

Faculty Senate Minutes #165

John Jay College of Criminal Justice

February 18, 1998

3:15 PM

Room 630 T

Present (32): C. Jama Adams, George Andreopoulos, Michael Blitz, Effie Papatzikou Cochran, Edward Davenport, Jane Davenport, Kojo Dei, John Donaruma, Arlene Geiger, P.J. Gibson, Amy Green, Edward Green, Lou Guinta, Karen Kaplowitz, Kwando Kinshasa, Sandra Lanzone, Gavin Lewis, Roy Lotz, Barry Luby, James Malone, Ellen Marson, Mary Ann McClure, Daniel Pinello, Jacqueline Polanco, Charles Reid, Frederik Rusch, Adina Schwartz, Lydia Segal, Ellen Sexton, Carmen Solis, Davidson Umeh, Agnes Wieschenberg

Absent (5): David Brotherton, Glenn Corbett, Don Goodman, Deborah Nelson, Bessie Wright

Guests: Tom Litwack, Patrick O'Hara, Harold Sullivan

AGENDA

1. Announcements from the chair
2. Approval of Minutes #164 of the February 5 meeting
3. Resolution on faculty role in setting admission criteria
4. Discussion of the proposal to close the associate program
5. Budgetary analysis of the proposal to close the associate program: Professor Tom Litwack
6. Invited Guest: President Gerald W. Lynch

1. Announcements from the chair

President Lynch has scheduled a special College Council meeting for March 3 to discuss the associate degree program.

Right now, at 3 PM today, the Board of Trustees Ad Hoc Committee on Remediation, chaired by Trustee Herman Badillo, who is the vice chair of the CUNY Board, is holding its second meeting. President Lynch, who is scheduled to come to the Senate today to discuss the issue of our associate degree program, is at 80th Street to attend the committee meeting and will come to the Senate as soon as he arrives back at the College. One of the items that the Ad Hoc Committee may consider today is a proposal from Trustee John Calandra who has written a memorandum to the Trustees calling for a two-semester limit on remediation at the community colleges and the phasing out of remediation completely from the senior colleges. Trustee Calandra's proposal also calls for a phased-in requirement of a Regents Diploma by the year 2001 for all senior

colleges applicants, and denial of admission to students who have not taken all the requisite CPI (College Preparatory Initiative) academic courses. This is the direction that some trustees, not just Trustee Calandra, want. Vice Chancellor for Academic Affairs Mirrer had a meeting of an ad hoc faculty committee on remediation, which President Kaplowitz serves on, on Friday, and this committee proposes to continue to provide remediation at the senior and at the community colleges, but with various policy and procedural changes. These contradictory proposals, both of which have supporters, will ultimately be resolved by the CUNY Trustees.

2. Approval of Minutes #164 of the February 5 meeting

By a motion duly made and carried, Minutes #164 of the February 5, 1998, meeting were adopted.

3. Resolution on faculty role in setting admission criteria  
[Attachment A]

President Kaplowitz proposed the Faculty Senate endorse a resolution unanimously approved on Friday, February 13, by the CUNY Council of Faculty Governance Leaders, affirming faculty jurisdiction over admission policies. The Council comprises the Faculty Senates chairs and the University Faculty Senate Executive Committee. The Council agreed to bring the Resolution or a similar resolution to their Faculty Senates for action. Vice President Daniel Pinello moved that John Jay's Faculty Senate endorse the Resolution [Attachment A]. The motion passed by unanimous vote.

4. Discussion of the Proposal to close the associate program

President Kaplowitz reviewed events to date regarding the proposal to close John Jay's associate degree program. She reported that subsequent to the Faculty Senate's February 5 meeting, she spoke with President Lynch, as she had promised the Senate, and reported to him that the Senate had overwhelmingly spoken either in support of keeping the associate degree program or of needing additional information so as to make an informed decision. She told him that while several spoke in support of closing the associate program, this was not reflective of the Senate, and that both she and the Senate wanted President Lynch to know this prior to his meeting with Vice Chancellor Mirrer.

She reported that then at the College Council meeting of February 11, President Lynch asked for a suspension of the Council agenda for the purpose of discussing the associate degree program. A motion to suspend the agenda passed, with the stated assurance that no vote would be requested at that meeting, because such a vote would be premature. A very vigorous discussion then took place. President Lynch presented his reasons for wanting to close the associate degree program: his presentation was detailed and comprehensive. Then President Lynch opened the discussion and a member of the faculty not on the Council asked President Lynch the point of a discussion since it was clear President Lynch had made up his mind. President Kaplowitz said that was a very important question because it was probably on the minds of many, including members of the College Council.

