise two faculty members elected by the faculty: two faculty members designated by the Professional Staff Congress: and two students elected by the Student Council. It was recalled that when Professor Eli Faber was Dean of Undergraduate Studies, the Committee on Undergraduate Standards proposed a series of changes in the evaluation instrument after long and thorough deliberations, but the Committee on Student Evaluation of the Faculty did not act on those recommendations.

Senator Elizabeth Crespo said she was elected to the Committee on Student Evaluation of the Faculty last year by the College Council and that she called the Office of the Provost

because she had never been invited to any meetings of the Committee. But, she said, the Provost's Office did not know who the chair of the committee was. Senator Davidson Umeh said he, too, is a member and has never been called to a meeting.

Senator Tom Litwack suggested that either a Charter amendment is needed to change the statutory chair or if there is no statutory chair, the President of the College should call a meeting of the committee each year so that a chair can be elected.

President Kaplowitz said that another problem with the student evaluation instrument is the separate sheet for written comments. This sheet used to be printed on the back of the questionnaire but it is now a separate sheet to make the staff's work easier. The instruction on the blank sheet for comments states: "**Please** use this space for any written comments that you feel may be useful to the **instructor.**" The students read this instruction, see that it is a separate sheet that is separately collected, and think that the written comments are sent directly to the instructor and to no one else. As a result, many students write what they think is a private communication to their instructor, never thinking that anyone else sees it.

It was noted that the written comments are read by the chair, by the department P&B, by the College P&B, but many students think that only the instructor is reading them. As a result, people write what are sometimes inappropriate and irrelevant comments. President Kaplowitz said she wrote to the Provost and to the PSC Chair a year ago asking that the instructions be revised but they were not.

It was noted that to obtain those kinds of private comments, which can be helpful and informative, many instructors also give anonymous questionnaires of their own design to their students on the day of the final exam or during the last week of class.

Senator Betsy Gitter suggested that since the PSC has the authority to designate two members, and since this is a union issue, this entire issue should be brought to the PSC. President Kaplowitz suggested that we invite Professor Haig Bohigian to the Senate and discuss the issues with him. Senator Betsy Gitter agreed. A motion to invite PSC Chapter Chair Haig Bohigian to the Senate was adopted by unanimous vote.

Senator Ellen Marson suggested we also discuss with Professor Bohigian the importance of administering the evaluations during alternating spring and fall semesters. Vice President Daniel Pinello said that the Senate's executive committee had brought this issue to the Provost and the Provost had said it is a staffing issue -- that logistically it is not possible for him to alternate semesters because his staff is too busy during the fall semesters with the work of the Personnel Committee to administer the evaluations forms during the fall semesters and that, therefore, evaluations of faculty will continue to be conducted only during the spring.

Senator Tom Litwack said he thinks this is the one issue about student evaluation of the faculty that is simply not acceptable. He said he feels very strongly about this. He said that because he is a tenured full professor this is of little concern for him, but that in terms of fairness to faculty -- some faculty regularly teach 12 credits in the spring, some faculty may not teach their best courses in the spring -- it is an issue of

fundamental fairness. It is just one of those things, Senator Litwack said, where the administration has to devise a way of conducting the evaluation during alternating fall and spring semesters. He said he feels the faculty must take a very strong stand on this and that if it means changing the College Personnel Committee schedule to make it possible, then the schedule should be changed. Senator Litwack said the administration has to devise a solution and that it is not our obligation to figure out how the Provost's Office should be fundamentally fair to faculty.

Senator Karmen asked the results of the Senate's proposals for specific changes in the Personnel Committee procedures [see Attachment E of Minutes #152]. President Kaplowitz reported that the Personnel Committee meeting had been changed from a Friday to a mid-week meeting, on April 16, and as a result there had been time for the scheduled personnel action but not for consideration of changes in the personnel procedures that the Senate had proposed, nor time for consideration of changes that the Council of Chairs had proposed. Because of that, President Lynch said he would create an ad hoc subcommittee of the P&B to consider all the proposed revisions and to then make recommendations to the Personnel Committee about them. The Provost stated his wish to chair the ad hoc committee.

