

Faculty Senate Minutes #194

John Jay College of Criminal Justice

February 9, 2000

3:15 PM

Room 630 T

Present (25): Erica Abeel, C. Jama Adams, Shevaletta Alford, Marsha Clowers, Edward Davenport, Kirk Dombrowski, P.J. Gibson, Amy Green, Lou Guinta, Karen Kaplowitz, Kwando Kinshasa, Maria Kiriakova, Stuart Kirschner, Sandra Lanzone, Tom Litwack, Amie Macdonald, James Malone, Emerson Miller, Patrick O'Hara, Rick Richardson, Lydia Rosner, Lydia Segal, Carmen Solis, Katherine Stavrianopoulos, Marny Tabb

Absent (10): Luis Barrios, Anthony *Carpi*, James Cauthen, Janice Dunham, Marlene Goldstein, Edward Green, Andrew Karmen, Gavin Lewis, Jacqueline Polanco, Agnes Wieschenberg

AGENDA

1. Announcements from the chair
2. Adoption of Minutes #193 of the December 10, 1999, meeting
3. Discussion of the agenda of the February 10, 2000, College Council meeting
4. Discussion of a formal Board of Trustees proposal to tier the University
5. Report on the planned Senate-sponsored debate between the two candidates for PSC President
6. Report on the 2000-2001 State Executive Budget Recommendations

1. **Announcements from the chair** [Attachment A & B]

New Senators were welcomed: Professor Lydia Rosner, now representing the Sociology Department, and Professor Marny Tabb, now representing the English Department,

Written announcements were provided [Attachment A.] A proposal for John Jay's 5-year Writing Across the Curriculum/Writing in the Disciplines program was submitted to 80th Street on December 17, 1999: all colleges were required to submit a 5-year plan by that date. Copies of the 13-page proposal provided to the Senate. [See Attachment B for the summary page of the document; copies of the entire proposal are available from the Senate Office and from the Provost's Office.]

2. **Adoption of Minutes #193 of the December 10, 1999, meeting**

Minutes #193 of the December 10, 1999, meeting were adopted by a motion made and carried.

3. Discussion of the agenda of the February 10, 2000, College Council meeting

President Kaplowitz reported that she has received a number of calls from faculty about a proposal for a new course that is on the agenda of the next day's College Council meeting for approval by that body, having been approved by the Curriculum Committee in December. The course, which is proposed by the Department of Physical Education and Athletics, is "Pistol Shooting." She reported that she had informed the Physical Education Department's representative to the Senate and College Council that this would be discussed at today's Senate meeting and the departmental representative had expressed gratitude at having been alerted to the fact but is ill and can not attend today's meeting.

Senator James Malone questioned whether a pistol shooting course is appropriate for John Jay. He said he is not clear about the course's academic merit. Senator Pat O'Hara called the course title an unfortunate choice but said that studying the history of pistol shooting and the responsible handling of pistols does not seem inappropriate, and he urged faculty to not have a reflexively negative reaction.

Senator Lydia Rosner asked whether the Senate usually discusses course proposals since they have been approved by the Curriculum Committee. President Kaplowitz explained that at each Senate meeting immediately prior to the College Council, the Senate's agenda always includes discussion of the College Council agenda. She said there is not always anything substantive to discuss but it is always a Senate agenda item for several reasons: in this way departmental representatives can explain their department's reasons for a proposal; faculty can discuss and become informed about Council agenda items from a faculty perspective and from a perspective provided by faculty from all departments and disciplines; and the Faculty Senate has eight at-large representatives to the College Council and those representatives need to know the thinking of the Senate about items they will have to vote on. She said that in this case several faculty have specifically requested a discussion about this item.

Senator Rick Richardson said that the College does offer other 1-credit sports courses and that pistol shooting is an Olympic sport. Senator Kwando Kinshasa asked about the course's use of air pistols rather than live ammunition. Senator Lou Guinta explained that the Curriculum Committee had discussed the OSHA [Occupational Safety and Health Agency] implications: live ammunition creates a high level of lead pollution. He added that most police departments are now using lasers when training officers to shoot. Senator Kinshasa questioned the value of this course to the College's curriculum. He quoted the proposed course description as it would appear in the College bulletin were it to be approved: "Pistol Shooting. This course is an introduction to the historical, legal, and political issues associated with the pistol as well as an introduction to the basic handling of the pistol in order to develop the proper attitude for using a pistol safely and to develop skills in shooting and marksmanship." He suggested that the use of pistols is something that is far more appropriate for the Police Academy to teach than John Jay College and also said that the historical, legal, and political issues belong in a police science course or in a government, sociology, or law course.

Senator Malone said there are theory-based sports, that merit courses for academic credit, and then there are club activities, which is where pistol shooting should be relegated. He noted that John Jay does have a pistol shooting club and questioned, therefore, the need for this course. President Kaplowitz noted that our other sports courses have health benefits, such as aerobic activity. She added that the credentials of the proposed instructor, whose certification as a pistol instructor is by the National Rifle Association, and the required textbook listed in the proposal, Handbook of the NRA, are troubling. She suggested that if pistol shooting were to be a course, it would be more appropriate as a continuing education course rather than as part of the curriculum for a degree: she noted that John Jay does offer continuing education courses. Senator Jama Adams said this proposal is a problem only if we view a pistol as a lethal weapon; if we view pistol shooting a leisure activity, as a sport, if we take out the emotional meaning that people have about pistols, this becomes a non-issue. Senator O'Hara agreed that

this issue pushes buttons and that individuals will vote their conscience.