She said that she spoke, explaining that only the College Council, by a majority affirmative vote of members present and voting, may recommend to the Board of Trustees that a program be closed just as only the College Council may vote to create a program or major. She said she also reported that at the Faculty Senate's very preliminary discussion several spoke in support of closing the associate degree program but most spoke either in support of retaining them or said they need more information, including impact statements and data, before making an informed decision and that she had conveyed this to President Lynch before his scheduled meeting with Vice Chancellor Mirrer (which was postponed because Dr. Mirrer had to testify at the City Council).

Every speaker at the College Council spoke in support of keeping the associate degree program or asked for hard, empirical data. No speaker, other than President Lynch, spoke in favor of closing the associate degree program. Many asked for further information. The College Council meeting ended with a Council member's request that because the arguments on both sides are so compelling, each position should be put in writing with supporting data, in time for the next Council meeting, which President Lynch has scheduled for March 3, with the plan that a vote would take place at the March 16 Council meeting. It was stated at the conclusion of the College Council meeting that alternate proposals could also be submitted and that the two current positions, either to close the associate program or to leave things as they are, are not the only possible courses of action.

She reported that on Friday, February 13, she attended a meeting on remediation at CUNY which was also attended by University Dean for Admissions Angelo Proto and that she privately asked him whether John Jay has the right to set admission requirements for our associate degree program. Dean Proto said that we do, indeed, have that right. She said she told him that she had thought, as have others, that because we have associate degree programs we are an open admission college and his response, which was quite emphatic, was that only community colleges are open admissions colleges. By contrast, he said, John Jay is a senior college that has an associate degree program and that permits John Jay to set admission requirements for both the baccalaureate and associate degree programs. She asked him whether he thought any decision by John Jay to raise admission requirements to the associate degree program would require Board of Trustees approval and he said he doubted that would be necessary although approval by the Central Office of CUNY would be necessary which he said he thinks there would be no difficulty obtaining. Dean Proto also said he believes that what the CUNY Trustees are really interested in is raising the admission requirements for all baccalaureate degree programs, including those at the colleges that have associate degree programs. She said that she reported this information at the open hearing on the associate degree programs held by the Curriculum Committee the previous day, February 17.

She also reported that at the Curriculum Committee's open hearing yesterday many spoke in favor of closing the associate degree program but far more spoke in favor of keeping the program. The hearing was well attended and went very well, with various viewpoints expressed and information shared. She said that Professor Tom Litwack's analysis, which he will discuss at today's Senate meeting, played a very significant role in the discussion.

It is possible that President Lynch will be asked to report 'to

the Board of Trustees Committee on Academic Program Planning and Review (CAPPR) on March 2 about John Jay's admissions standards. In addition, a mission statement from each college president is due at 80th Street this week.

President Kaplowitz recommended that the Senate urge that no vote take place at the March 3 College Council meeting, both because it is not a regularly scheduled meeting and because there is insufficient time to develop informed opinions. Senator Lou Guinta agreed that we should not be asked to vote on March 3 saying that there is no crisis, as the Associate Provost stated yesterday at the open hearing and, in fact, the Associate Provost reported that no one outside John Jay has broached the subject of our closing the associate degree program. Therefore, he said, he does not know why we are rushing to judgment. Senator Edward Green said he sent a questionnaire to adjuncts and 90 percent of respondents favor keeping the associate program. He said we should consider modifying the program rather than closing them or doing nothing.

Professor Harold Sullivan said that if President Lynch perceives that we will be asked about our admission criteria and where we fit in the overall structure of CUNY he, and, therefore, we will have to develop a position. He noted that the recent press release from CUNY Central reported that the seven senior colleges without associate degree programs have all raised their admission criteria and then lumped together the senior colleges with associate degree programs and stated that those four senior colleges are working on raising their admission requirements. One may not like what President Lynch wants to say, although Professor Sullivan noted that he does, in fact, agree with President Lynch's proposal, but we do have to develop a position.

Senator P. J. Gibson asked whether the sense of urgency was not fueled, at least in part, by the assertion that if we were to close the associate program now we would not be harmed fiscally but if we waited we would be. President Kaplowitz agreed but said that she has since learned that that statement was an interpretation, an opinion, by the Business Director but was not a statement of fact, as some, including she, had thought.

Senator James Malone said we need to decide our procedure since CUNY Central has said that a review of and strengthening of standards is anticipated at the four senior colleges with associate degree programs.