The Personnel Committee also decided to restrict membership on this subcommittee to members of the P&B so that they can freely discuss confidential personnel actions which are illustrative of the procedural problems and of the pro's and con's of the various proposed revisions. The Council of Chairs has in the interim proposed that the executive committee of the Council of Chairs serve as that ad hoc subcommittee. And the Council of Chairs has decided to discuss the ad hoc committee's recommendations and because the president of the Senate attends the Council of Chairs meetings, that forum will provide the opportunity for input from a representative of the Senate.

Senator Gitter said she is very heartened by the fact that the proposed recommendations will be considered. President Kaplowitz reported that one of the issues that the Council of Chairs, like the Senate, feels strongly about is the fact that a candidate needs 15 affirmative votes for a positive recommendation whether only 23 members of the Personnel Committee are present or whether all 30 members are present.

6. Discussion of JJ's Independent Study Compensation Guidelines

The Senate discussed the announcement from the Provost's Office that appeared in "The Week Of" stating that faculty will lose the released time they earned as compensation for teaching independent study courses if they either do not use that released time within two years or do not ask for and receive a waiver from the Provost.

It was explained that the method, form, and amount of compensation for teaching independent study courses was proposed and developed by the Faculty Senate and was supported by the PSC and by the then Provost, Jay Sexter, and was ultimately approved by the College Council, making it College policy. The compensation is 3 credits of released time for every 10 independent study courses (students). Provision #10 is of particular relevance to the announcement in "The Week Of":

"10. If at some time in the future the College determines that there is a need to review this Independent Study course policy, changes shall take place only after negotiation with the Professional Staff Congress/CUNY. Under no circumstances shall faculty members lose accumulated Independent Study credits toward **compensation.**"

Senator Marson said the guidelines permit faculty a limit of two independent studies a semester and one during the summer, but the administration is seemingly willing to permit faculty to teach more than this number. President Kaplowitz said that the policy limits faculty to two independent study students each semester and one in the summer because that is what the then Provost, Jay Sexter, insisted upon as the maximum, fearing the College would be unable to afford to compensate for more. She said the Senate had wanted a higher ceiling. Senator Marson said she believes the current administration would welcome a lifting of the limit and suggested that this issue be reopened.

Senator Litwack said there is no rational reason he can think of for insisting that faculty use banked time within a certain time period and that if there is a rational reason he would like to hear it. Senator Dorothy Braceley said there are many reasons why a faculty member might not be able to use the banked time within a prescribed period, including departmental requirements of that faculty member, and there are also many reasons why a faculty member might want to hold the banked time longer than two years.

Senator Gitter suggested, and it was agreed, that the Senate raise this with the PSC Chapter Chair since the policy requires that no changes be made without "**negotiation**" with the PSC.

Secretary Edward Davenport moved that the Senate protest the unilateral pronouncement that compensation for independent study must be used within two years or it will be forfeited. The motion passed by unanimous vote.

7. Review of the CUNY 1995 Student Experience Survey

The Senate reviewed the recent CUNY Student Experience Survey, copies of which had been distributed to the Senate.

The third item on Page 42 led to discussion. The item asks students to state to what degree they agree with the statement: "**Generally** I find my course work **difficult.**" It was noted that fewer John Jay students said they find their course work difficult than the students at Baruch, Brooklyn, City, Hunter, and Queens, even though fewer of our students pass the placement tests and many of our students are admitted under a much more lenient admissions policy than the students at those other colleges. Senators suggested John Jay students may be receiving better grades, or may have lower expectations of themselves, or may not realize how difficult the course work is, or may be taking a preponderance of introductory courses, or may have mostly adjunct faculty who may be giving higher grades or requiring less work. Many senators thought that grade inflation is the key.