Senator Kinshasa, quoting from two sections of the course proposal (items #10a and #14), expressed his concern that the proposal is really a camouflaged and unstated plan to put a live-ammunition course on the books and to eventually offer a course using live ammunition.

President Kaplowitz called the discussion very helpful for those of us on the College Council because it will aid us in finding ways to propose improvements in the title and description of the course if there is consensus that the course should be approved. The outcome will be reported to the Senate.

4. Discussion of a formal Board of Trustees proposal to tier the City University of New York [Attachment C]

President Kaplowitz reviewed a document that will soon be voted on by the CUNY Board of Trustees to formally tier the University [Attachment C]. The tiering proposed in this document is in the form of presidential salaries only. According to the proposal John Jay will be in Tier 2. Although Chancellor Goldstein has said that only presidential salaries will be affected by the tiering, there is the potential for other, later consequences. President Kaplowitz noted that John Jay could possibly change to meet Tier 1 criteria by continuing to increase our focus on graduate education but that would require a very serious discussion of our mission, our resources, and our values as an institution.

She also noted the fact that presidential salaries are to be set, within the range provided for each tier, according to each president's performance and that all individuals on the executive pay plan (deans and above) are also to be evaluated according to performance indicators:

1c. Performance

The William M. Mercer, Inc., consulting group which participated in structuring the new Executive Compensation Plan will develop, in concert with the Chancellor, a set of recommended performance indicators that will be used to evaluate all executive personnel on an annual basis. These indicators will vary slightly based on the type of position, the level of responsibility and the range of duties. Future salary increases will be determined by individual performance as measured by these indicators.

[Attachment C - p. 2]

Chancellor Goldstein has told the University Faculty Senate's budget committee that he will be meeting with each campus president yearly to hear how each president wants to be evaluated that year and he would then develop, with each president, a set of goals for the year. He explained that presidents could choose to consult with the faculty leadership, or with their top administrators, or with no one: it is up to a president how she or he develops performance goals to propose to the Chancellor. President Kaplowitz suggested that the Senate consider recommending to President Lynch that he consult with the faculty in developing his proposed performance criteria. Senator Litwack said that to the extent that the College's funding would be determined by those performance measures it would be appropriate to do so but since those measures are to be used solely to evaluate the President's performance and the President's salary, it is not appropriate to do so. President Kaplowitz suggested a hypothetical situation in which a president's goal for his or her own evaluation could be a project or projects requiring a large portion of the College's non-tax levy monies which could otherwise be used for reducing class size, purchasing books for the Library, hiring tutors for students, and so forth. She also pointed out that a president's personal performance indicators might be goals which it will be up to the faculty to make happen. Thus these goals must be based on reality and would benefit from faculty consultation.

Senator Guinta said that he doubts that Chancellor Goldstein will allow the Presidents to set their own agendas, but that he will, instead, micro-manage decisions about performance criteria. He suggested that we inform the President that we are aware of this situation and that we would like to be involved. President Kaplowitz clarified that the Chancellor said that after hearing a president's proposals for self evaluation, he would, in fact, negotiate with each president the goals or performance measures by which the president will be evaluated.

She also said that the presidents have been asked to nominate College programs for consideration as flagship programs which will then be evaluated to determine if they merit this designation. President Lynch indicated at the last Town Hall Meeting that he is considering nominating the Forensic Psychology program. Each college is expected to nominate several of its programs for consideration.

Senator Kinshasa said that he has heard that the presidents are being required to increase student enrollment: he asked if this is true. President Kaplowitz said that her understanding is that this is true. When the Board of Trustees in June presented its amendment of the CUNY Master Plan to the Board of Regents to end remediation in all baccalaureate degree programs, the Board supported its request to the Regents with charts and data arguing that if the policy is not approved, CUNY's enrollment will decline, but if the policy eliminating remediation is approved, enrollment will steadily increase after the first year. Accompanying these data and charts was a document explaining the various initiatives that will be implemented to increase enrollment through enhanced recruitment and enhanced retention of students. Now the presidents have to make the Board's projections of increased student enrollment a reality. The Regents voted to review enrollments and other consequences of the policy in two years.

Senator O'Hara said that if the President is going to decide on performance tasks which the faculty may be asked to perform, there ought to be consultation with the faculty about this. Senator Litwack said he now agrees with President Kaplowitz and with Senator O'Hara that consultation is needed if faculty are going to have to produce the performance on which the President is to be evaluated.

Senator Marny Tabb criticized the tiers as not making sense: the real issue, she said, seems to be one of status. President Kaplowitz agreed, noting that the president of a very large and complex community college might have a more daunting job than the president of a very small senior college and yet the tiering and the salaries connected to the tiers do not admit to that possibility. She noted that although the Chancellor has said that the tiering is for presidential salaries only, the Vice Chair of the Board of Trustees, Benno Schmidt, said at the Board committee where this proposal was just approved, that this structure will now allow for differential salaries for faculty. Of course, she added, salaries are a contractual matter, but the contract is about to be up for renegotiation. She said that the tiering also opens the possibility of formally – instead of historically – differentiated allocation of college budgets. But, she added, Chancellor Goldstein and Budget Vice Chancellor Brabham have consistently and adamantly stated the necessity of redressing fiscal inequities as has the Board's Fiscal Committee.

