Faculty Senate Minutes #214

John Jay College of Criminal Justice

May 4, 2001 **9:30 AM** **Room 630 T**

Present (23): Shevalatta Alford, James Cauthen, Elsie Chandler, Marsha Clowers, Edward Davenport, Janice Dunham, Robert Fox, Amy Green, Edward Green, Lou Guinta, Karen Kaplowitz, Kwando Kinshasa, Sandra Lanzone, James Malone, Peter Mameli, Lydia Segal, Carmen Solis, Margaret Wallace, Robin Whitney, Agnes Wieschenberg, Susan Will, Marcia Yarmus, Liza Yukins

Absent (14): Jama Adams, Luis Barrios, Sandy Berger, Orlanda Brugnola, Kirk Dombrowski, P. J. Gibson, Betsy Gitter, Maria Kiriakova, Gavin Lewis, Emerson Miller, Daniel Paget, Helen Ramsaran, Laura Richardson, Rick Richardson

Guests: Professors Jane Davenport, Lotte Feinberg, Tom Litwack, Bonnie Nelson

Invited Guests: CUNY Budget Director Ernesto Malave, CUNY Budget Analyst Jon McCabe

1. Announcements from the chair
2. Adoption of Minutes #213 of the April 19, 2001, meeting
3. Budget update in preparation for the meeting with CUNY Budget Director Malave
4. Invited Guest: CUNY Budget Director Ernesto Malave
5. Discussion & vote on Honorary Degree candidates for May 2002: Professor Lotte Feinberg, Chair, Committee on Honorary Degrees
6. Discussion of the agenda items of the May 9 College Council meeting
7. Election of two faculty to serve on J J's 504/ADA [Americans With Disabilities Act] Committee
8. Report and discussion about JJ's B&N Bookstore and proposed recommendations

1. Announcements from the chair

President Lynch has concurred with the Senate's recommendation that both honorary degree recipients be invited to speak at this month's commencement. Thus both Dr. Douglas Lucas and Professor Patricia Williams will give speeches.

The results of the student government elections in which 1,780 students voted were reported. Timyiaka Thomas has been elected president of the Student Council (887 votes); Michael Watson was elected Vice President (998 votes); Tiffany Grant was elected Secretary (883 votes); Joshua Witfield was elected Treasurer (815 votes). Although there are 20 class representative positions, 4 graduate, 4 senior, 4 junior, 4 sophomore, and 4 freshmen, only six representatives were elected, all unopposed, because they were the only ones who stood for election. There are no senior representatives; there is one junior representative: Andre Patnett; three sophomore representatives: Miguel Estrella, Shauna-Kay Gooden, Julio Retana; two freshmen representatives: Melissa Gobin, Miguel Rodriguez. The newly elected student leaders will be sworn in on June 1 and take office on that date.

Also, the students voted to reject Proposition 1, which was a proposed increase of the mandatory student activity fee. The proposition, which failed by about 100 votes, called for an increase of $27.50 each semester for full-time students (and a lesser increase for part-time and graduate students) so as to provide increased funding for such campus activities and facilities as the Health Center, the Women's Center, athletics, commencement (which is now more expensive both because of inflation and because we have more graduates), and so forth.

Senator Kwando Kinshasa said that in light of the fact that the Health Center will have less funding than if Proposition 1 had passed, he wants to report that members of the National Black Nurses Association (NBNA) have been providing free health screenings at the College once a month for the past three years, working very closely with our Health Officer Ellen Rodriguez, and he suggested that the College community take advantage of the screening. He explained that the nurses screen and teach self examination techniques for breast and testicular cancer and also screen for depression, high cholesterol, and other conditions, all of which our students are at risk for; indeed, the highest incidence of testicular cancer is among young men between the ages of 18 and 34. Vice President Amy Green asked whether the nursing association is volunteering its services. Senator Kinshasa said no, that one of the student clubs, the Organization of Black Students (OBS), has been contributing money from its club budget to pay the nurses. The nurses work with our Health Officer, Ellen Rodriguez, who is a nurse.

There is an additional personnel change at the College: the Director of Planning, Dympna Bowles, is leaving next week to be a dean at SUNY's Fashion Institute of Technology. Dr. Rubie Malone will be the Dean of Planning (and will continue to be responsible for student retention as well). Replacing Dr. Rubie Malone who has been the Dean of SEEK is Professor Shevalatta Alford, who will be the Director of SEEK. Senator Alford was congratulated. Professor Tom Litwack pointed out that in light of our budget situation, and in keeping with our budget plan for expenditure reduction and debt repayment, there is no additional hiring taking place and no one is being added to the Executive Compensation Plan (ECP): Dr. Rubie Malone had been Dean of SEEK and will become Dean of Planning. Dr. Dympna Bowles had been Director of Planning and Dr. Alford will be Director of SEEK: thus the number of directors and the number of deans remains the same.

The College's financial plan calls for a decrease in the number of ECP positions at the College; ECP positions are those of dean and above but does not include the title of director. In addition to Dr. Bowles' resignation, Dean of Admissions Frank Marousek has retired and has been replaced with Director Sandra Palleja; Dean Hank Smit is retiring next month; Dean George Best retired in December; and Dean Frank McHugh retired last spring.

Copies were distributed of a petition and cover letter addressed to the CUNY Board of Trustees asking them to engage in a fundraising drive for CUNY, with a goal of $1 billion, which is the fundraising goal of many public university systems, many of which have exceeded that goal, as the petition explains. This petition drive, which is being sponsored by the University Faculty Senate, is based on the fact that the CUNY trustees have never engaged in a fundraising drive as far as the faculty's research has revealed and, also, on the fact that trustees of universities, both public and private, traditionally engage in fundraising for the institution whose board they are on. It is also prompted by the insufficient funding of CUNY by the State and City. The petition and cover letter, with an invitation to sign the petition, has been sent by email to John Jay's Faculty Senate email distribution list. To date, approximately 300 CUNY faculty have signed the petition. [Copies are in the Faculty Senate Office.]

A new Trustee will be joining the CUNY Board of Trustees: Joseph Lhota. Mr. Lhota is the Deputy Mayor of NYC, under Mayor Giuliani, and was previously his Budget Director. The paperwork has been sent to the NYS Senate for ratification. Chancellor Matthew Goldstein has said that Deputy Mayor Lhota has been very helpful this year with CUNY's budget: the City PEG [Program to Eliminate the Gap], which would have meant a $2.4 million decrease in NYC's contribution to CUNY's budget next year, has been eliminated with Mr. Lhota's help and, therefore, the $2.4 million cut will not happen.

2. Adoption of Minutes #213 of the April 19, 2001, meeting

By a motion duly made and carried, Minutes #213 of the April 19, 2001, meeting were adopted.

3. Budget update in preparation for the meeting with CUNY Budget Director Ernesto Malave [Attachment A]

President Kaplowitz provided a review of John Jay's budget situation. Last year, 1999-2000, the College overspent its annual budget allocation by approximately $4 million dollars. In November 1999, CUNY Budget Director Ernesto Malave was a guest of our Faculty Senate: this was six months before the Faculty Senate or anyone on the faculty knew that the College was overspending its budget and, looking back, it is now clear that Mr. Malave was giving a warning that the College was overspending and that any overspending would not be tolerated by the CUNY Central Administration. But we did not know what he was alluding to because neither the Senate nor the Council of Chairs nor the Budget Advisory Committee nor the College P&B had been informed about the administration's spending and hiring decisions. Then six months later, Chancellor Matthew Goldstein was the Senate's invited guest. That May 5, 2000, meeting [Senate Minutes #199] was two days after the Chancellor had written to President Lynch saying that the College was $3 million dollars over its approved expenditure plan and would have two years to both decrease its expenditures by $3 million dollars and to repay the debt.

The College had actually overspent by $4 million but 80th Street forgave $1 million of that $4 million because even if we had stayed within our expenditure plan we would have overspent by $1 million because of mandatory salary step increases (mandated by the union contract) and because of inflation increases, neither of which we had received an allocation for. So we were given two years to reduce our expenditures by $3 million and to repay a debt (the overspending) of $3 million. 80th Street helped us in a second way, by providing a $1.5 million dollar subsidy this first year of the $3 million debt repayment. And so, this current year the College has had to reduce expenditures by $1.5 million and next year the College will have to maintain that $1.5 million reduction in annual expenditures (and will have to do so in all subsequent years, assuming a steady-state allocation budget). In addition, the College will also have to pay 80th Street back $1.5 million (the second half of the $3 million debt). And so next year, unless we can obtain help from 80th Street, will be a very difficult year fiscally. One of the reasons the Executive Committee invited Mr. Malave was so that the faculty could have the opportunity to make the case to him that we need fiscal help from 80th Street, because without such assistance the consequences will be very harmful to our students and to our programs.