It was also noted that more John Jay students say that there is racial tension at their college than students at any other senior college other than York. Also, it was pointed out that of

the John Jay students using telephone registration, 68% say they are very satisfied with it: however, in reality no John Jay student uses telephone registration because we do not yet have it.

Senator Gitter suggested we retrieve an old survey that was done at John Jay of students' perceptions of their academic competence and compare the findings. Senator Guinta noted that the literature shows that most academically underprepared students have misconceptions of their abilities.

Senator Edward Green asked whether statistics are available comparing grades in the same course as taught **by** full-time compared to adjunct faculty. Senator Bracey said such statistics are available and that for her department, Anthropology, there is no question that there is at least a standard deviation in the grades of full-time and adjunct faculty.

Senator Edward Green said some adjuncts, such as himself, come out of the Board of Education and have been trained in the methodology of teaching and may, therefore, teach the courses differently than people with a doctorate who may not have studied educational methodology. Senator Bracey said that would be true only in a limited number of disciplines. Senator Edward Green asked why, asking whether statistical analyses have been done of people who have taken education courses and pedagogical methodology courses compared to those who have not. Senator Bracey said that in the social science departments most adjunct faculty have the same preparation, the same number of years of preparation, are eligible for the same jobs as the full-time faculty hold. She said the social science adjuncts are the full-time faculty without the benefit of full-time jobs. Senator Edward Green said the frequent claims that adjunct faculty are the ones guilty of grade inflation has to be questioned.

Senator Litwack suggested that some of the comments about adjuncts are, in fact, acknowledgments that adjunct faculty cannot perform the same functions outside the classroom -- nor should they -- because they are not compensated to do so and are not expected to. Senator Gitter said that she agrees with Senator Edward Green that attributing every problem to adjuncts is a particularly fruitless approach and she suggested that the proportion of effective and ineffective teachers is probably the same among full-time and adjunct faculty. The problem of adjuncts, she said, is not the adjuncts themselves; the problem is that they are not full-time.

8. Consideration of the Provost's statement about faculty responsibilities

At the previous Senate meeting, during a discussion about alleged abuses of tenure by faculty, it was suggested that the Provost's statement to the faculty about faculty responsibilities might be a statement that the Senate could endorse. A review by the Senate of the Provost's annual letter, which was distributed to the Senate, resulted in the conclusion that although the issues covered in the letter are extremely important, the issue of a faculty member's responsibility to students and the issue of tenure are not directly covered.

President Kaplowitz said we need to encourage the department chairs to provide guidance, review course syllabi, provide

support, and review the grades that adjunct and junior faculty give. She said that perhaps because of the increased workload and increased responsibilities of chairs, more departments should have deputy chairs and additional administrative support. She recounted a plea for advice the previous day from a distraught student of hers, whom she has known for years and who has always been credible, about his attempt to speak to the chair of a department because his instructor is giving the final exam next Wednesday, during class and, as a result, the student does not have time to properly study. The student alleged that the chair refused to do anything about the situation. This is despite the fact that faculty are required to either give a final exam or to meet with their classes during final exam week. In addition, some adjuncts and junior faculty feel that their chair may not back them if students complain about the grades they give and, indeed, some faculty who are not tenured full professors worry about student complaints and about the possibility of not being supported by their chairs. It was noted that the chairs report to the Provost and that the Provost is responsible for ensuring that the chairs carry out their responsibilities.

Senator Lou Guinta said when Professor Eli Faber was Dean of Undergraduate Studies, he used to check whether faculty were administering final exams when they were scheduled. He said that at the time he resented this because he gave exams when he was supposed to. President Kaplowitz said that, quite frankly, she resents the fact that this is not being done because more and more final exams are given during the last week of class and students protest that they can't read the last work or works of literature she has assigned in her courses because they are studying for these early finals. She said that last semester 70% of her students claimed to either be taking final exams during the last week of classes or to having no final exams at all: this information was the result of a discussion that arose when her students asked her why she was giving a final during final exam week. Senator Guinta said that as professionals we should be giving finals when scheduled without having to be policed.