The Senate unanimously directed the Executive Committee or the Senate President on its behalf to consult with President Lynch and/or with Provost Wilson about tiering, presidential performance indicators, and flagship program designations.

5. Report on the planned Faculty Senate-sponsored debate between the two candidates for PSC President

Both Professor Richard Boris (York College) of the Unity Caucus and Professor Barbara Bowen (Queens College) of the New Caucus have accepted the Faculty Senate's invitation to debate at John Jay

on March 13. However, the two caucuses have been unable to agree on guidelines for any debate and, thus, it is possible that no debates will take place. President Kaplowitz said she responded to this information by offering the guidelines that John Jay's Faculty Senate developed three years ago for a PSC election forum: the forum was informative and civil. She offered the guidelines to both caucuses to adopt as their own and said representatives of both caucuses had been impressed by the guidelines.

Senator Edward Davenport said the proposed forum is very important to the future of faculty in this University because statements from the Board Vice Chair and the document that bears his name, the Schmidt Report, make it clear that he, and probably others, may be trying to sideline the faculty union and the progress of negotiated salaries and, thus, we need to ask the candidates what their plans are for meeting an attack on faculty unions and faculty governance should such an attack take place.

6. Report on the 2000-2001 State Executive Budget recommendations for CUNY [AttachmentD]

President Kaplowitz reported on the Governor's budget proposal for CUNY, a *summary* of which is provided in a chart [AttachmentD]. The Governor is proposing a \$28.2 million increase over this year's budget, which comprises an increase of \$19.2 million in the operating budget and a \$9 million appropriation for academic support services (the latter to be transferred from the State Education Department). The \$19.2 million is actually a net increase resulting from an increase of \$23.8 million for collective bargaining and other mandatory cost increases (\$19.7 million) and support for the new building for the Graduate School and University Center (\$4.1 million), offset by a decrease of the \$4.6 million that had been added to this year's budget by the State Legislature for full-time faculty, special programs (SEEK and College Discovery), and child care.

The Governor's proposal for financial aid calls for a reduction in TAP [Tuition Assistance Program] of \$40 million, based on a claim that because of the economic improvement of the population fewer people are availing themselves of TAP and, therefore, there is a \$40 million reduced need for it. The budget recommends a pilot program for TAP for part-time students and also recommends a change in TAP eligibility which would make students ineligible for TAP at any college or university in the State of New York if they leave any institution of higher education in poor academic standing and are accepted in good standing as transfer students at another college or university in *NY S* or if they re-enroll and meet a college's admission requirements after an absence of at least a year. Senator Litwack said that the proposed change in TAP eligibility would never be approved by the Legislature. President Kaplowitz said that is probably true but it means one more thing for the Legislature to have to prevent and that takes away from the Legislature's focus on the need for 100% TAP coverage – students can receive no more than 90% tuition assistance now – and full-time faculty lines and so forth. The proposal reflects a hostility toward students who need tuition assistance.

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

Respectfully submitted,

Edward Davenport
Recording Secretary
&
Amy Green
Vice President

Announcements from the chair

Faculty retirements announced

Frederick Rusch - English
Robert Sullivan - Government
Isidore Silver - History
Jesse Lemisch - History
Nancy Guadaloupe - SEEK
Carmen Vega - SEEK
Marlene Park - *Art*, Music, Philosophy (*Art*)
Irene Gordon - *Art*, Music, Philosophy (*Art*)
Robert Bonn - Sociology
Alan Goldstein - Psychology
Susan Oyama - Psychology
Fred Wright - Psychology

Debate sponsored by the Senate between PSC presidential candidates set for March 13

The two candidates for president of the PSC will debate on Monday, March, 13,2000, at 3:15 PM in Room 203 T. The sponsor of the event is John Jay's Faculty Senate. The two candidates are Professor Barbara Bowen (Queens College), who heads the New Caucus slate, and Professor Richard Boris (York College), who heads the Unity Caucus slate. Ballots will be mailed to all PSC members on April 3. Professor Karen Kaplowitz will serve as moderator of the debate. The Faculty Senate sponsored a debate between the two candidates of the last PSC presidential election, three years ago. Prior to that, there had been no University-wide PSC contested elections, at least not during the Faculty Senate's existence.

Faculty Senate calendar for the spring semester

Wednesday, February 9	Wednesday, April 5
Thursday, February 24	Tuesday, April 18
Wednesday, March 9	Friday, May 5
Thursday, March 22	First meeting of 2000-2001 year: Thursday, May 25

College Council calendar for the spring

Thursday, February 10	Thursday, April 13
Tuesday, March 14	Wednesday, May 10

UFS election results announced

Professors Haig Bohigian and Jane Davenport were re-elected to 3-years terms, beginning May 2000, as delegates to the University Faculty Senate. Professors Edward Davenport and Ned Benton were re-elected to one-year terms as alternate delegates. The other delegates are: Holly Clarke (adjunct delegate), Diane Hartmus, Karen Kaplowitz, and Maria Rodriguez.