A letter [Attachment A] had been sent on April 5, 2001, by Vice President Robert Pignatello, whose responsibilities now include the budget, to Vice Chancellor for Budget Sherry Brabham, saying that the College will not be able to meet its full $1.5 million debt repayment obligation next year, that we will be 50% short, in other words, $750,000 short. The Faculty Senate passed a resolution a month ago, which we sent to Chancellor Goldstein, Vice Chancellor Brabham, and Budget Director Malave, asking that the lease revenues from the Phase II property be credited to John Jay. President Kaplowitz distributed Vice President Pignatello's letter [Attachment A].

Senator James Cauthen said his chair has just reported to his department that faculty line allocations have been made to academic departments. He asked how this fits with the budget situation. President Kaplowitz said that two days earlier, Provost Basil Wilson met with the Council of Chairs and distributed tenure track (permanent) lines to be searched for during the 2001-2002 academic year so that new tenure track faculty can be hired for and begin in September 2002. The search for permanent, tenure track lines during the 2001-2002 academic year for hiring for Fall 2002 has always been part of the College's two-year budget reduction and debt repayment Plan. The Provost's document given to the Chairs also states that there is a "strong possibility" that substitute faculty could be hired this September but that whether this can do done will be known "after the College has received the budget for Academic Year 2001-2002" from 80th Street which will take place during the summer. In other words, the hiring of substitute faculty for September may only be possible if we get fiscal help from 80th Street. The allocated tenure track lines are as follows: Art, Music Philosophy - 1 (Art); English - 4; History - 3; Mathematics - 1 (Cybercrimes); Physical Education - 2; Psychology - 2; Puerto Rican & Latin American Studies - 1; Sociology - 2; Science - 3 (including 1 College Lab Tech).

Professor Tom Litwack explained that if we do not receive help from 80th Street for next year, we still have to stay on budget and the only way to do that, without additional help, might be to <u>not</u> hire substitute faculty for the Fall and to <u>also</u> cut back on OTPS expenses, all of which is stated in Vice President Pignatello's letter [Attachment A]. If we don't get help, we can still search for new tenure-track faculty for Fall 2002, but we probably wouldn't be able to hire substitute faculty for this Fall.

4. <u>Invited Guest: CUNY Budget Director Ernesto Malave</u> [Attachment B1 - B4]

The CUNY Budget Director, Ernesto Malave, was welcomed and introduced, as was CUNY Budget Analyst Jon McCabe. They distributed packets of various budget documents.

<u>President Kaplowitz:</u> Thank you so much for accepting the Senate's invitation to meet with us once again. You last met with our Faculty Senate here in November 1999 [Minutes #192] and we are very pleased, indeed, that you have accepted our invitation once again.

<u>Director Ernesto Malave:</u> Thank you. It's a pleasure to be back. What a difference a year makes!

<u>President Kaplowitz:</u> Yes, indeed. When you came here last year, we were in a very different situation, both in terms of our College's budget expenditure situation and, also, in terms of the faculty's understanding of our budget situation. Since then the faculty have learned a lot about the situation and the College has been faced with a very real challenge. We are completing the first year, as you know, of our two-year Plan. Perhaps you could begin by telling us your assessment of how the College has been doing, unless, that is, you'd rather make a presentation first, since you have brought many budget documents for the Senate members about many aspects of the budget and its processes.

<u>Director Malave:</u> I'm here to do whatever you want, Karen. . . . Other than to write checks! [The Senate responded with laughter.]

President Kaplowitz: Certainly if you wish to make a presentation, please, by all means, do so, but I do hope that at some point during our discussion you will tell us your assessment of how the College has done this year, fiscally, and your assessment of our fiscal Plan for next year. And we'd like to tell you our assessment of the situation.

Director Malave: Again, I want to thank you for inviting me back. It was a pleasure to be here the last time and it's good to be here again. I suspect you want me to get right into the John Jay situation and so why don't I do that and then, perhaps, we can go over some of the other documents as we move along and as the question and answer period dictates where we should go.

Eighteen months ago, as the Faculty Senate Minutes will show, the College was contemplating a number of actions on enrollment policies. In fact, if I remember correctly, the last paragraph of the transcript reports a question that came up as to what would happen if the College were to reduce its enrollment level. I had suggested that if the College had done that without obtaining some kind of agreement [with the CUNY Central Administration] – prior to doing so – that the College would have to live with those actions. The College did reduce its enrollment level without getting prior agreement about a protection of that revenue loss and, as a result, that problem complicated a problem that was developing on another end. But the key here, and I think I made this very clear last time, the University Administration does not hire presidents, vice presidents, and budget managers so that we could then manage the budget from 80th Street. Colleges determine how they deploy their resources. They are told that these are the parameters; they are warned that if they exceed those parameters, at the end of the day the bank has to be paid so that if you overspend, you should not think that just goes away. Somewhere there is someone recording the overexpenditure.

Unfortunately, without necessarily getting into the reasons, the College ended last year with a substantial overexpenditure. It was in the millions. The University did what it said it was going to do, which was that in the subsequent allocation we would recoup those dollars. The College was going to be required in the subsequent year – that is, this current year – to pay back the University's payment of the deficit. We, I think, were fairly generous in that we did not require the College to give us $3 million dollars, which was the deficit last year, and in that we committed $1.5 million dollars in the current year so that the College, although with great difficulty but without resorting to really draconian budget actions, could manage the current year. The good thing is that it appears that the College is on track to meet its obligations in accordance with that Plan and not overspend its current appropriation. That is based on numbers as of a couple of weeks ago. I believe those numbers are going to hold and that the College will effectively report that things went as planned. I think this is something important to say – that at the end of the day the bottom line was as planned, that is, there is no deficit. However, the College did end up generating greater savings in PS Regular – the full-time [employee salary] savings – than originally anticipated and even called for in the Plan. And the College also ended up spending considerably more in adjuncts than was called for in the Plan. We – and I, in particular – were concerned that it was balanced in that way given the elimination of 19 substitute full-time faculty.

I, for example, did not understand how the College needed to eliminate 19 substitute faculty only to have an explosion of a half a million dollars in adjunct expenditures. And I advised the College that we went ahead and agreed to the Plan that necessitated 19 substitute faculty being eliminated and if the College then ended up generating greater savings, for example, in PS Regular than originally anticipated, while that was good, it should have been good enough to obviate the need to eliminate the substitute faculty in the Spring. I think at the end of the day it will also show that, perhaps, the decision to save a couple of hundred thousand dollars, even less than a couple of hundred thousand dollars, by eliminating 19 full-time faculty substitutes, was probably not necessary. What I indicated to the Administration the last time I met with them is that from my perspective if they generate and continue to generate that kind of savings in PS Regular, full-time [salary] costs, I would expect faculty to be rehired in September. Let me tell you how that differs from some of the original plans. And whenever I need to explain something a little bit more tightly, just please let me know because I've been fairly intimate with this budget now for two years.

There was a two-year Plan. Year One required, or the College indicated it would need to, eliminate 19 [substitute] faculty in the Spring [2001] to generate, I believe, $110,000. We said fine, that if that was necessary for you to meet your obligations in accordance with your thinking at the time, go ahead. The Plan included also, however, a Year Two, and the Year Two was obviously going to be much more difficult than Year One. The Plan called for the annualization of those actions with the 19 faculty into Year Two, so that those 19 faculty who were eliminated in Year One would continue off the payroll, arguably, for Year Two. And that would generate [through annualization] roughly $330,000. So the plan was basically to freeze faculty levels for an 18-month period and that would be needed to get through this particular . . . . [Mr. Malave received a telephone call and apologized for the interruption, saying it is a call he must take: he left the meeting room for this purpose.]

Professor Tom Litwack [addressing Budget Analyst Jon McCabe]: To clarify, Jon, I'm sure you'll confirm that it is not that 19 faculty lines have been permanently taken away from John Jay, it is that 19 people who were on faculty lines as substitute hires in the Fall 2000 were not reappointed for the Spring 2001 to save the money from their salaries. But those lines remain with the College and some time in the future will be refilled.