President Kaplowitz reported that at yesterday's open hearing she had said that many had responded to this issue by saying we should close the associate degree program Partly because this was presented as a crisis situation and as a window of opportunity to do something, finally, and that if we don't do anything and the window of opportunity closes we will, in fact, have done nothing. In 1991 there was a crisis when our associate degree funding, and NYC Tech's associate degree funding, was being withdrawn by then Mayor Dinkins. Professor Robert Crozier, the then Chair of Chairs, and she, as chair of the Senate, called an emergency meeting of the faculty that August, which over 100 faculty attended. The two also wrote a letter to the Trustees, which was read into the minutes of a special Board meeting at which a declaration of fiscal exigency was voted for John Jay and NYC Tech, which meant that retention guidelines were activated: many John Jay faculty that meeting attended. John Jay and NYC Tech received the funding.

When Professor Crozier and she researched the subject for

their letter to the Trustees, they discovered that during the previous years John Jay had not given more than 34 associate degrees in any year: we had conferred between 28 and 34 such degrees each year. So in September, when the Faculty Senate and the Council of Chairs each met, they created a joint Senate/Chairs ad hoc committee on the associate degree program. Professor Dorothy Bracey chaired the committee and wrote an excellent report on behalf of the committee. The Senate and Chairs adopted the report, which contained a series of recommendations, and sent it to the Curriculum Committee for action. But the crisis had passed, the \$2.7 million funding had been restored, and so nothing happened. Then the recommendations of the Senate/Chairs Ad Hoc Committee were incorporated into the Middle States Self-Study in 1993 and nothing happened then nor in the five years since. Now the Board of Trustees is asking for an increase in admission and other standards and some believe that if we don't do something now the past will be repeated. So first we must decide whether we want to keep the associate degree programs or close them.

Senator Guinta agreed that this is a window of opportunity and a very important window of opportunity. He said most people believe we should keep the associate degree program but want to make the program and the College more viable. The question is how do we raise standards and maintain some kind of access. He said he was on that Senate/Chairs Ad Hoc Committee in 1991 and the recommendations never moved off the dime. He said we as a body have to police ourselves: if we want to make sure the standards of this institution are maintained, the faculty must do so and the body to do that is the Faculty Senate.

President Kaplowitz agreed but noted that the Senate is a deliberative and advisory body. The Senate can not make policy but it can recommend policy by sending proposals to the Standards Committee and the Curriculum Committee and to the ultimate and, truly only, policy making body, the College Council but, she added, the faculty have only half the seats on the College Council, not even a majority. Furthermore, the principles and standards that most if not all faculty believe in are often not what other members of the College Council ascribe to, including administration, high higher education officers, students, and other non-faculty members. Our governance structure contains an inherent impediment. But, she suggested, rather than try to tackle this larger, global issue, we should focus on the specifics of this topic. Senator Jama Adams said he respects what President Kaplowitz is saying and thinks we should put off the global discussion but that at a future date we should discuss how we can best operate given the structural governance challenges and what political work we need to engage in at the College to be able to have a dialogue that leads to more consensus. Senator George Andreopoulos agreed with Senator Adams.

##### 5. Buduetary analysis of the proposal to close the associate proaram: Professor Tom Litwack [Attachment B]

Professor Tom Litwack said if there is any merit or usefulness to the analysis he did, much of the credit is due to Gail Hauss and the Office of Institutional Research, because if it were not for the analysis that Gail Hauss conducted at his request some time ago we never would have had this data on which to rely and that even if there is disagreement about the analysis, he believes that everyone would agree that the data are good to have and good to study. He added that when he thanked Gail Hauss today she said she could not

have provided the data if it were not for Richard Lovely of the Sociology Department who developed software that made it possible for her to extract particular data. [Copies of Professor Litwack's 5-page analysis with 5 pages of charts are available from the Senate Office: see Attachment B for several of the charts that are appended to his memorandum, which form the basis of that analysis.]

Professor Litwack said his analysis makes two simple points: first, in his opinion, if we drop the associate degree program entirely, we would risk ultimately such a severe **loss** of enrollment that it would lead to a serious reduction in the funding given to John Jay and, therefore, among other consequences many jobs would be lost, both adjunct and, very possibly, full-time positions as well. He said that while he could imagine a scenario, if many assumptions came true, where we could drop the associate degree program and perhaps that would not happen and, also, that while he can not guarantee that the negative consequences would definitely happen, he believes we would be at very serious risk for it to happen if we dropped the associate program.