UFS alternate delegate position open for Spring 2000 semester

Nominees are needed to fill a delegate position on the University Faculty Senate during the Spring semester. The UFS meets once a month, through May, on a Tuesday evening, from 6:30 - 9 PM, at a campus in Manhattan (usually the Graduate School on 34th Street and 5th Avenue). Please let Karen Kaplowitz know if you are willing to serve or make recommendations to her: she is the liaison between the John Jay delegation and the UFS. (The one-semester vacancy is the result of sudden changes in teaching schedules necessitated by from faculty retirements.)

Curriculum Committee discussion of two Faculty Senate proposals

At its Friday, February 4, 2000, meeting, the Curriculum Committee discussed the Senate's request that the Curriculum Committee consider proposing that students automatically receive on-route associate degrees when they meet all degree requirements: students meeting the associate degree requirements would receive a letter informing them that they will receive the associate degree unless they write to the College to decline the degree. Currently students must apply for the degree and most do not do so usually because they do not know they have met the degree requirements. The Senate had also requested that the Curriculum Committee consider developing an associate degree in liberal arts, which would comprise in large part the College's liberal arts requirements for the baccalaureate degree. Associate Provost Kobilinsky reported that, as he had been directed to do by the Curriculum Committee in response to the Senate's second proposal, he conferred with the CUNY Central Administration which assured him that a proposal from John Jay for an associate's degree in liberal arts would be favorably received.

A discussion revealed strong support for both proposals: no one spoke in opposition to either proposal. Professor Kaplowitz explained the reasons behind the Senate's proposals: the extremely low numbers of associate degrees we grant each year (approximately 35 or 40), especially compared to our large number of associate degree students; the comments by Chancellor Goldstein and Board of Trustees Chair Herman Badillo about low associate degree graduation rates, in general, and John Jay's, in particular; the benefit to our students; the increasing emphasis at CUNY on performance measures and performance based funding, with graduation rates a key performance indicator; the potentially vulnerable position of John Jay's associate degree program if we do not improve graduation rates (especially because Manhattan is home to five CUNY colleges); the articulation that an associate's in liberal arts would provide with all baccalaureate degree programs but especially with our degree programs in Justice Studies, Forensic Psychology, and Forensic Science, as well as with baccalaureate degree programs outside John Jay.

Many spoke in support: Professor Robert Panzarella (Law & Police Science), co-author of the new associate degree in criminal justice; Professor Jose Luis Morin, who cited our mission statement; Professor Robert Crozier, who cited the pass rates on the new proficiency exam as another argument in favor: associate degree students will need a 3 to pass while baccalaureate degree students will need a 4 (out of 4) to pass.

Curriculum Committee members were asked to speak with their departments about the proposal to develop an associate degree in liberal arts and report back at the next Curriculum Committee meeting. In the meantime, Professor Kaplowitz and Dean Saulnier agreed to develop language for consideration by the Curriculum Committee at its next meeting on the proposal for granting on-route associate degrees since this proposal can be acted upon and implemented very quickly and is an internal College policy that needs approval by the College Council only.

Phase II update

The Dormitory Authority of **NY S (DASNY)** has approved John Jay's and CUNY's request to condemn the land contiguous to T Building for purchase for John Jay's Phase II. There is now a 30-day appeal period during which the owner can challenge DASNY's decision. After 30 days, the issue goes before the court which rules on ownership of the title and the purchase price.

North Hall improvement update

80th Street has just allocated \$1.5 million to John Jay to rebuild North Hall's two auditoriums – Rooms 1311 and 4203 – as well as to build a new science lab and 4 new classrooms. In addition, all the air ducts in North Hall will be cleaned.

New faculty ID cards required

Because of the new security system being installed, all faculty must obtain a new ID cards, which students have already received. The new “smart” cards work in proximity to the turnstiles and do not have to be swiped and Social Security numbers are encoded but not printed on the card.

Zackery Carter to give Lloyd Sealy Lecture February 17

The annual Lloyd Sealy Lecture, named in honor of a former chair of the Department of Law & Police Science, will be given by Zackery Carter, the former US. Attorney for the Southern District, at 5 PM on Thursday, February 17, in the Theater.

Controller Carl McCall to be Malcolm/King Keynote Speaker February 25

NY S Controller Carl McCall will give the keynote speech at the annual Malcolm/King Breakfast on Friday, February 25, at 9:30 AM, in the Cafeteria.

Nominees invited for the 3 at-large P&B positions

The College Personnel & Budget Committee comprises the chair of each academic department, four administrators, two students, and three at-large faculty, elected by the full-time faculty. The P&B votes on reappointment, tenure, and promotion of full-time faculty as well as budget matters. Nominations are made by the faculty members on the College Council: this is an agenda item for the February 10 College Council meeting. Full-time faculty wishing to be nominated should inform a faculty member on the College Council prior to February 10.