Mr. McCabe: You could look at it that way except that we don't really budget by lines any more.

Professor Litwack: I understand.

[Mr. Malave returned.]

Director Malave: So Year Two projected savings of a little over $300,000, which was a contribution of the actions taken this year, continued for a full year. Based on what I saw this year, I now question whether or not that will, indeed, be necessary, given what were greater savings in PS Regular. So if the College was able in the current year to spend a half a million dollars more in adjuncts, for example, than originally anticipated in the Plan – the Plan, for example, called for about $4.2 million in 2002 for expenditures in adjuncts. The Plan was predicated upon that, and $330,000 in savings from the [elimination of 19 substitute] full-time faculty lines were built from those numbers. Frankly, if you are going to spend $4.7 million in adjuncts, or if you have the capacity to spend a half a million dollars more than the $4.2 million you had originally projected, I see no compelling reason to spend them on adjuncts when you can spend them on the full-time faculty. At least, you retain the 19 full-time faculty you eliminated. So, the numbers suggest to me no compelling reason – no good reason – for taking any further actions on the full-time faculty front beyond what has already been taken and, secondly, that the 19 faculty – or, if not 19 then a substantial portion of those 19 faculty – should be rehired back effective September [2001] and deal with the impact of that. But to eliminate the 19 faculty and then spend a half a million dollars more on adjuncts, to me, is simply unacceptable.

Senator James Cauthen: I guess the assumption is that the savings that we've achieved are going to continue for the next year. Are you comfortable that is going to happen? I assume you are, given what you are saying.

Director Malave: Part of what I am suggesting – and I think I'm leaving myself a little bit of an out here – is that there is no question that there should be no further erosion of full-time faculty lines. Period. And I think there is a good reason to conclude that the 19 that were originally scheduled for elimination in 2002, as part of Year Two, needs to be revisited, especially if you have sufficient resources to spend a half a million dollars more on adjuncts than originally planned. It's inconsistent with the original Plan. The original Plan said: we'll tolerate your Plan to the extent that for Year Two it requires the continuation of that action of 19 faculty but that was built on a certain set of assumptions about other areas, but if those assumptions have now been obliterated by a half a million dollars in additional adjunct expenses, for $300,000 I would just hire back 19 faculty. There are other elements that are important and that have to be taken into account but I begin with the proposition that you first do that and then work from there.

<u>Senator Edward Green:</u> Do you know the ratio of the number of course sections that 19 full-time faculty members teach compared to the number of course sections that $500,00 worth of adjuncts teach? Because if you have three times, let's say, the amount of course sections, since adjuncts are underpaid, you're able to reduce course size and perhaps you have to look at it from another standpoint – that instead of 35 students in an introductory Mathematics course, where the students have very poor skills, such as in Math 103, there are, perhaps, only 25 students, because the College has the ability to offer more course sections. So you have to look at class size in relation to what you are saying because 19 full-time faculty teaching 4 sections a semester costs will provide 152 sections a year whereas $500,000 will provide 200 class sections, at $2500 each, which is what most adjuncts are paid. So 48 additional sections can be provided by using adjuncts rather than full-time faculty and, thus, class size can be reduced. So it may be educationally sound to use the money for adjuncts because many of our adjuncts are very qualified, excellent instructors.

<u>Director Malave:</u> There is no question and, indeed, it is clear that you can do more with adjuncts in terms of pure instructional activity. If that is the only thing that matters at the end of the day, then that is fine. However, I don't think that that is the only thing that matters. And I think that the full-time faculty – even if they are substitute faculty – bring a set of requirements that are part of the educational experience for students which is absolutely critical – and I know that I'm preaching to the converted here. The other point is that I would sort of accept that if part of the two-year Plan that the College constructed had not basically called for an 18-month freeze on faculty hires: you basically have to say what elements of the Administration of the College are making contributions to the overall mix of issues and budget crisis. You could say it is the easiest, cheapest thing to do and, therefore, why not do it. Or you could say, no, that you have to go to Plan B and your Plan B may require some very difficult actions on the other end. There was a covenant that was made. And if you make a covenant that says, to <u>you</u>, that we have this crisis and we will try to get through it and the University is making a commitment over a two-year Plan and it is going to call for 19 separations – and I'm not suggesting that you folks bought into the Plan – but it was sort of an understanding that that is our share, that is our obligation, we are all in this thing together.

So, my only reason for saying this is that I think that Year Two of the Plan needs to be revisited and it may be that the full 19 can't be restored. But I would certainly rather see some movement in those areas, particularly in critical areas, certainly no further diminution of faculty. That is, whatever separations exist now, retirements and the like, that that somehow be in the mix too. I would assume, from my perspective, you have a level [of full-time faculty] to maintain. You can argue if you think it is more effective from your perspective as faculty whether or not there is any really good compelling reason to follow suit with the other 19 but there is no critical decision that has to be made now. I am only reporting my observations about how things ended up this year and how, perhaps, the Year Two has to be revisited so that more of those 19 faculty can be rehired if it is the case there was sufficient savings made in other areas to enable that. If that is the case, as we indicated the first time around, any additional savings and actions that occur, our preference at 80th Street would be to restore the 19 faculty. That's how I view it.

<u>Professor Litwack:</u> I'd like to pursue this a little further for clarity's sake and speaking as the Chair of the Senate's Fiscal Affairs Committee, I want to be clear that I neither want to speak for nor defend decisions that we did not make. I do not want to speak for the Administration and I don't want to necessarily defend decisions that we did not make. But just for clarity's sake I do know that at the beginning of this semester, this Spring 2001 semester, at the very last minute the Administration cancelled many classes – 89 course sections – causing a lot of disruption, a lot of disappointment, and resulting in increased class size because we did not have enough money to pay for the course sections we had planned and this was after we had not reappointed the 19 substitutes. I am not defending the decision to not reappoint the substitute faculty but what I am saying is that the situation would have been even worse if we had reappointed the substitute faculty because we would have had even less money in the adjunct budget and would have had to cancel even more course sections. The Administration is not here and they are the ones who ultimately have to defend the decision but it is, I think, an open question, at least, whether or not we had the money in the budget to offer the number of course sections that we must offer to meet the needs of our students, given the fact that we had to cut back in other areas, as you know. And just to pursue that a bit further, of course I want to have as many full-time faculty here as we can have, but I am also wondering how we are going to be able to do that next year if we going to have to, as you know, cut our budget ultimately by another $1.5 million to pay back the debt while maintaining the $1.5 million expenditure reduction of this year. So as much as I would want to hire as many full-time faculty as possible, it is not clear to me that we can do it as easily as you are suggesting that we can.

Director Malave: I find it a little difficult to understand how 89 sections would evaporate after the 19 faculty were separated and the College spends a half a million dollars more on adjuncts than you had anticipated. A half a million dollars is from a Plan that has an expenditure of $4.2 million and the actual expenditure is $4.7 million unless they were all non-teaching adjuncts and I can't imagine that. I would have to try to figure out why the Administration felt it necessary, given what clearly at the end of the day proved to be much more aggressive savings in PS Regular, to do that. I contend from the numbers that I have seen that obviously they misstated the potential savings in PS Regular and so that at the end of the day if they misstated it they misstated it and if they've accrued any savings they put it wherever it was appropriate. I'm just not happy that, given the need, we had to separate 19 faculty members to save $100,000 and at the end of the day spend another half a million dollars in adjuncts. Given that you can probably spend the money on adjuncts but that the level of savings in PS Regular was such that $100,000 is simply not good enough, for me, to separate 19 full-time faculty in one semester. That's how I feel about it. It could be that in looking at 2002, the year that will be a much more difficult year, that would be an issue and that you, perhaps, would need to be a bit more aggressive. But I just don't see how, in a reasonably balanced situation, that you needed to do that to save $100,000. In the current year, that is simply how I view the situation. Whether that can easily be transported into the next fiscal year in the same manner, with the same numbers being tossed around with the different costs that are coming in: probably not, which is why I am hedging on the next year. But I am saying that I would begin organizing the resource distribution with the 19 faculty in and work from there as opposed to not having them in at all.

President Kaplowitz: Last fall, the Faculty Senate unanimously voted and the Council of Chairs also unanimously voted to recommend to the College Administration that the top priority, in our view, was to reappoint the 19 substitute faculty for this Spring 2001 semester. That this was the absolutely top priority in our view and if there were any way to fiscally make this possible, it should be done. We were told that it was not fiscally possible.