According to his analysis, he is very confident, for reasons that are spelled out in his memorandum, that we could drop our current enrollment of almost 8500 FTEs to 7000 FTEs without any cut in our base budget. He noted that we must be clear that any **loss** of enrollment negatively impacts the adjunct budget and so if we are going to raise standards at all, we have to accept that such action would entail loss of funding for adjuncts. However, he said, he thinks it also has to be said up front that many adjuncts come for one semester and then leave or are not rehired, that there is always a certain amount of natural attrition, and we would still have such a need for adjunct faculty that adjunct faculty who have taught for us a long time and have been dedicated to the College would not lose their positions.

He said he believes our base budget would not be cut because we are so underfunded, compared to all the other senior colleges, that if we went down to 7,000 FTEs and received the same base budget as we do now, we would still be the worse funded senior college in CUNY in terms of funding per FTE student. Therefore, he does not see any reason the CUNY Central Office would cut our base budget if our FTE enrollment does not fall below 7000 FTEs.

On the other hand, it is equally, or almost equally, clear to him that we must raise admission standards for the associate program because if we do not do that, we are going to continue to have poor graduation rates, poor retention rates, and, frankly, we will have a difficult time raising standards in our classes. He said the latter is because, quite frankly, when there are many poorly prepared or unmotivated students in one's classes, it is difficult to maintain standards because maintaining standards would mean that one would have to fail half of one's students. This is psychologically fundamental. The more better prepared students or the better the average student in the class, the better able one is to maintain standards. He said he thinks our College will be killed if we keep having such grossly low retention and graduation rates. And what is even more crucial, he said, is the proficiency exam which is being development by 80th Street and which students will be required to pass in order to move beyond 60 credits: if we have low pass rates on that exam anything can happen to us as a College because there is no excuse for a college to give students 60 credits and have them unable to pass that exam. He said we have an excuse for our low graduation rates because we accept poorly prepared students, but if we bring them to 60 credits and they

cannot read, write, and think well enough to pass a CUNY-wide proficiency test we will have no excuse, we will look terrible, we will be unable to defend ourselves, and anything could happen.

Professor Litwack said he, therefore, thinks there are two grave risks to the College: one is dropping the associate degree program entirely and the second is doing nothing to raise admission standards to the associate program. He said he has the data to show how we could raise the admission standards: the data follows students for an average of six years and a three-year cohort shows that students who come in with a high school grade point average of 72 or above do much better than students who come in with a high school average lower than 72 [see Attachment B - "Table 4"].

Senator Kwando Kinshasa said we cannot separate admission standards from such internal academic standards as our expectations of students in the classroom and our students' preparation to pass the proficiency exam. Professor Litwack said that right now we have no admission standard for the associate degree program other than a high school diploma, or its equivalent.

Vice President Daniel Pinello said he has been doing a lot of thinking about this issue and has put his thoughts into a prepared statement which he read and which he asked be read into the record. He said: "There is no one on the John Jay faculty for whom I have greater respect than Tom Litwack. He is a precious asset of the College whose wisdom and advice are invaluable. Yet, I have to disagree with his proposal. At yesterday's open hearing sponsored by the Curriculum Committee, I was persuaded by arguments made there in favor of phasing out all of the College's associate degree programs. One reason (offered by Chris Suggs) is the effect less qualified students have upon our pedagogy. The better prepared students are constantly frustrated by the need to teach to the mean or even lower in our classes. Indeed, the only student who spoke at the hearing yesterday had that complaint. The second reason for my support of ending associate programs is my belief that, if John Jay is not in the same tier as senior colleges without associate programs, our teaching load will be increased at least by three hours and probably by six -- to 27 hours. I find that prospect absolutely intolerable. Why must we be so risk averse as a College? Why must we act so conservatively? In the three and a half years I've been here, the College has never had an effective incentive to do serious recruitment of qualified students. We've always been able to let them in the back door through the associate programs. We've always been able to sit back and not worry about sufficient enrollment."

Vice President Pinello continued his statement: "We don't know what the potential for recruitment of qualified students is since it's never been seriously tried. We have a unique mission that we ought to take advantage of. We have unique majors that can be used to recruit qualified students. For example, I am the Coordinator of the Legal Studies major. To the best of my knowledge, John Jay is the only senior college in CUNY with a legal studies major. The Legal Studies major is John Jay's third most popular one (after Criminal Justice and Police Studies). Over 1,000 students at John Jay are Legal Studies majors. That's about 10% of undergraduates. And these are students who were never recruited. They just showed up on their own. No effort, to the best of my knowledge, has been made using the Legal Studies major to recruit students to John Jay who have aspirations for law school. The Legal Studies major is a potential gold mine for recruitment of qualified students that's never been taken advantage of. The same probably can be said for

the Forensic Psychology major, the Forensic Science major, and others. There is no good reason -- given our unique curriculum and an intensive effort to promote it -- that we have to settle for sufficient numbers of students any less qualified than those at other senior colleges in CUNY. At heart, not phasing out the associate programs is passive, it's conservative, it's cowardly. I am willing to go to the police precincts, to the fire houses, to the high schools, and wherever else necessary to find qualified students and bring them to John Jay."