Better Teaching Seminars

The Faculty Senate’s 26th semester of Better Teaching Seminars includes:

- * **February 17: Preventing and Dealing with Student Plagiarism and Academic Cheating.**
Panelists: Professors Janice Dunham, Karen Kaplowitz, and Joseph O’Brien.
- * **April 6: Co-sponsored with the Women’s Studies Committee: Women in the Uniform Services: Issues and Opportunities for John Jay Students and Faculty.** Panelists: Lieutenant Brenda Berkman, NYFD, President, United Women Firefighters; Detective Julia Koniosis, President, Policewomen’s Endowment Association; Sergeant Suzanne Murray, NYPD, Police Academy, Department of Behavioral Sciences; Professor Dorothy M. Schulz (Law, Police Science, & CJ Adm).
- * **May 18: How to be a Successful Applicant to Law School.** Panelists include Professor Christopher Morse (Law & Police Science), moderator; Professor Lydia Segal (Law & Police Science); Professor Jose Luis Morin (Acting Chair, Puerto Rican Studies); Professor Peter Sylver (John Jay alumnus, adjunct member of the English Department teaching Writing for Legal Studies, and newly appointed Dean for Admissions at Hofstra School of Law); Dean George Best; and John Jay graduates currently attending law school. The event will be videotaped for those unable to attend and will be available, with equipment for viewing, in the Reserve Room of the Library under the heading “Law School: #8.” Videotapes of previous panels, featuring different faculty and different law school students, are also on Reserve under the heading of “Law School: #1 - #7.”

John Jay College 5-Year WID/WAC Plan

Y1: 1999-2000

1. Convene WID Committee, review policy and plan for improving its implementation.
2. Begin development of guidelines for Writing Intensive (WI) courses
3. Target WI courses, faculty and sections for Fall 2000
4. Continue WI core courses with Writing Fellows.
5. Identify faculty coordinators
6. Conduct Faculty Development Day on March 10 on Critical Thinking, with Dr. Richard Paul; an additional all-day seminar with Dr. Paul on 3/11 with smaller cadre of faculty in WI and Outcomes Assessment in Major.

Y2: 2000-2001

1. Monitor policy with review of syllabi
2. Refine guidelines for WI courses
3. Implement new WI sections in core, major, and general curriculum
4. Continue WI courses with W Fellows and in TSP Program
5. Conduct 2-day Summer Workshop for WI and WAC faculty
6. FD Coordinators begin FD program for academic year, with topics, leaders and dates identified
7. Wfellows continue to assist in WI core courses
8. Graduate Assistants help with WI courses in general curriculum; receive training with Writing Center Director.

Y3: 2001-2002

1. Continue monitoring WAC policy for compliance
2. Formalize WI guidelines
3. Continue WI implementation with additional sections and faculty
4. Begin discussion on adding a 2nd course in the major as WI
5. Explore uses of new media in WI courses
6. Conduct 2-day Summer Workshop for WI and WAC faculty
7. Consider Center for Writing and Critical Thinking as umbrella for WID faculty development activities.
8. Writing Fellows contribute to technology effort in WI courses

Y4&5: 2002-2004

1. Develop new WID policy with graduation requirement of 5 courses (Y4)
2. Implement a second course in each major as WI (Y4)
3. Begin discussions of exit criteria for WI courses that is articulated across 100-400 levels; in Y 5, develop explicit criteria for all WI courses.
4. Incorporate technology/new media in each WI course (Y4)
5. Prepare publication *Quick Wits and the New Media (Y4)*.
6. Plans developed for Center for Writing and Critical Thinking; increase outreach to faculty and their participation rates

ATTACHMENT B

WAC Policy

Writing Intensive Courses

Faculty Development

Writing Fellows

Writing Center

Research

9. Continue training of tutors and grad assistants
10. Refine and enrich WC web page
11. Develop more refined reporting and feedback systems for W Center and faculty
12. Begin collecting writing samples and develop scoring protocols; continue questionnaires of satisfaction with WI and WAC.
7. Implement new WID policy for all students at John Jay (Y5)
8. Disseminate results of surveys; continue assessment of writing; review methods of assessment
9. Prepare overall assessment report on WID

E. Modifications

On the basis of material gathered from the Mercer review along with the Alabama Survey of Administrative Salaries Report and CUNY surveys, a recommendation to modify the structure of the current Executive Compensation Plan and the associated salaries has been developed. The restructuring of the salary plan establishes, for the first time in CUNY, a tiering of the colleges into four groupings that are similar in nature to the SUNY campus groupings and which correspond roughly to the Carnegie classifications for institutions of higher education. Further, the new structure represents a true performance-based compensation structure. Increases in salary will be based on evaluations of performance and goal attainment as determined by the Chancellor or President (in the case of campus executives). There are no automatic increases as a result of this change. All salary improvements are driven by and subject to a performance review. Campus or system funds will absorb all performance-based increases recommended in the future. Similarly, funds for Presidential severance upon retirement, as well as future housing allowance increases will be absorbed by the colleges or the Chancellory.

1. Structure:

1a. Tier Differential

Under the plan, each CUNY college will be placed into one of four groupings based on the following criteria:

- ◆ Ratio of doctoral faculty to full-time faculty
- ◆ Percentage of enrollment in graduate programs
- ◆ Percentage of degrees awarded in graduate programs
- ◆ Five-year average headcount enrollment
- ◆ Complexity of regular as well as professional programs at undergraduate and graduate levels

Campuses placed in the first CUNY grouping, **Research**, have on average 35 percent of degrees awarded in graduate programs. The CUNY Graduate School and University Center awards approximately 300 doctorates annually, and much of that instruction ~~is~~ delivered on these campuses. Enrollment in graduate programs in this tier of **CUNY** campuses is 24.7%, comparable to the SUNY University Center average of 27.5% .