Senator Janice Dunham said the Library faculty monitor the volume of activity in the Library over historical time, to determine the Library's opening and closing hours, and last semester their schedule was completely wrong in that there was no business during final exam week: rather, there was tremendous library use during the last week of classes, which meant that final exams were, indeed, being given during the last week of class and not during final exam week, when students traditionally use the library to study, to use reference materials, to use reserve materials. She said the difference was more pronounced than ever before.

It was noted that the Provost's letter to faculty does state that final exams are to be given during final exam week and not during the last week of classes. President Kaplowitz explained that a faculty member may choose to not give a final exam, but must nonetheless meet with his or her classes during the two-hour scheduled time periods during final exam week, either to give an exam or to hold class. The State requires a specific number of hours of class sessions to equate to three credits or four credits and the two-hour exam session is calculated in that number.

A suggestion that the Senate hold informal faculty lunches to enable faculty to meet and to share concerns and suggestions in an off-the-record and social atmosphere was adopted.

9. Discussion about long distance learning; Invited guest: Acting Associate Provost Lawrence Kobilinsky

[See below]

10. Announcements (continued) and new business

While awaiting Dr. Kobilinsky's arrival, the Senate resumed the announcements item on the agenda and took up the item of new business.

The results of the Student Council elections, which took place on May 7 and May 8, were disclosed the previous night at 10:30 PM. President: Jose Frias; Vice President: Jeanette Lopez; Secretary: Stacey Keith; Treasurer: Luis Rodriguez. The new Student Council members take office June 1 for a one-year term.

Senator Janice Dunham urged that we do more to showcase our students who are high achievers. Senator Marilyn Rubin agreed and reported that a student who did his undergraduate work at John Jay and who is now completing his MPA here has just won one of the New York State management training positions -- students from Harvard, Yale, and all over the country, compete for these positions. The student is in his 30's, is married with children, works full-time, and has attended John Jay part-time. She said we should showcase such students not only to celebrate them, but to provide examples for our other students, and also so that the faculty and others who speak for the College in various arenas know about them.

Senator Michael Blitz said that what he does on a classroom level, which could be done on a college level, is to create panels for undergraduate students to present their work. He suggested an annual undergraduate conference at which students can present their scholarship. He said a small group of faculty could organize such a program and that student leadership groups could also be involved. He noted that when he taught at Rutgers, this was regularly done. Senator Kojo Dei said some of the faculty have been doing scholarship on the subject of youth violence and suggested that perhaps students who are also interested in the topic could organize a conference which they could chair. He added that the Anthropology Department has discussed this idea although it has not materialized yet. He said what we are talking about is another way, a more creative way, to teach, rather than the way most of us ourselves were taught.

Senator Carmen Solis reported receiving a call the previous night from one of her former **SEEK** students: the student, who graduated magna cum laude from John Jay a few years ago, is now graduating at the top of her class at St. John's Law School. When she arrived here from Africa, she had two children and was pregnant, and then her husband died from cancer during her first month here. At that point she decided to attend college. Now not only is she graduating from law school, but her oldest child is about to graduate at the top of her high school class.

Senator Jill Norgren said that if we had a newspaper that was a regular part of the College, these stories could be reported and these students showcased. Senator Lou Guinta said that is what "**The Journalist**" did, which Karen Kaplowitz's journalism students produced. Senator Norgren recalled that "**The Journalist**" carried

feature stories about alumni, students, and faculty, and was sent to alums, to the criminal justice community, to members of the wider community, and that this is the kind of development activity we really need to engage in.

There followed a discussion of ICAM -- Intra-CUNY Academic Mobility -- and this week's announcement by 80th Street that decisions about course comparability are due at 80th Street by May 30. The Senate agreed that more time is needed to review the comparability of John Jay's courses with courses at the community colleges and that in some cases syllabi would probably be needed from the community colleges. Senator Litwack proposed that we ask the Provost to request an extension.