Director Malave: In December and January, given the stress levels that existed at the time, and they were considerable, I could see how someone would have said that this is just too rough. But all I'm saying is that at the end of the day, in my view, it turned out not to have been necessary. Certainly not 19 faculty; perhaps half of 19, but certainly not 19. That is how the numbers worked out. As I said, we don't manage the budgets from 80th Street. So it is your Provost and your deans of administration who are sitting here trying to calculate exactly what they are going to need and when they are going to need it. We rely on their judgment as to whether or not they can generate savings in these areas to plow back into either debt reductions or other commitments and investments. At the time they were no doubt quite concerned about whether or not they would ever make an agreement with the University. I understand that. I'm just letting you know how it ended up. That's all. How it ended up was a little different from how it was originally planned.

Vice President Amy Green: Given our enrollment growth and the sections cut and our austerity, do we know how this happened? I think a lot of us are listening to you and wondering – with our enrollment growth, classrooms that are overflowing, 89 fewer sections – how this happened.

Director Malave: That's a good question. No, I don't know how this happened. You'd have to ask your Provost and your dean of finance how your projection of $4.2 million turned into $4.7 million. It was not an insignificant change. There may be things that are contributing to it. I don't have a detailed answer but I'm stunned that even after all that, you found it necessary to also eliminate 89 sections.

Vice President Amy Green: And what we were especially distressed about is that in addition to everything, class size was increased in all sections. The reason that was so distressing is that even before that was done we considered our classes to be way oversized. This is especially a burden for adjunct faculty, who teach so many of our course sections, because increases in class size are even more onerous for them. In some cases adjuncts who were teaching two or three sections were teaching almost the equivalent of another course section without compensation.

Professor Litwack: This is a factual question: is it your understanding that the Plan originally called for $4.2 million in adjunct expenditures and, in fact, we are planning to spend $4.7 million this year?

Director Malave: I know for a fact that the Plan, not including the summer, was for $4.2 million in adjunct expenditures. But it is $4.7 million in actual projections for the remainder of the fiscal year.

Professor Litwack: I want to be clear about this because summer school is a big issue for us.

Director Malave: But this is net of the summer. In fact, summer went up too.

Professor Litwack: Did the College's plan for the <u>entire</u> year call for expenditures of $4.2 million?

Director Malave: $4.163 million, as a matter of fact.

Professor Litwack: That was our stated Plan for the year?

Director Malave: It was, to be precise, $4.163.3 million.

Professor Litwack: And you are saying we will spend $4.7 million?

Director Malave: The latest projection is that the adjunct expenditure will be $4.7 million dollars, in round numbers.

Professor Litwack: The Plan may have underestimated how much we needed to spend on adjuncts.

Director Malave: Perhaps. Although the number of $4.2 million was not inconsistent with the prior year's numbers. So when we looked at the number of $4.2 million that was being projected for this year, that number was, as I recall, the prior year's number, or consistent with the prior year's number. So when I saw the number it suggested to me that the College was going to "hold the line" on adjunct expenditures so I didn't think it was a diminution of services from the prior year. I didn't think it was a bad number, in other words.

President Kaplowitz: Was $4.2 million what the College had received as our adjunct allocation the previous year or was it what we actually spent on adjuncts the previous year?

Director Malave: It was what you had indicated you had actually spent.

President Kaplowitz: Which may be more than the adjunct allocation.

Director Malave: Sometimes.

Senator Shevaletta Alford: Would the mandatory salary step increases account for the increase in the adjunct expenditure?

President Kaplowitz: The mandatory salary step increases pertain only to full-time faculty, not to adjuncts.

Director Malave: That is correct.

Senator Robin Whitney: I am an adjunct and I have just been crunching numbers as you have been giving them to us. What is not clear to me is if 19 substitute faculty were not rehired, and they would have taught four sections each, totaling 76 sections, and if an adjunct's salary is $2500, the total comes to $190,000 to cover the 76 sections. If, in fact, the adjunct spending has gone up by a half a million dollars, using that $2500 adjunct salary per course on average, that would mean an additional 200 adjunct-taught sections. That is telling me that we had 89 sections cut, we had to cover 76 sections that are not being taught by full-time substitutes, there are 200 more adjunct-taught sections: the numbers do not reconcile.

Director Malave: Now you know why I reacted the way I did. When I saw the $4.7 million I couldn't figure it out either. I don't have an answer as to how the Administration reconciles the numbers. Some of the money may and, in fact, is related, no doubt, to fund transfers that came in during the year for special activities. So not all of it is for classroom instruction. There are other activities that go on during the year for which you hire adjuncts, maybe for things that are planned during the year. And that accounts for some of the money being parked in adjuncts. I can't imagine that accounts for all of it. Adjuncts were hired but how they were deployed I don't know.

Senator Edward Green: I, too, am an adjunct representative. Does the $500,000 include Basic Skills money? I assume that the Basic Skills money was included in that $4.7 million but was not included the first time around. By Basic Skills I'm referring to the non-credit remedial courses given during intersession and in the summer.

Director Malave: The $4.2 million is net of any summer adjunct expenditures. It does not include the summer activity.

Senator E. Green: Does it include the January immersion and the summer immersion programs for which adjuncts are hired?

Director Malave: If the College accounts for those expenditures there, it may include some of that. I am not suggesting that it does not. The issue, from my perspective, is that the College laid out a Plan that called for a level of spending in a particular area. It did not, as part of that Plan, indicate that, "By the way, this also includes a half a million dollar reduction in all kinds of services." So I assume that when they laid it out, it included the service levels that you are talking about.

Senator James Cauthen: All of these questions are looking at what has happened. My interest is in what is going to happen. You mentioned that you thought that Year Two of the Plan would have to be revisited: one element is the 19 faculty separations.

Director Malave: Right.

Senator Cauthen: What other things do you have in mind or that you think that we should be revisiting?

Director Malave: The College recently made an appeal for the use of monies by the College from the Phase II rental revenues. It is, by the way, money that we don't have, that we don't know whether we'll ever have, that we don't even know exists. But it is possible that some of the monies that you folks suggest may, indeed, be related to rental income from folks that are currently renting space in the place that has now been taken by the University. Those renters can all just get up and leave because we are now the owners of that property. We can evict them tomorrow, in which case we'd have no revenue. But there is no compelling reason for them to stay. Then, too, the question is whose revenue is it. Is it the University's revenue? Is it the State of New York's revenue? Is it John Jay's revenue? Let's just be optimistic for the sake of argument and let's assume that the numbers that are being tossed around of $1.5 million in potential revenue is there: the College would like to have full use of that revenue to obviate any planned reductions in Year Two of the Plan. It is particularly apparently needed because there were a number of elements of Year One of the Plan that did not, in fact, occur. I think there were perhaps some scheduled non-reappointments that were being considered that were avoided and there were other actions that were contemplated in Year One that would have generated savings in Year Two that are apparently no longer on the table or that the College decided not to proceed with and that will have an effect. And it may be that because certain non-reappointments on the administrative side did not occur, the College is now facing a level of pressures for Year Two that was not originally contemplated and, as a result, is now suggesting that we need to revisit the faculty issue again. And so the reason I say it needs to be revisited is that because the latest "request" from the College is: "We want the $1.5 million dollars; the College is really, really, really in trouble; and we really, really, are going to have to go back to the faculty." And I really, really, really don't believe that. But we don't know what the story is with the $1.5 million, if in fact there is $1.5 million. And other colleges did not get revenues, which truly does not fall from the trees: we had to cut other programs at CUNY to generate a reserve capacity this year because of this $1.5 million dollar commitment we made this year to John Jay. That was $1.5 million that did not get shared with other colleges this year. So if there are other revenues being contemplated [such as lease revenues] it is also possible that the University will seek to obtain some of those revenues as well. It is possible.

Professor Litwack: You've raised a lot of issues. First of all, let me say, as you have mentioned, we have noted internally and definitely recognized at our own Senate meetings – and reported this in our Minutes – and at other meetings at the College, that apart from the issue of whether John Jay is fairly funded to begin with – leaving that aside –

Director Malave: Let's not state the obvious. John Jay is not fairly funded.

President Kaplowitz: Ernesto, would you please repeat that. I'm not certain everyone heard you.

Director Malave: Let us not state the obvious. John Jay is not fairly funded. That is what I said.

[The Senate applauded loudly and at length.]

Director Malave: But we all know that.