Campuses in the second grouping, **PhD/Master's /Baccalaureate**, are somewhat smaller than those in the first grouping, with headcount enrollments between 8,000 and 12,000 students. These campuses have a lower level of involvement in the doctoral programs and a lower level of external funding for sponsored programs. However, they maintain significant graduate degree programs at the Master's level and a complex array of undergraduate programs.

The third grouping, **Baccalaureate/Associate** includes four-year colleges that do not offer programs at the graduate level and/or enroll a substantial number of students in associate degree programs.

The fourth grouping, **Associate**, comprises the community colleges of the CUNY system.

Based on the above, the CUNY campuses will be grouped in the following manner:

Research Campuses: Baruch College, Brooklyn College, The City College, Hunter College, The Graduate School and University Center, Queens College.

Phd/Master's/Baccalaureate Campuses: John Jay College of Criminal Justice, Lehman College, the College of Staten island.

Baccalaureate/Associate Campuses: Medgar Evers, New York City Technical College, York College.

Associate Campuses: Borough of Manhattan Community College, Bronx Community College, Kingsborough Community College, Queensborough Community College, LaGuardia Community College, Hostos Community College.

1b. Change to Titles included in the plan

The salary plan reflects the inclusion of the Assistant Dean/Administrator titles that are currently compensated with REMs. Incorporating these titles within the ECP completes the migration of key executives from REM status to the ECP as originally contemplated in the 1982 proposed Executive Compensation Plan.

Further, the plan identifies "Secretary of the Board" and "Senior Vice Chancellor" as unique titles with corresponding salaries/ranges. The title of Executive Vice Chancellor has replaced the title of Deputy Chancellor.

1c. Performance

The William M. Mercer, Inc., consulting group which participated in structuring the new Executive Compensation Plan will develop, in concert with the Chancellor, a set of recommended performance indicators that will be used to evaluate all executive personnel on an annual basis. These indicators will vary slightly based on the type of position, the level of responsibility and the range of duties. Future salary increases will be determined by individual performance as measured by these indicators.

2. Salary

The salary revisions reflect consideration of a number of sources: the Mercer

ATTACHMENT C - p. 3

compensation review, an examination of salaries paid to executives at peer institutions, the Alabama Survey of Administrative Salaries (1998-99), the tiered ranges in effect at SUNY, and market advice received from presidential recruitment firms.

2a. Presidential Salaries:

I.	Research campuses:	\$136,661 - \$201,000	
II.	PhD/Master's/Baccalaureate campuses	\$129,000 - \$177,500	
III.	Baccalaureate/Associate campuses	\$124,500 - \$162,000	127,500 =
IV.	Associate campuses	\$124,500 - \$162,000	168,000 [revised]

The overlap between tiers for Presidential salaries allows individual salaries to be based upon several factors, including differing levels of experience among presidents, varying performance review results, and significant differences in market requirements. Within each tier, the salary of a newly recruited president will be determined by his/her background, skill and experience, degrees held, academic accomplishments, special qualifications germane to that presidency, the position held at the time he/she was hired by **CUNY** and market conditions. Another factor to be considered would be the size of the CUNY college compared to the institution from which the candidate moved.

To determine an appropriate salary level for sitting presidents, the individual's performance while in office will be reviewed, relying in part on a number of indicators that measure how well the institution he/she heads is achieving its mission. The president's performance as it pertains to fiscal and academic management and his/her relationships with students, faculty and staff will also be reviewed.

2b. The Chancellor and Central Office Executive Positions

Chancellor	\$250,000 \$350,000
Executive Vice Chancellor	\$145,000 \$224,500
Dean of the Medical School	\$142,000 \$203,000
Dean of Law School	\$138,000 \$199,000
Senior Vice Chancellor	\$124,000 \$192,000
Vice Chancellor	\$116,964 \$182,000
Secretary of the Board	\$100,500 \$156,000
University Dean/University Administrator	\$ 94,500- \$146,000
University Assoc. Dean/Univ. Assoc. Admin	\$ 77,500- \$120,000
University Asst. Dean/Univ. Asst. Admin	\$ 66,500- \$103,000

The salary range for the Chancellor reflects the pay range recently approved for the Chancellor of SUNY. Other Central Administration position salaries reflect

compensation review, an examination of salaries paid to executives at peer institutions, the Alabama Survey of Administrative Salaries (1998-99), the tiered ranges in effect at SUNY, and market advice received from presidential recruitment firms.

2a. Presidential Salaries:

I.	Research campuses:	\$136,661 - \$201,000	
II.	PhD/Master's/Baccalaureate campuses	\$129,000 - \$177,500	
III.	Baccalaureate/Associate campuses	\$124,500 - \$162,000	127,500 -
IV.	Associate campuses	\$124,500 - \$162,000	168,000 [revised]

The overlap between tiers for Presidential salaries allows individual salaries to be based upon several factors, including differing levels of experience among presidents, varying performance review results, and significant differences in market requirements. Within each tier, the salary of a newly recruited president will be determined by his/her background, skill and experience, degrees held, academic accomplishments, special qualifications germane to that presidency, the position held at the time he/she was hired by CUNY and market conditions. Another factor to be considered would be the size of the CUNY college compared to the institution from which the candidate moved.

To determine an appropriate salary level for sitting presidents, the individual's performance while in office will be reviewed, relying in part on a number of indicators that measure how well the institution he/she heads is achieving its mission. The president's performance as it pertains to fiscal and academic management and his/her relationships with students, faculty and staff will also be reviewed.