9. Discussion about distance learning; Invited guest: Associate Provost Lawrence Kobilinsky

Associate Provost Kobilinsky was welcomed and he was congratulated on his appointment. The Senate applauded him on his new, official, appointment as associate provost. He thanked the Senate and also expressed his appreciation for having been invited back to discuss distance learning. He reported that he had just attended a conference on distance learning conference and, therefore, has much to share.

Senator Betsy Gitter apologized for interrupting the meeting, but explained that very unfortunate circumstances impelled her to do so: she had left the Faculty Senate meeting a few minutes earlier to attend a special presentation by 17 Thematic Studies students, which had been scheduled for 3 PM that afternoon by the College administration. But although the students (and several of their families) were present, no administrators were present and the reception had just been cancelled. No one but the 17 very disappointed students and their relatives and Thematic Studies faculty were in attendance in Room 610T to hear the students give their presentations about their experiences on a week-long field trip to the Navajo Nation and their research, as part of a TSP course. President Kaplowitz adjourned the Senate meeting and asked Senator Gitter to tell the students that she, Vice President Dan Pinello, and the other members of the Senate would attend to hear the students' presentations. She apologized to Associate Provost Kobilinsky, who agreed with her decision, and he said that he, too, would attend.

The meeting was adjourned at 3:15 PM so Senators could attend the students' presentation.

Respectfully submitted,

Edward Davenport
Amy Green

Recording Secretaries

ATTACHMENT A



MICHAEL C. CRIMMINS, B.S., M.DIV., M.A., appointed by the Governor. July 1996. Rev. Crimmins is a priest in the Roman Catholic Archdiocese of New York and Director of the University Apostolate and Coordinator of Campus Ministry of the Archdiocese of New York since 1988. He has worked extensively in higher education. From 1988 to 1991 he served as Chaplain at the College of Mt. St. Vincent in Riverdale. Since 1990 he has been Associate Vicar for Education of the Archdiocese. He has served as Pastor of St. Malachy's, the Actors' Chapel, since 1991. From 1970 through 1988 he

served as Associate Pastor in several Manhattan parishes. Rev. Crimmins was ordained a Roman Catholic priest at St. Patrick's Cathedral in 1970. A California native. Rev. Crimmins graduated from Georgetown School of Foreign Service and received a Master of Divinity from St. Joseph's Seminary in Yonkers and an M.A. in Religious Studies from St. Joseph's Seminary and College. He is Vice Chair of the Board's Committee on Faculty, Staff and Administration, and holds membership on the Committee on Student Affairs and Special Programs.

From: The New York State Education Law, Article 125, Section 6204

1. The Board of Trustees shall govern and administer The City University. The control of the education work of The City University shall rest solely in the Board of Trustees which shall govern and administer all educational units of The City University.

2. Structure of the Board of Trustees:

(a) The Board of Trustees shall consist of seventeen Trustees. Ten of the Trustees shall be appointed by the Governor with the advice and consent of the Senate. Five of the Trustees shall be appointed by the Mayor of The City of New York with the advice and consent of the Senate. **One** ex officio Trustee shall be the Chairperson of the University Student Senate. One ex officio non-voting Trustee shall be the Chairperson of the University Faculty Senate.

(b) A Chairperson and a Vice Chairperson of the Board of Trustees shall be appointed by and shall serve at the pleasure of the Governor.

(c) The term of office of each appointed Trustee shall be seven years renewable solely for one additional term of seven years.

(d) The five Trustees appointed by the Mayor shall be residents of The City of New York.