President Kaplowitz: All of us at John Jay know that but we've never had it publically acknowledged by any member of the CUNY Central Administration.

Professor Litwack: Yes. Thank you for acknowledging it here.

Director Malave: And you're right up there with Hunter College as a college that is not fairly funded. You're in good company with Hunter College.

Professor Litwack: All animals are equal but some animals are more equal.

Director Malave: I knew we'd eventually get to *Animal Farm*!

Professor Litwack: Apart from that, we have recognized internally and I want to say right now that we recognize that the Chancellory, and especially your Office, allowed us to live, in a way that's the best word, by giving us the $1.5 million dollar subsidy this year and by giving us two years, not one year, to come into balance and we want to recognize very clearly that without that subsidy and without the two years I can't imagine us functioning. And so we want to recognize that, on the record.

President Kaplowitz: Yes and we want to thank you for that.

[The Senate applauded.]

Director Malave: Thank you.

Professor Litwack: I still do want to discuss some things that you raised about what happened this year as well as next year. Again, I do not want to be in the position of either speaking for or justifying actions by the College Administration. But I think it also needs to be said for the record that perhaps one of the reasons that we did not non-reappoint people as the College said in the Plan that it might well do is because we had even more administrative separations (through attrition) than had been called for in the Plan. And I believe you will agree, but correct me if you don't, that the College did, all in all, comply with its promise to reduce permanent spending for administrative personnel this year and that we're on track to do so continuing into next year. In fact, it is my understanding, and, again, please correct me if you have a different understanding, that by the end of the current year the College will be spending $1.5 million dollars less on administrative personnel than we spent a year ago and that by a year from now – by the end of the two-year period – we will be spending $2 million dollars less on administrative personnel than we were spending when we were at the height of our problem.

Director Malave: How do you define administrative personnel?

President Kaplowitz: Everyone other than faculty; in other words, HEOs, Executive Compensation Plan personnel, and so forth.

Director Malave: All non-teaching? In other words, including classified staff, custodians, security, and so forth?

Professor Litwack: Yes. And that reduction is a big amount. And maybe one of the reasons there was not some non-reappointments is that we lost even more administrators through resignations and retirements than we had anticipated. And we do need administrative staff to function.

Director Malave: I am sure that is true, that the College was more aggressive in generating savings in the PS Regular side and that, perhaps, if there is any way that one can avoid a non-reappointment they should. I don't disagree with that at all in general and not about administrators, especially administrators. [The Senate responded with laughter.] Having said that, we are still in a situation where Year Two is coming along, there is an obligation that needs to be met, and from the numbers I have seen, I can't see any compelling reason why faculty issues need to be revisited in a Plan to reduce whatever else needs to be reduced. I don't see that that is an area where the College Administration should go.

Professor Litwack: But it seemed to me, if I may say so, Ernesto, that you are suggesting that the reason that we don't need additional help for next year is because we could have made even more administrative cuts this year than we made. And I'm questioning – again I'm not speaking for the administration nor am I making a conclusive statement – but I am questioning whether or not that is so. Because we did make huge cuts in administrative spending this year. And I think we made as many cuts altogether as we had planned to. And so because we had more resignations and retirements than we anticipated we did not engage in some non-reappointments and, therefore, I question whether it is the case that the College could have made even more cuts this year, while acknowledging that such additional cuts would have given us additional savings to further help meet our needs next year. Without discussing every single decision, we basically made as many cuts this year as we could reasonably have been expected to make. And we did comply with the Plan. But I would also like to add that while, of course, we would all like it if the debt for next year could be completely eliminated – of course we would like that – frankly the College hasn't really asked for a complete debt elimination. The College has asked for a reduction of half of the debt. You received the memo from Vice President Pignatello which basically pointed out that we really, really need $750,000 relief in one way or another.

President Kaplowitz: [Giving Mr. Malave a copy of the letter] This is the letter Tom is referring to, from Vice President Pignatello to Vice Chancellor Brabham, dated April 5 [Attachment A].

Director Malave: Oh, that memo. Everybody understood that Year Two was the year and that it included, incidentally, no prospective revenue from the Phase II property. So the College presented what we thought was a credible plan for Year Two that did not include any erosion beyond the 19 substitute faculty and that was the key. The Plan, which was presented not too long ago, said that with some difficulty and a couple of other considerations the College would be able to balance out in Year Two, as well, without $1.5 million coming in from that other area. So the College presented a Plan that includes some savings from some separations and shows the College seeing clear through Year Two – with the sale of some property [an apartment for the visiting Bramshill scholar], as well as some more aggressive revenue collections that are coming in and more aggressive non-tax-levy revenue coming in. So with the revenue package for Year Two and an expenditure package for Year Two that combined required – other than perhaps a couple of separations on the administrative side in terms of non-reappointments in the current year – no further erosion on the faculty side, it was a Plan that we saw as clear and we signed off on it because, one, the Plan provided for the College to be meeting its obligations to pay back the University and, two, the Plan keeps faculty levels, allows for any rehiring of retired faculty during this period, and calls for the full-throttle rehiring of all the faculty in FY 2003 [2002-2003], including the 19. That was the deal. And that was the deal structured not too long ago. So right now we are in a situation where all those elements basically need to be revisited, either because of higher adjunct spending or because the College wants to spend more on OTPS, but the College also has an obligation to pay back the $1.5 million debt that isn't going away.

Professor Litwack: If I may add a couple of things to that. Let's talk a little bit about why we are concerned we are going to be $750,000 short of what we planned. One reason is – and Karen can talk more about this than I can – we don't think we are going to be able to add enrollment as much as we had planned in part because there have been changes in the admissions process but also in part because we don't have the money to engage in the kind of recruitment efforts we would like to. Secondly, there is a kind of bottom line issue here about adjunct spending, which I don't feel I can really address fully here. I have a feeling it would be interesting to have some more discussion about this with you, with some College administrators, and some faculty to see if we can get a better understanding of why there is that difference. That's the difference by the way: the $750,000 is composed of, basically, the two things: the roughly $400,000 more on adjuncts and the fact that we feel we can't increase revenue by the additional $330,000 through increased enrollment that is incorporated in the Plan for Year Two. That is where the difference of $750,000 derives that we are talking about. So I would like to suggest that we have more discussion of that in the future but I also must add one thing in terms of the money that we owe: as you said, we are very underfunded. If anything like a fair allocation model for the senior colleges was put into place next year – even the <u>beginning</u> of a fair model – we would have that extra $750,000 as an increase in our base budget. And, in fact, the reason we are so short is ultimately because we are so underfunded. And forget about <u>fair</u> funding: let's talk about <u>minimally</u> – <u>minimally</u> – coming toward fair funding which would give us that $750,000 that we are talking about that would get us through next year without serious disruptions and would allow us to hire full-time faculty on all the available lines, even if they are substitute faculty, for next year. So I think those are two crucial issues.

Director Malave: You will be happy to know that on Monday [May 7] the University's Council of Presidents will hear a presentation by consultants that we selected three or four months ago to help the University develop a senior college allocation model to help us rationally allocate the resources that we have. And it will no doubt state the obvious. We will be unfolding that on Monday and we expect there will be a lively debate about this effort because I have been chomping at the bit for years to do this – I think you know that. But I can also tell you now that no CUNY institution is going to be undermined or diminished in order to meet some allocation model. Some colleges are more underfunded than others. I agree with you and concur about that. No doubt you will be very surprised to know that Hunter may be more underfunded than John Jay. But I'm hoping that as we move forward as a University, that we will have in place a framework to better allocate our resources in a way that is consistent with the kind of thinking that is taking place here and in my Office with respect to eliminating all base budgets as we know them, for example, and starting afresh, starting anew. But that is going to be an extraordinary process and the faculty [the University Faculty Senate's Budget Advisory Committee] will be briefed as well on Monday, a few hours after the Council of Presidents' briefing. Where is Ned [Benton]? I miss him when he's not here.

President Kaplowitz: Ned had very much wanted to be here today but, unfortunately, he had to be out of town. He sends his regards to you.

Director Malave: I fully expect Ned to make the model even better. I'm sure he will. Then we as a system have to figure out how we move from the current state that we're in to a different state. But I think the elements are there – with this new Chancellor – you know we would not be engaging in this conversation about a new model were it not for this new Chancellor. And so I think we are moving in the right direction. Having said all that, and I would really like to figure out a way, whether it's $750,000 or $1.5 million, whatever the number is –

President Kaplowitz: $2 million. [The Senate responded with laughter.]