2b. The Chancellory and Central Office Executive Positions

Chancellor	\$250,000 - \$350,000
Executive Vice Chancellor	\$145,000 - \$224,500
Dean of the Medical School	\$142,000 - \$203,000
Dean of Law School	\$138,000 - \$199,000
Senior Vice Chancellor	\$124,000 - \$192,000
Vice Chancellor	\$116,964 - \$182,000
Secretary of the Board	\$100,500 - \$156,000
University Dean/University Administrator	\$ 94,500 - \$146,000
University Assoc. Dean/Univ. Assoc. Adrnin	\$ 77,500 - \$120,000
University Asst. Dean/Univ. Asst. Adrnin	\$ 66,500 - \$103,000

The salary range for the Chancellor reflects the pay range recently approved for the Chancellor of SUNY. Other Central Administration position salaries reflect

ATTACHMENT C - p. 4

I. THE CITY UNIVERSITY OF NEW YORK--EXECUTIVE COMPENSATION PLAN--SALARY RANGES

Title	Current salaries Effective 10/1/98	Salary Ranges
Chancellor	\$250,000 (effective 9/99)	\$250,000- \$350,000 *
Executive Vice Chancellor	\$153,898	\$145,000- \$224,500
Dean of Medical School	\$153,898	\$142,000- \$203,000
President**-	\$136,661	
Senior College I. Research		I. \$136,661- \$201,000
ii. PhD/MA/BA		II. \$129,000- \$177,500
iii. BA/AA		III. \$124,500- \$162,000
Community College		
IV. AA		IV. \$124,500- \$162,000
Dean of Law School	\$135,432	\$138,000- \$199,000
Senior Vice Chancellor	N/A	\$124,000- \$192,000
Deputy Chancellor	\$116,964	\$116,964- \$182,000
Secretary of the Board***	\$109,124	\$100,500- \$156,000
Senior Vice President	\$96,868- \$115,379	\$100,500- \$155,500
University Dean/University Administrator/Vice President	\$94,928- \$114,901	\$94,500- \$146,000
Dean/Administrator/Assistant Vice President	\$92,904- \$112,602	\$84,000- \$130,000
University Associate Dean/University Associate Administrator	\$91,166- \$104,844	\$77,500- \$120,000
Associate Dean/Associate Administrator	\$82,050- \$102,749	\$70,500- \$109,000
University Assistant Dean/ University Assistant Administrator****	N/A	\$66,500- \$103,000
Assistant Dean/ Assistant Administrator****	N/A	\$63,600- \$100,000

(Revised December 30, 1999)

*Salary range of the Chancellor modified to maintain parity with SUNY

**Senior College I: Research--Baruch, Brooklyn, City, Hunter, The Graduate School and University Center, Queens
 II: Phd/Masters/Baccalaureate--John Jay, Lehman, Staten Island
 III: Baccalaureate/Associate--Medgar Evers, NYC Technical, York
 Community College

IV: Associate--Borough of Manhattan, Bronx, Hostos, Kingsborough, LaGuardia, Queensborough

*** Formerly included with University Administrator title

**** University Assist. Dean/University Assist Administrator & Assist Dean/Assist Administrator titles were formerly REMs

Preliminary Analysis by the CUNY Budget Office of the 2000-2001 Executive Budget Rec.