Senator James Malone responded to Senator Kinshasa's concern about internal standards. He spoke about his efforts after heading the SEEK Program when as Dean of Students he helped our less prepared students survive at the College: after students were tested, they were provided with appropriate courses and with tutoring. The second semester was especially important and students were enrolled in sequential courses they needed. He said there is discussion about revamping the associate degree programs to articulate with the baccalaureate programs and if we do that and provide the structure students need in terms of sequential courses and tutoring and expel students if they do not attend tutoring, we will be on our way. He said he supports Professor Litwack's proposal of a 72 average for admission to the associate program. He said if we do this then John Jay will be the College we want it to be and we will have excellence and also access.

Senator Gavin Lewis asked what proportion of our students are associate students. It was noted that material distributed by the Curriculum Committee shows that in the past few years, more than 40% of the entering freshmen were associate students and during the last spring semester 58% were admitted as associate degree students. The total undergraduate enrollment is about 24% associate degree because many associate degree students transfer into the baccalaureate program or stop out or fail academically. Senator Lewis asked if it is true that our admission standards are lower than those of other senior colleges. Professor Litwack said it is true because our admission requirement to the baccalaureate degree program includes graduation from the top 50% of one's high school class, which is not permitted at any senior college that doesn't have an associate degree program.

Senator Lewis said President Lynch's rationale for closing the associate program is to put John Jay in the top tier of colleges. He said he does not understand, given our baccalaureate admission standards, how we could expect to be included in the top tier even if we do close the associate program. President Kaplowitz said that is true except that we could present ourselves as planning a phase-in of incremental increases in our baccalaureate admission requirements, just as the seven senior colleges phased in their higher criteria since 1995 and are still incrementally raising them. Professor Harold Sullivan said we are not in the first tier in a number of ways but more importantly we are currently in a category with three other colleges with which we share virtually no similarities. He also said that Tom's proposal calls for not losing students and yet his proposed admission requirements factors in a loss of students: thus, there would be a loss of students any way. Professor Litwack said the loss would be 25% instead of 75%.

Professor Sullivan said Tom Litwack's proposal of requiring a high school average of 72 is arbitrary and capricious. Professor Litwack said that is not true. He explained that he calculated very precisely that if we were funded at 90% of the base budget of the next lowest funded senior college in CUNY, what our budget



would be and how many FTEs we need to have to meet that budget and the answer is 7,000 FTEs. In response to Professor Sullivan's question as to why our budget would be based on our FTEs, Professor Litwack said that the base budgets are based mainly on history and political power and very little on FTEs. If our base budget had anything to do with FTEs our base budget would be almost \$2000 more per FTE, based on the average FTE funding at the senior colleges. However, he said, many other colleges in CUNY have suffered serious enrollment losses without suffering an impairment of their base budgets: we certainly have that precedent to rely on.

And so, Professor Litwack said, if we went down to 7,000 FTEs, we would still be the worse funded senior college and, therefore, he thinks we can make a compelling and successful case that our base budget should not be cut when we are still the worst funded. He said there is a limit to that process and if we are down to 5,000 FTEs our base budget will probably be cut severely. Professor Litwack said he grants that this is somewhat speculative but asked which is the greater risk, to close the associate program or to raise admission to it. As for Tier I, we don't know which colleges may be included and whether it may not be only three or four colleges, such as Queens, Baruch, Brooklyn, and Hunter. Senator Malone agreed entirely with Professor Litwack's analyses.

Professor Sullivan asked what is the intellectually defensible purpose of our associate programs. He asked whether these programs have any purpose other than inflating our enrollment with students who because of weak academic preparation flunk out quickly. He said the programs, including the newly proposed associate in criminal justice, do not articulate with baccalaureate programs. Therefore, he said, we should close the associate program.