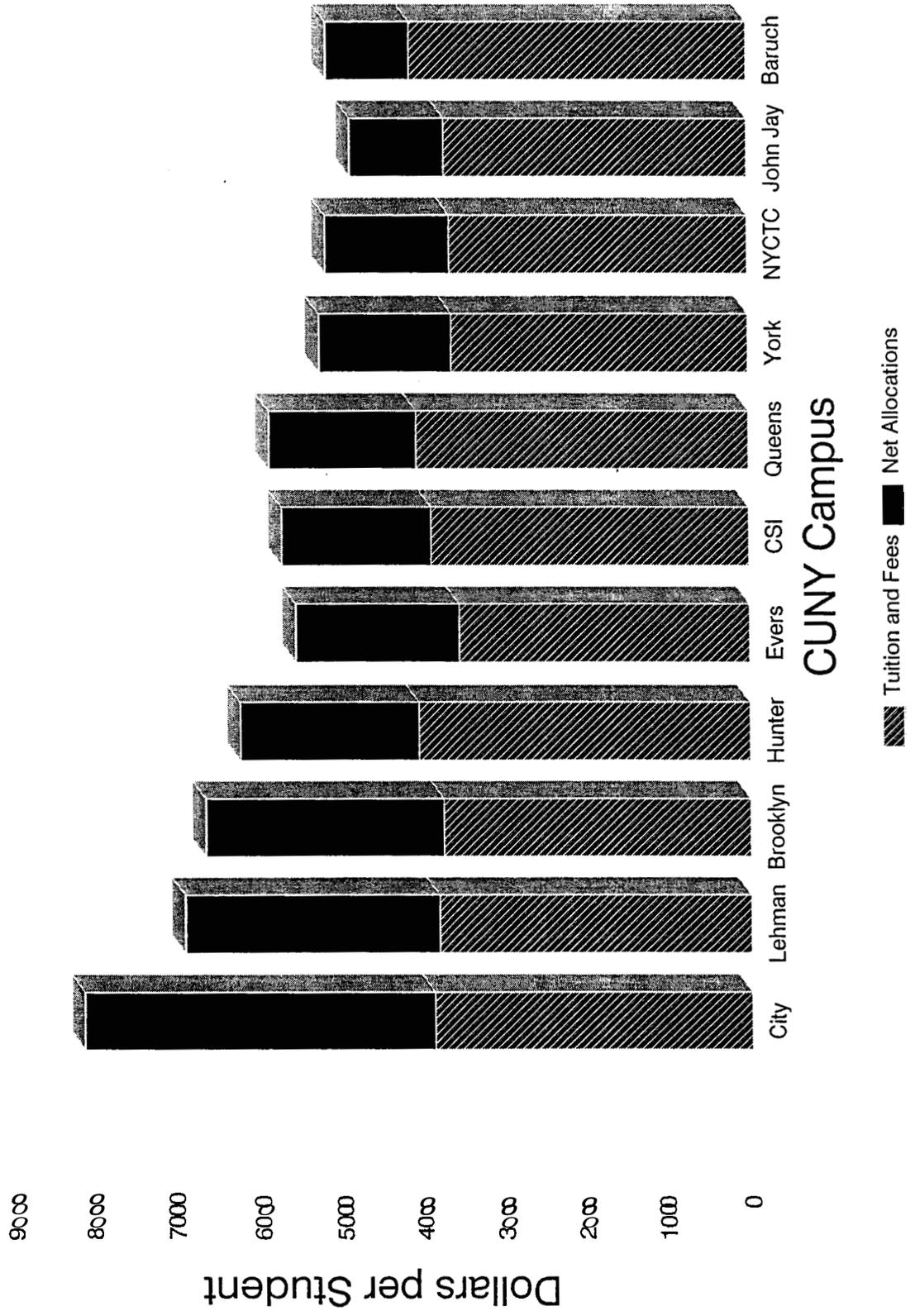
(e) The Trustees appointed by the Governor shall include at least one resident of each of the five boroughs of The City of New York.

(f) The Trustees appointed by the Mayor shall include at least one alumnus of an educational unit in The City University. The Trustees appointed by the Governor shall include at least two alumnae of an educational unit in The City University including at least one other alumnus of a community college.