	1999-2000 Adjusted Base Budget	Tots Change	2000-01 Request	2000-01 State Exec/ City Prelim Budget	Change from Adjusted	Change from Request
Colleges	612,302.0	22,971.6	635,273.6	629,160.0	16,858.0	(6,113.6)
Baruch	55,127.7	2,038.6	57,166.3	56,643.0	1,515.3	(523.3)
Brooklyn	69,653.8	2,863.5	72,517.3	71,686.0	2,032.2	(831.3)
City	68,137.4	2,413.1	70,550.5	69,774.0	1,636.6	(776.5)
-CWE	1,049.5	26.0	1,075.5	1,018.0	(31.5)	(57.5)
-Sophie Davis	7,392.8	200.5	7,593.3	7,660.0	267.2	66.7
Hunter	72,033.0	3,211.9	75,244.9	74,188.0	2,155.0	(1,056.9)
John Jay	34,266.3	1,372.2	35,638.5	35,118.0	851.7	(520.5)
Lehman	41,675.0	1,197.5	42,872.5	42,928.0	1,253.0	55.5
Medgar Evers	21,889.3	1,074.7	22,964.0	22,520.0	630.7	(444.0)
New York City Technical	40,513.2	1,654.2	42,167.4	41,437.0	923.8	(730.4)
Queens	67,053.2	2,480.1	69,533.3	69,186.0	2,132.8	(347.3)
Staten Island	47,004.9	1,837.2	48,842.1	48,581.0	1,576.1	(261.1)
York	24,950.3	665.1	25,615.4	25,779.0	828.7	(36.4)
Graduate School	53,357.8	1,309.9	54,667.7	54,242.0	804.2	(425.7)
Law School	8,197.8	427.1	8,624.9	8,400.0	202.2	(224.9)
Creating a Flagship Environment	6,291.0	11,150.0	17,441.0	4,411.0	(1,880.0)	(13,030.0)
Equipment/Supplies	0.0	2,500.0	2,500.0	0.0	0.0	(2,500.0)
Full-time Faculty	1,880.0	4,000.0	5,880.0	0.0	(1,880.0)	(5,880.0)
Faculty Support	0.0	1,000.0	1,000.0	0.0	0.0	(1,000.0)
Fellowships	0.0	1,500.0	1,500.0	0.0	0.0	(1,500.0)
Honors Academy	0.0	150.0	150.0	0.0	0.0	(150.0)
PSC Research Awards	2,903.0	0.0	2,903.0	2,903.0	0.0	0.0
Research Collection Development	341.0	0.0	341.0	341.0	0.0	0.0
Teacher Education	0.0	2,000.0	2,000.0	0.0	0.0	(2,000.0)
University Centers, Institutes, and Consortia	1,167.0	0.0	1,167.0	1,167.0	0.0	0.0
Supporting Academic Achievement	39,512.0	14,852.8	54,364.8	36,791.0	(2,721.0)	(17,573.8)
Advising/Counseling/Tutoring	0.0	6,000.0	6,000.0	0.0	0.0	(6,000.0)
Calandra Institute at Queens College	1,171.0	35.8	1,206.8	1,200.0	29.0	(6.8)
Child Care	2,030.0	0.0	2,030.0	1,230.0	(800.0)	(800.0)
City University Supplemental Tuition Assistance (CUSTA)	1,060.0	0.0	1,060.0	1,060.0	0.0	0.0
Collaborative Programs w/ NYC Board of Ed./College Now	5,200.0	5,000.0	10,200.0	5,200.0	0.0	(5,000.0)
Doctoral Student Waivers	0.0	1,000.0	1,000.0	0.0	0.0	(1,000.0)
Financial Aid Matching Funds	1,444.0	650.0	2,094.0	1,444.0	0.0	(650.0)
Freshman Year Programs	5,783.0	0.0	5,783.0	5,783.0	0.0	0.0
Language and Skills Immersion Programs	1,000.0	1,000.0	2,000.0	1,000.0	0.0	(1,000.0)
SEEK Program	13,796.0	167.0	13,963.0	11,846.0	(1,950.0)	(2,117.0)
Students with Disabilities	2,128.0	1,000.0	3,128.0	2,128.0	0.0	(1,000.0)
Tuition Reimbursement	5,900.0	0.0	5,900.0	5,900.0	0.0	0.0
Improving the Undergraduate Experience	40,010.0	9,772.3	49,782.3	41,432.0	1,422.0	(8,350.3)
Adjuncts	40,010.0	1,422.3	41,432.3	41,432.0	1,422.0	(0.3)
Articulation	0.0	600.0	600.0	0.0	0.0	(600.0)
Full-time Faculty	0.0	3,750.0	3,750.0	0.0	0.0	(3,750.0)
Faculty Support	0.0	1,500.0	1,500.0	0.0	0.0	(1,500.0)
Writing Across the Curriculum	0.0	2,500.0	2,500.0	0.0	0.0	(2,500.0)
Economic Development	1,018.0	3,500.0	4,518.0	1,018.0	0.0	(3,500.0)
Incubator Facilities	0.0	150.0	150.0	0.0	0.0	(150.0)
JFK Jr. Institute	0.0	500.0	500.0	0.0	0.0	(500.0)
Photonics Research Center	0.0	850.0	850.0	0.0	0.0	(850.0)
Software Institute	0.0	1,250.0	1,250.0	0.0	0.0	(1,250.0)
Workforce Development	1,018.0	750.0	1,760.0	1,018.0	0.0	(750.0)
Technology and Managing Data	12,303.4	1,490.5	13,793.9	12,634.0	330.6	(1,159.9)
Equipment Replacement	2,288.4	0.0	2,288.4	2,289.0	0.4	0.4
Management Information Systems	4,866.1	527.1	5,393.2	5,058.0	191.7	(335.6)
Distance Learning and Libraries	5,148.9	963.4	6,112.3	5,287.0	138.5	(824.7)
University Management & Operations	272,393.4	10,783.4	283,176.8	277,554.0	5,160.4	(5,623.4)
Building Rentals	32,580.1	729.1	33,309.2	33,310.0	730.0	0.2
Central Administration	19,415.1	745.1	20,160.2	20,004.0	588.4	(157.1)
Collective Bargaining**	1,562.1	1,254.1	2,816.2	0.0	(1,562.0)	(2,816.2)
Collective Bargaining for Employees in the Skilled-Trader	0.0	2,000.0	2,000.0	0.0	0.0	(2,000.0)
Facility Maintenance and Repair	2,479.1	4,750.1	7,229.2	6,579.0	4,100.0	(650.0)
Fringe Benefits	160,472.1	1,304.1	161,776.2	161,776.0	1,304.0	(0.3)
John Jay Lease	20,200.1	0.0	20,200.0	20,200.0	0.0	0.0
Utilities	35,685.1	0.0	35,685.0	35,685.0	0.0	0.0
Total Programs	371,528.1	51,549.1	423,077.2	373,840.0	2,312.0	(49,237.4)
Total Senior Colleges	612,302.1	22,971.6	635,273.7	629,160.0	16,858.0	(6,113.6)
Grand Total	983,830.1	74,521.1	1,058,351.0	1,003,000.0	19,170.0	(55,351.0)

* Preliminary--subject to change.
** Centrally-managed programs.