Professor Litwack said his reason for keeping the associate program is that he wants John Jay to be open to all students who want to come here who have a reasonable chance to succeed. He said if CUNY permitted us to be a baccalaureate college with only an admission standard of a 72 (or above) high school average, he would favor closing the associate program. But he said CUNY will not permit that. He said the data show that students who come here with a high school average of 72 to 74 do just as well as students with an average of 75 to 79 and, therefore, there is no reason to deny them admission. He said the other reason is that if CUNY imposes rigorous admission requirements on baccalaureate programs, many of our students who currently enter our baccalaureate program will not be admitted but could nonetheless be admitted to our associate program. He noted that many of our current baccalaureate students -- students with high school averages over 75 -- place in English 99 or Math 100 and would, therefore, probably not meet common CUNY standards for baccalaureate admission, which requires CPI courses in English and Math [see Attachment B - "Table 3"].

President Kaplowitz said Professor Litwack's comment that CUNY would not permit us to offer only baccalaureate degrees if we admit students with a 72 average is an assumption, not fact. Professor Litwack concurred. Asked how she could say this, President Kaplowitz noted that York, which offers only baccalaureate degree programs, will in September continue to admit students without requiring a minimum high school average if the applicants have taken at least 16 CPI (academic) courses in high school. She pointed to the grids showing each college's admission requirements.

Senator Guinta, in response to Vice President Pinello, said he has been at John Jay for 28 years and has recruited students and

that Professor Sandy Berger has tried to recruit students to the forensic science program. Speaking of the proposed criminal justice associate degree program in response to Professor Sullivan's criticism of it, Senator Guinta explained it was developed because the Police Department and police officers were asking John Jay to offer a special degree program to meet their professional needs. They wanted a generic degree. For years the Faculty Senate has spoken about the need for a generic associate degree. So finally, he said, he took the lead and developed such a program with Professor Robert Panzarella (Law, Police Science) and with many, many other faculty. Senator Guinta said he met with and consulted with every chair of a department related to the program, including Professor Sullivan, and everyone praised the program, saying this is the first time someone has tried to articulate the associate degree with the baccalaureate degree. A member of the College's administration just told him the NYPD is excited that we are thinking about starting a weekend college which police officers could attend and at which they could earn that degree.

Professor Patrick O'Hara said he was on the Curriculum Committee five years ago and headed a subcommittee on this issue which Ellen Marson also served on. He said he wanted to add to Karen's history. The matter did go to the Curriculum Committee in 1993 and most of the issues discussed today came up then. He said he is shocked to hear that the proportion of students admitted as associate students had gone up to 48% because one policy passed by the Curriculum Committee was a 25% limit of seats for associate students in each freshman class so as to hold down our remediation load and to do something positive about the abysmal graduation rate of students receiving the associate degree. The Curriculum Committee also authorized informing students that they had met the associate degree requirements even if they had not applied for the degree. Not only have we not raised the numbers by doing that but students have ignored these letters because it is not a meaningful degree to them. He said in 1993, the articulation of the associate and baccalaureate programs was improved somewhat. He said the discussion then was that if all these measures did not turn the situation around, then it might make sense to close the associate program and, in fact, one program, the associate in public administration, was closed. He said he wants the Senate to know we have been through this before, and especially that the College and its faculty did say that if marked improvements did not take place, the associate program should be closed.

Senator Donaruma said he is not convinced that the abysmal performance of the associate program is due only to the students: there are institutional reasons that mitigate against students succeeding. He said there is some merit to the concept of a window of opportunity and the failure to act in the past but the climate is different, especially politically, than in the past and this climate is going to have the effect of motivating everyone to improve programs and structures at the College so students can succeed. He urged the more prudent approach and said, having read Tom's memorandum, which he called excellent, he would like us to engage in further debate on the merits of the changes Tom proposes.

In answer to a question, President Kaplowitz explained that until now, students at John Jay have been permitted to transfer from the associate to the baccalaureate program with 12 credits and a 2.0 GPA. Under a new CUNY-wide Board policy, passed in October, students will be permitted to transfer only after passing all three skills placement tests and the proficiency exam that is being developed. Because students will no longer be able to easily move

from the associate into the baccalaureate program, and because the associate students are more likely to need extra time to pass all three skills tests, our total percentage of associate degree students will likely rise if we make no changes in policy.

Professor Litwack said that since the College P&B and the Council of Chairs have expressed support for closing the associate degree program and since it seems to him that the majority of the Senate oppose doing so, the Senate should vote as to whether the College should retain or close the associate program. Professor Sullivan reported that the chairs present voted unanimously to close the associate program but not all chairs were present: the vote was 11-0-0. Senator Marson added that at the P&B, some who voted to close the program are not members of the P&B.