Director Malave: [Laughing] That's right, Karen, give me the number. But I really would like to figure out a way to "fix" the situation – I really would – but at the same time there are a number of campuses out there that struggle mightily in a very, very difficult budget environment to balance their checkbook and do so with great, great, great difficulty. And I respect that. And as Budget Director I can't stare at another colleague who is working hard and who says, "I do what I have to do, I meet my obligations," and say to that person, "Yes, good, I'm glad you do, because I have a number of schools in the system that can't seem to figure that out." I can't do that and I'm always reminded and have to be reminded that this is a system and there are rules and that you can't spend money you don't have. Having said all that, and we fully expect to account for that, I am fully in the amen corner with respect to the kinds of resources this institution needs. I was there last year and I'll be there again tomorrow. Do I like the fact that we had to deal with this situation at John Jay, of all places? A school that year, after year, after year, despite its great budget difficulties, never, never gave us a budget problem at the end of the day. I started in 1990 in the Central Budget Office as a Budget Analyst and I would get calls from John Jay informing me that the College would be underspent by $100 and asking me what the College should do! That was the kind of financial management at the College in those days. I was very distressed to see how that level of discipline, that is, despite the obvious concerns about equity and the system and "all those guys at 80th Street" and what they "do to us at John Jay," that the College nevertheless met its obligations and it was something John Jay could always be proud of. Last year the discipline faded away and, frankly, caught us by surprise. We were enormously stunned by the development because it was so inconsistent with previous financial management practices at John Jay and I think the administration did what it had to do to basically get back to where it needed to be and to put together a Plan.

Professor Litwack: I am hearing you very clearly and that leaves me with just one more question. Given our very good history overall, given the fact that we that certainly, and I think you would agree, are restoring financial discipline even if you don't agree with every decision . . .

Director Malave: Yes, I do agree.

Professor Litwack: . . . if the model, which as you said will come out on Monday, will show, as it apparently will show, that compared to most other CUNY senior colleges John Jay is very significantly underfunded, would you consider, and I'm purposely putting it that way rather than asking you to make a commitment here, would you consider some means such as reducing our revenue target for next year so that we can, one way or another, by the lease revenues or whatever means, ultimately wind up with an additional $750,000 in our budget for next year so that we can function properly next year?

Director Malave: Yes, I will consider that. And, just so that you know, we will also consider and be very mindful that despite my consternation about where the faculty situation ended up, we do recognize at the University that the College did, in fact, swallow a bitter pill this year and that it wasn't easy and that a lot of people were affected and that the administration and the faculty deserve some credit for that. We should not be unmindful of the fact that there was a genuine effort made. And because of that we should consider that – I'm not using terms like "reward" – but we should consider that. And we were there from the very beginning, we also met with the administration and said we know that this is tough and that if you do it right . . . . it's not as if you go through a very difficult process and you're still very frustrated. We are going through a process that at the end of the day I think we'll all say we got through it and we did it as we said we would. We could argue about the details but at the end of the day we got there. That's of some value.

Professor Litwack: I very much appreciate your openness. Thank you. [The Senate applauded.]

Senator Cauthen: I know that the presentation of a proposed new funding model is on Monday and I know from people who have visited our Senate from 80th Street and also from various documents provided to our Faculty Senate some of the issues and the challenges that are involved. Am I correct that the Central Administration is committed to implementing a new model?

President Kaplowitz: Or is the new proposed model going to be a political exercise for the purpose of making the case to the Legislators about how extremely underfunded CUNY is?

Director Malave: It is that, but fundamentally it is an effort to develop a rational approach to the way in which we do business. The question is a good one, the word "commitment" is a good one, because this is hard stuff and theoretically it is all very interesting but this is as far as we have come and this is pretty aggressive and I think the Chancellor is committed to seeing it through. We are not delegating our responsibility to allocate resources to some consultant; we have better things to do with our money. We, will, however, take whatever good ideas they have, the idea of faculty groups, other ideas, to figure out how we, the CUNY family, get through this process. And in that respect I think there is a real commitment. But when the rubber hits the road, you are confronted with the realities. We have a Report that I'll ask Jon [McCabe] to go through very briefly with you that illustrates just how distorted our financial structure has become over the past decade. And we have issued this Report and reports like it to demonstrate that. We wouldn't be doing this if we weren't intending to set the groundwork for what we know will be a very difficult task. And those reports get issued to largely educate the community on issues that are very difficult for people to get their hands around because people don't like to talk about numbers because, one, they are fairly complex and, two, you can come up with almost any number you want to justify almost any position you want. And when it comes to real money, people, frankly, in all honesty, sometimes avoid the truth because the truth will lead to budget cuts somewhere and they would rather simply not engage in a discussion that at the end of the day they suspect, they fear, will result in diminished resources. There is a great deal of suspicion out there. CUNY is an institution of haves and have nots; and the haves feel they do not have enough. CUNY is a system that is not immune from political forces. So we have to deal with all that. But I think the commitment is there. It is certainly there in my Office, but I'm just the Budget Director.

President Kaplowitz: I want everyone to know – as I am sure you all already realize – that Ernesto is masterful in his work with the Budget Office, with the Trustees, with the faculty. And he really seems to enjoy the experience each month when he, along with Vice Chancellor Brabham, meets with the UFS Budget Advisory Committee, especially with Ned Benton, because he loves being challenged and it is a really terrific committee.

Director Malave: Meeting with the University Faculty Senate Budget Advisory Committee is my class, my seminar, every month.

President Kaplowitz: Yes, you really do seem to love to teach us.

Director Malave: No, no, no. It doesn't work that way. It is a seminar that the faculty give me.

President Kaplowitz: You have certainly been extremely forthright, as usual. We will do our best to ascertain within the College what the adjunct numbers mean because we certainly need to understand them. If the model does show, as you have indicated, that John Jay is among the most underfunded, along with Hunter, if there is a way of helping we would be extremely grateful. We are especially concerned about the tuition revenues in Year Two of the Plan because in the interim, since the Plan was filed by the College, the University adopted a new admissions process, one that uses the market approach, and, again, we're not on a level playing field to compete in the market.

Director Malave: You're right. You are in a better situation than anybody else. You have a niche that nobody else has. There is no other college to attend for the programs you offer. There really is no place else to go.

President Kaplowitz: But we are a little worried . .

Director Malave: [laughing]. So we shouldn't do that police program at Bronx Community College?

President Kaplowitz: [laughing]. Definitely not. But we are worried about the new admissions procedure whereby applicants will be admitted to three CUNY colleges – if they meet the admissions criteria – and those three colleges have to compete for the student. If a student is admitted to John Jay, Brooklyn, and Lehman, we can envision Brooklyn and Lehman telling the student – quite accurately – that even though the student wants to study forensic psychology, for example, and that program is not available at their colleges, the student can attend their college for the first 60 credits and then transfer to John Jay and, with the recent Board of Trustees policy requiring all course work to be transferable with full credits, the student would have nothing to lose and would have the chance to study at a college with an extensive campus, one that is perhaps near their home, and so forth. Our concern is that there is a potential negative impact that this process could have on our ability to recruit students henceforth. We'll be interested in analyzing the consequences of the new admissions procedure but we can foresee scenarios such as the one I just described. When the Plan included a projected increase in tuition revenue of $330,000 we did so, first of all, with great reluctance – at least on the part of the faculty – because the faculty believe we have too many students given the number of full-time faculty and given the amount of space we have and given our resources, such as the Library resources. But, also, when we included that enrollment increase in the Plan we did not know that this new admissions process would be introduced and we do not know how it will shake out. So, the University Faculty Senate Budget Advisory Committee is looking forward to the briefing you and Vice Chancellor Sherry Brabham will be providing on May 7 about the consultant's report.

Senator Susan Will: With regard to the recruitment of students: a lot of recruitment is the result of word of mouth, with students telling friends and relatives who are planning to attend college about the services they get at the college they attend. And as much as we have had open houses to encourage students to choose John Jay, and even though we do have a niche, our students feel tremendous frustration because of our inability to provide the resources to them that we should. Our students work on projects for their courses and go to our Library but even books and journals that are on subjects that are our "niche" are not owned by John Jay's Library because of our College's inadequate budget. This plays an important role in what our students tell potential students and in our ability to retain our own students. The students complain that they pay the same tuition as students at other CUNY colleges but that books that our Library should own because of our "niche" not only aren't owned by John Jay but are often actually owned by libraries of CUNY colleges that do not have our "niche."