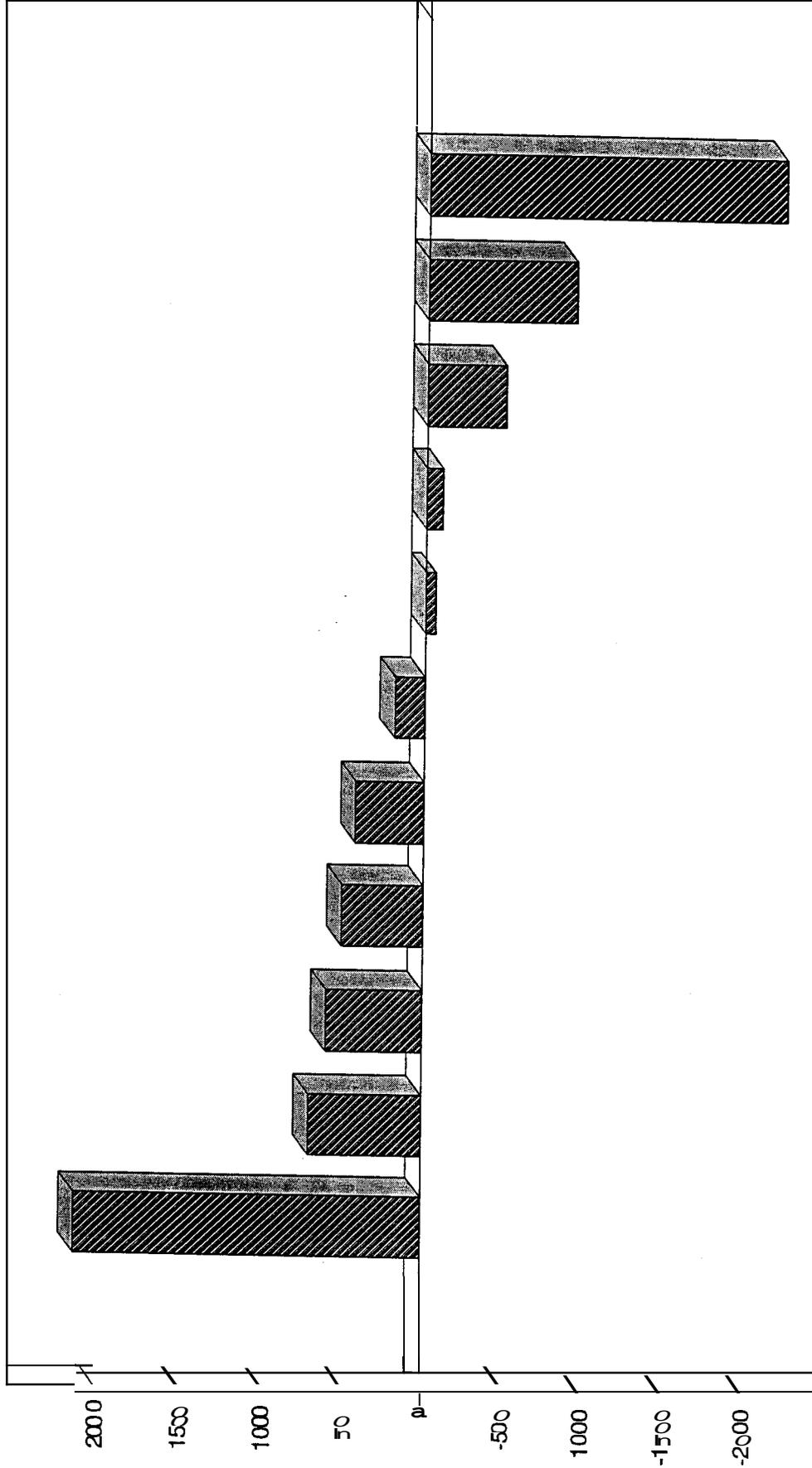
(g) Trustees shall receive no compensation for their services but shall be reimbursed for the actual and necessary expenses incurred by them in the performance of their duties under this article.

Fund Allocations per FTE, FY 95-96

Proportion Covered by Tuition and Fees



Growth in Student FTE Enrollment 1992 to 1996 (Fall)



Jonin Jay Hunter Evers NYCTC CSI Baruch York Brooklyn Lehman Queens City

Growth in Students (FTE)

12/13/96