Senator George Andreopoulos said that he is against taking a decisive vote at this point about whether to close the associate program because we still have insufficient information. He said if necessary, he proposes that we have another meeting. President Kaplowitz said that the Executive Committee had agreed prior to the meeting that if the Senate felt the need for additional data and discussion before voting, a special meeting of the Senate should be called to consider this issue. Senator Kinshasa said the agenda for such an emergency meeting would be extremely specific and limited to this issue.

6. Invited Guest: President Gerald W. Lynch

[At 5:30 P.M. President Lynch arrived at the College from 80th Street. He sent his apologies to the Senate and briefed President Kaplowitz about the Board's Ad Hoc Remediation Committee meeting.]

7. New business: Motion to hold a special Senate meeting Friday, February 27, to discuss degree programs and admission requirements

A motion to hold a special Senate meeting on the afternoon of Friday, February 27, following the Malcolm/King Breakfast, for the purpose to considering the associate degree program passed by unanimous vote. This date was agreed upon because it is prior to the Board's CAPPR meeting on March 2 and also prior to the College Council meetings on March 3 and on March 16.

President Kaplowitz suggested a motion requesting President Lynch not convey any opinion of the faculty about the associate program at this point since the Senate, the official voice of the John Jay faculty, will meet on February 27 to develop an informed position. Senator Andreopoulos moved the motion and Senator Donaruma seconded it. The motion carried by unanimous vote.

By a motion duly made and carried, the meeting was adjourned at 5:25 PM.

Respectfully submitted,

Edward Davenport

Recording Secretary

ATTACHMENT A



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

*The City University of New York*

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

212 237-8000

RESOLUTION CONCERNING FACULTY JURISDICTION

OVER ADMISSIONS POLICIES AT THE COLLEGE

WHEREAS, The Bylaws of the Board of Trustees of The City University of New York, Section 8.6: DUTIES OF FACULTY, states, in part, "the faculty shall be responsible, subject to guidelines, if any, as established by the board, for the formulation of policy relating to admissions and retention of students . . .," and

WHEREAS, The Bylaws of the Board of Trustees of The City University of New York, Section 11.4.A.g: THE PRESIDENT, POSITION DEFINITION: states "Transmit to the board the recommendations of his/her faculty or faculty council on matters of curriculum and other matters falling under faculty jurisdiction," and

WHEREAS, Consideration of Bylaws 8.6 and 11.4.A. in conjunction do not allow a President to unilaterally promulgate changes in admissions requirements for his/her college, therefore

BE IT RESOLVED, That any recommendation on requirements for admission of students to his/her college without the full approval of his/her faculty or faculty council is arbitrary and capricious, and

BE IT FURTHER RESOLVED, Such arbitrary and capricious actions by the Presidents shall be rejected by the Chancellor as violations of the Bylaws of the Board of Trustees of City University of New York.

UNANIMOUSLY ADOPTED FEBRUARY 13, 1998, by

THE CUNY COUNCIL OF FACULTY GOVERNANCE LEADERS

UNANIMOUSLY ADOPTED FEBRUARY 18, 1998, by

THE FACULTY SENATE of JOHN JAY COLLEGE OF CRIMINAL JUSTICE

**Table 3**  
**Fall 1996 Regular Entering Freshmen**  
**High School Average by Remedial Placement**

Remedial Placement	N	Not Known	High School Average										80+		
			< 60	60-61	62-64	65-66	67-69	70-71	72-74	75-76	77-79				
C101/E99/M100	84	24	1	1	2	8	7	13	4	4	7	13	4	4	7
C101/E100/M100	11	2					2					5			2
C101/E99/M103	86	15			5	3	12	17	5	4	9	16	5	4	9
C101/E100/C103	14	3			1	1	3	2				3	1		
C102/E99/M100	72	15			5	3	10	12				12	7	4	4
C102/E99/M103	146	19			5	11	16	33				27	15	7	13
C102/E100/M100	18	3		1		1	2	3				4	3		1
C102/E100/M103	59	10	1			1	5	5				11	11	7	8
C101/E99	22				1	2	2	3				7	4	1	2
C101/E100	2											2			
C102/E99	54	4			1	3	8	5				10	7	7	9
C102/E100	22	2					2	2				4	3	3	6
E99/M100	11	3						5				1	2		
E99/M103	21	2				4	2	3				4	3	3	
E100/M100	51	8				1	8	13				6	6	4	5
E100/M103	133	18			1	3	21	19				24	27	8	12
E99	18						2	3				1	5	2	5
≤100	111	5				2	7	10				21	23	11	32
M100	29	5			1			9				5	3	3	3
M103	225	40		2	2	6	19	19				28	44	23	42
NO REMEDIATION	242	15		1	1	2	15	17				24	34	38	95
<b>TOTAL</b>	<b>1431</b>	<b>193</b>	<b>2</b>	<b>5</b>	<b>25</b>	<b>51</b>	<b>143</b>	<b>193</b>	<b>228</b>	<b>207</b>	<b>255</b>	<b>228</b>	<b>207</b>	<b>129</b>	<b>255</b>
<b>PERCENT</b>		<b>(13.5)</b>	<b>(.1)</b>	<b>(.3)</b>	<b>(1.7)</b>	<b>(3.6)</b>	<b>(10.0)</b>	<b>13.5)</b>	<b>(15.9)</b>	<b>(14.5)</b>	<b>(9.0)</b>	<b>(15.9)</b>	<b>(14.5)</b>	<b>(9.0)</b>	<b>(17.8)</b>