President Kaplowitz: To follow up on this, I'd like to introduce Professor Jane Davenport, who is a member of our Library faculty – she is our Acquisitions Librarian – and who had been a long-time member of our Senate in the past and who rushed from a meeting at 57th Street to be at today's meeting with you. She has just arrived and has an important perspective to share about this issue.

Professor Jane Davenport: I'll try to be as brief as possible. John Jay Library has been at the low end of CUNY Library spending per student FTEs for a number of years. We've never really had enough to fund our mission, which is a dual mission, but now we have been less and less able to fund our criminal justice mission. This year, particularly, we had a blitz of cancellations in terms of periodicals and serials, including our law collection. We have cut into our core mission, basically, because we have had to cut the stuff that is very basic to our criminal justice mission because we just couldn't pay for it. It is obviously a depressing exercise to cut into the law and criminal justice materials. Our monographic book ordering came to a halt this year so we have a category called, "to be ordered when funds are available." Actually, we are already three years behind in ordering books because we have been doing this for years: waiting for a future year to order previous years' books, and so on and so on. Another area, besides law and criminal justice, strictly speaking, is forensic science. There is one forensic science data base, which is essential to anybody doing forensic science. We had to cancel that this year. So the forensic science people do not have a data base for doing their research. It is those kinds of cuts that make us wonder what we're doing here in the Library. What are we doing here? We don't have a self-respecting library in the kind of field that is essential to support this College. We long ago stopped supporting the general mission of the College, that is, the humanities and so forth. We have basically stopped supporting the social sciences. We wonder why we come to work because we are cutting our collections instead of building them. And I guess it is going to be worse next year, which means we will have to cancel even more things than we did this year.

Director Malave: If you don't mind my asking: at what point, just when, did the big cutting begin in the Library?

Professor J. Davenport: There is a history to this. The formula for the colleges' funding of their libraries changed in the late 1980s. It used to be that when the budgets were allocated to the colleges, the library budget of each college was lined out, was specified: this is your college budget and, of that, this is your library budget. Ten or 12 years ago that lining out was taken away so that it was at the discretion of each college as to how much its library would receive. Across CUNY the library budgets plummeted and they have been suffering ever since. Now CUNY Central, as you know, has a Library Office and they get money separately to buy databases for all the colleges but specialized schools don't benefit from that because no one is going to get a forensic science or a criminal justice data base for the entire University. That is something John Jay has to pay for.

Director Malave: Have you ever made an appeal to them to fund any of that?

Professor J. Davenport: Yes, but there is a Council of Librarians from all the CUNY libraries that vote and select the databases that the University is going to pay for. They select the common denominator.

Director Malave: But the John Jay folks have never asked [CUNY Library Director] Marsha Ra whether she can take this on or is it that this is a big democratic process in which, you are right, the common denominator prevails, but no one seeks to get any individualized treatment?

Professor J. Davenport: No.

Director Malave: Because I remember a few years ago I was at City College and visited with the School of Architecture and they had a full set of special needs that nobody else has and, similarly, their School of Engineering, and there was some special effort at the School of Architecture Library because they are not part of this larger system. I am just curious as to whether or not either you or the Administration here had made efforts to address what you are characterizing as a very critical issue. When Middle States comes to visit, for example, how do they make a site visit, see the Library, and then nothing happens?

Professor J. Davenport: Nothing does happen and it is amazing. It is a miracle. They come through the Library with a dean or the equivalent, we walk around, and it's amazing that we get through these accreditations. I don't know how we do. Maybe this time we won't.

President Kaplowitz: We start our next Middle States self-study in September and the site visit will be a year later and so we will be faced with the question of our re-accreditation very shortly.

Director Malave: Right.

Professor J. Davenport: And we also have specialty accreditations. We had a science one and we had a public administration one.

Director Malave: And you get reaccredited?

President Kaplowitz: Because those accrediting agencies, including Middle States, really do not seem to always do what they are supposed to.

Professor J. Davenport: Yes, I think that is the answer.

Director Malave: The reason I ask is that I remember one time at Hostos an accrediting team came and said there is no library here – they didn't quite say that but that was the import – and we attempted to respond as a system. You have to do that at a variety of levels, one, to make sure that a college administration does not let a library ever fall to the point that they don't have a functioning library and, two, sometimes a cash infusion is what is needed to bring things up at a particular time. What is the cash infusion necessary for the Library at John Jay? How much money are we talking about? How much money – in round numbers – do you think would be needed to get the Library at John Jay where you think it needs to be?

Professor J. Davenport: I have a series of numbers with me but I don't have that number right now.

President Kaplowitz: Jane made a presentation – with specific dollar numbers – to our Faculty Senate a few months ago and the Senate was stunned into silence, horrified silence.

Senator Kwando Kinshasa: That is true.

Director Malave: Why don't you send that to me.

Professor J. Davenport: I will. What I do have with me today is a list of just one of our phases of cancellations this year, which came to $81,000 worth of cancellations. Just one example is *General Chromatography*, which is an essential science journal and which costs $10,000 a year and which was cancelled. I would say, in terms of buying power, our budget is lower now than it was 15 years ago and that does not take into account inflation. In the publishing industry inflation is rampant because it is not reflective of the rest of the economy because there's been a lot of consolidation.

Director Malave: We are sensitive to the library issue. As a matter of fact, on Page 17 of this book that I've distributed to all of you, the University's Budget Request [to Albany], we show the numbers. The actual percent is 43% system-wide of an actual cut in resources for libraries.

Professor J. Davenport: Yes, that's Marsha Ra's chart.

Director Malave: So we know what the numbers are and we are sensitive to the library issue because we have a commitment in this Budget Request to it. You can't say you want to have flagship programs without highly capitalizing perhaps the most critical academic support activity, which is library activities. So, we are sensitive to it. We made an argument in the Budget Request and laid out the numbers as to why we think we need to make new investments in this area. I'm just curious as to what your numbers look like. So if you can send me those numbers we'll see what we can do.

Professor J. Davenport: I will. I'd be happy to.

President Kaplowitz: One point Jane made to the Senate in her presentation to us a few months ago was about J-Stor, which is described on Page 17 of the University's Budget Request. But as Jane explained to us, John Jay can not subscribe to J-Stor because we don't have the money to do so.

Director Malave: Yes, it is very expensive.

President Kaplowitz: But it is presented as University-wide resource but the reality is that it is available only to those colleges that can afford to subscribe to it.

Senator Kinshasa: This situation is making it more and more impossible for our students to do the research that is part of the mandate of John Jay.

Senator Robert Fox: I wouldn't feel comfortable if you went back to 80th Street without hearing our view of the "niche" that John Jay has. Back in the 1970s we ran into a problem. We heard the same talk about how criminal justice is a speciality and, therefore, the College was "safe." We began to build the College more around criminal justice as our mission. And we lost a competitive edge with new students during the fiscal crisis that occurred shortly after. Depending on whose version of history you want – I won't go into that because it's not relevant – we lost our competitive edge and colleges like Mercy, St. John's, New York Institute of Technology became very aggressive and we then faced a second crisis because a lot of things that other colleges got we didn't get because, after all, we "had it made," we had our niche. And we were actually one of the first colleges to develop a top flight recruitment staff and it became the model for a lot of other colleges at that time. And our faculty developed top programs that attracted students. But what happened was that other colleges offered inducements based upon what the Federal government was doing in terms of providing financial assistance to Vietnam veterans and to police officers and we had to really scramble in order to get back. This whole idea of John Jay being sufficiently funded so we can continue to not only provide services to our students but engage in recruitment efforts and maintain standards is really important because it is what in economics is referred to as lagging indicators. If we don't really keep up some of the things we have going for us we may end up by the time we get things back finding out that we reached critical mass and it's too late. We may have a tremendous edge in terms of someone who wants to study criminal justice at CUNY but that's no guarantee that those students will not end up at satellite campuses of private colleges all over the place unless we are able to truly meet the needs of our students. We all teach and know the comments of our students and how frustrated they are by what they don't have. We really need help. Please don't assume that because we have the only CUNY programs in criminal justice and forensic psychology and so forth that that means that anybody who wants these programs will come here.