**ATTACHMENT B - PART II**

**Table 4**  
**Fall 1990, 1991, 1992 Regular Entering Freshmen**  
**Mean Credits Earned by Fall 1996**  
**by Remedial Placement and High School Average**

Remedial Placement	N	N Known	Mean Credits Earned by Fall 1996 by High School Average											Overall Mean Credits	N=3164
			< 60	60-61	62-64	65-66	67-69	70-71	72-74	75-76	77-79	80+			
		N=2	N=3	N=13	N=64	N=110	N=253	N=554	N=433	N=540	N=408	N=501			
C101/E99/M100	195	25.0	51.0	40.8	30.5	27.0	23.1	21.4	47.6	20.2	34.5	52.3	28.3		
C101/E100/M100	13	21.0	12.0		12.0			14.6	0.0	58.0	26.0		22.3		
C101/E99/M103	86	37.0			34.4	59.8	37.6	69.5	37.6	52.1	56.2	61.6	50.6		
C101/E100/M103	17				40.2	40.2		41.8	17.5	10.2	67.0		34.1		
C102/E99/M100	142	33.7		15.0	4.4	35.9	20.0	12.0	41.6	22.2	25.0	40.5	25.9		
C102/E99/M103	142	38.6	31.0		35.0	10.9	42.3	27.8	54.3	49.1	54.5	47.6	42.3		
C102/≤100/M100	27	10.0					11.8	33.2	26.2	42.0	33.2	27.3	28.8		
C102/≤100/M103	52	46.8				7.0	59.8	21.2	68.8	35.0	66.5	42.7	49.2		
C101/≤99	17					21.0	27.5		119.0	48.2	59.0	61.2	54.1		
C101/≤100	7	54.5					118.0	117.0	42.0	70.0			75.1		
C102/E99	33	52.7					54.0	68.3	73.5	46.1	66.9	94.2	64.3		
C102/≤100	19	0.0				24.0	130.0	6.0	27.5	22.8	53.2	97.2	50.6		
E99/M100	78	23.7			14.3	15.5	20.7	22.3	52.2	27.2	26.5	28.7	24.8		
E99/M103	108	30.9	52.0	6.0		67.3	43.5	17.5	48.8	45.2	68.2	61.0	43.1		
E100/M100	270	37.0		10.0	29.0	16.6	29.3	20.9	39.8	33.5	46.0	43.9	30.7		
≤10/M103	520	46.8		7.3	38.1	34.3	37.8	37.7	53.6	44.8	52.1	61.5	46.5		
E99	44						3.5	45.6	49.5	46.3	95.6	46.8	52.8		
E100	202	62.8		0.0	55.7	37.5	49.6	30.5	57.3	53.8	51.6	74.1	56.8		
M100	172	64.7			46.2	36.1	29.2	24.6	42.6	26.1	45.9	57.3	38.4		
M103	573	48.3			33.3	27.9	45.2	38.6	54.2	43.3	59.0	54.2	49.0		
NO REMEDIATION	447	60.0			69.8	3.0	48.3	56.3	54.9	52.2	64.0	68.6	60.9		
<b>TOTAL</b>	<b>3150</b>	<b>44.0</b>	<b>44.7</b>	<b>19.5</b>	<b>33.1</b>	<b>30.0</b>	<b>34.8</b>	<b>31.0</b>	<b>51.1</b>	<b>41.7</b>	<b>55.0</b>	<b>61.7</b>	<b>45.2</b>		

NOTE: \* 'Not known' includes students with no high school average reported or those without enough academic units to compute a high school average.  
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