Director Malave: That is a point well taken. You're right, I'm not taking into account the private sector. I believe it was Mary Rothlein with whom I was talking one day who told me that it is St. John's that has an on-site master's program at the [NYPD] Police Academy! I said, "St. John's? " I was very surprised to hear that. So you are right. The reason sometimes, in making a point, that I mention the idea of, for example, a Bronx Community College police science program is that by the time Phase II is actually built here, students interested in studying police science may have no place to go because John Jay can't admit them all. Sometimes you see a CUNY college with programs that students want but the college can not accommodate them because of lack of space. So when Hunter College closes enrollment because of a lack of space, a student who wants a degree in the sciences there can still consider Queens College, for example. When the space issue at John Jay is such that you are packing them in like sardines and it's awful, I often wonder why John Jay can't have a relationship with some of its sister institutions and not lose a student to St. John's because when students come to John Jay they don't have an adequate library or are forced to sit in a class with 40 students. We lose students to St. John's because we somehow can't figure out how to have a relationship with our own sister institutions. If we can figure that out I think students from the Bronx or Queens don't necessarily have to turn to St. John's. But let me be clear about this: I am not suggesting that we have programs in police science in other campuses, in the Bronx, in Queens. . . .

President Kaplowitz: Are you suggesting John Jay satellite programs at other CUNY campuses?

Director Malave: Whether it is part of a campus or whether it is another program we are, after all, one University but there are some programs in highly specialized institutions and when you get to the point that you can't take any more students because your physical facility doesn't permit it you either say you will spend $400 million but by the time that campus is built it will be 10 years from now or you figure out a way of getting sister institutions to collaborate a bit more and not lose that student. But that is another issue of CUNY as a system. But you're absolutely right: while this is an issue for CUNY it is certainly not an issue for New York. And so I stand corrected.

President Kaplowitz: When we meet as a Senate at this all-day meeting we meet in this pleasant room in T Building. But our students are subjected to a physical plant, most especially in North Hall, that is such that it is amazing that they return the following semester. It is amazing that they tell their friends and relatives to come here. This isn't about Phase II. It is about the fact that, as Bob Fox has just said, we can't assume that students will come here. The budget situation has worsened an already terrible situation. This year the physical plant has deteriorated dramatically and next year we expect it to be even worse, since there will be fewer B&G staff to clean and to do repairs, there will be even longer lines for student services because of our hiring freeze and our very high staff attrition, there will be fewer full-time faculty than we would otherwise have had, and, unless you are able to help, fewer Library resources and other academic and student support resources in areas such as financial aid, tutoring. To ask students, many of whom are the first in their families to go to college, as was true for me and for you, to ask students who work and go to school, many of them working at jobs where they put their lives on the line daily for all of us, to stand for hours on end on lines, to find the books and journals they need not owned by our Library, to have the labs not open the hours they must use them because of their work and class schedules, we have to constantly not let the situation further deteriorate but rather make it better. It is not only the morally right thing but it is essential for retention and recruitment. As Susan Will said, if students find the books they need are not at John Jay's Library but are at the libraries of other CUNY colleges they not only tell other potential students but they realize they might as well transfer to those other colleges for a few years and then, if they are still interested in our programs, transfer back here to do their major. It keeps coming back to resources.

Director Malave: Karen, I would like to ask you to take me on a visit of North Hall to get a better sense of that facility and I'd like to visit the Library, as well.

President Kaplowitz: I will be happy to do that.

Director Malave: If you are willing, I'd like to give Jon [McCabe] the opportunity to make a presentation about a Report that is a very comprehensive look at revenues. [Copies of the Report, entitled "A Comparison of Unrestricted Current Fund Revenue at CUNY and Selected Peer Institutions FY 1990 to FY 1999," issued by the CUNY Budget Office, on May 1, 2001, were distributed.] You will see some numbers which will reinforce everything you already know. [N. B. The complete 17-page Report is available for review in the Faculty Senate Office.] Jon McCabe, as you know, was here the last time I came to the Faculty Senate. He is the [CUNY Budget Office's] liaison for John Jay. He's the one who actually tells me whether the numbers are adding up for John Jay. But he is also the person in the Budget Office who is responsible for conducting a variety of studies on funding and is basically credited with developing our research capacity in the Budget Office for a number of years.

Mr. McCabe: You may have seen the companion Report on expenditures at the University, which Karen has.

President Kaplowitz: Yes, I provided copies of that excellent Report to the Senate.

Mr. McCabe: This new Report is on revenues at the University. As you'll recall, when the Schmidt Commission was in action a few years back they brought in PriceWaterhouseCoopers and the Rand Corporation as consultants to look at all matters concerning CUNY. They required us to provide them with a lot of financial information and although most of that information did not turn up in the final report, called "CUNY: An Institution Adrift," it did turn up in the companion volumes. Basically they looked at CUNY senior and community colleges and compared them with peer institutions from around the country that they selected and, based upon the information we provided them and some of the work they did, we decided that we should do this all the time, that this is interesting information. So we did the 1998 expenditure volume and I'd like to update that but because doing so is very time-consuming we decided to first do a report on the revenues. This is particularly relevant to the conversation today. The numbers are telling all the stories that Tom has been talking about, that you, Karen, just talked about. Rather than go through all the particulars – you can review them at your leisure – I'd like you to look at the total revenues coming into the University compared to our peer institutions over a 10-year period, adjusted for inflation. Chart 1 on Page 3, which is entitled "Percentage Change in Unrestricted Current Fund Revenue at CUNY Senior College vs National Senior College Peer Group FY 1990 -1999" [Attachment B - 1], provides a snapshot about what we know has been happening at the senior colleges of CUNY; perhaps surprising to some, it tells a different picture about what is happening at many other colleges and universities around the country. Where we saw a significant decline at CUNY of overall revenues, which would include State support, City support, and tuition – and on a FTE basis an even larger decline – around the country that is not the case. Colleges and universities elsewhere have come out ahead. That alone provides a lot of explanation for what is happening at John Jay and at a lot of our other campuses. What we found astounding – and this is inflation-adjusted – is that the senior colleges saw roughly a $150 million loss in funds to work with which makes one wonder how we are still open. We've really questioned how it could be that we are still open. We are certainly aware that there have been declines but when you see declines of that magnitude you wonder where do we find the money to fill that hole. Library acquisitions is one of the victims of this. A big portion of this was, of course, in the gradual decline in full-time faculty who were replaced by adjunct instructors, which saved an enormous amount of money. But it was also scattered across many of what we call the major purposes, whether it be academic support or other areas. On a per FTE basis it was even a little bit deeper. We did not have a huge enrollment increase across the University over the last ten years but it did go up a bit so instead of a 15% loss per FTE it is really an 18% loss per FTE.

Director Malave: That is unless you are at John Jay, in which case it is a 36% loss per FTE!

Mr. McCabe: That is right, because John Jay has had a large enrollment increase. Basically, the other key point I'd like to call your attention to is demonstrated in Chart 2 on Page 6, entitled "Change in Net Unrestricted Current Fund Revenue at CUNY Senior Colleges vs National Senior College Peer Group FY 1990 - 1999" [Attachment B - 2]. We did have significant increases in tuition during this period, as you can see. We had roughly an 80% increase in tuition combined with a 40% to 45% decline in public support – State and local support – which left us with that 15% hole you saw on the previous chart. So what that means is that we have been charging more tuition but we have less money to provide services to students who are paying more tuition. The purpose of these Reports – and it is really best to look at these numbers in the aggregate – is to look at our University versus our peers and not, as tempting as it is, to focus on our individual institutions. So the purpose is to look at the big picture. Although our peers also increased tuition, they were able to deploy that tuition revenue towards new things because their state support remained relatively level whereas we were trying to fill the hole that was growing so fast that we still ended up $150 million short, even after raising all that tuition. I'd like you to think about the larger picture but, of course, the John Jay picture is really stark in some of these numbers. Your tuition revenue grew even faster – I don't know exactly what mix of students and programs led to this, whether an increase in graduate programming, maybe an increase in FTEs – and you still came out significantly behind. I think it's important to also realize that if you look at the community college portion of this Report, the picture was ugly but not as ugly for our University and, actually, the community colleges across the country may not have fared as well as their senior college brothers and sisters but it is important to recognize that our CUNY community colleges did not take it quite so hard on the chin as our senior colleges. In part, that is because we have the State aid formula where those FTEs are actually funded by the State and we had a Maintenance of Effort legislation whereby the City can not reduce our funding on a year to year basis. So that has helped our community colleges to some extent although they still face a lot of stress.

Professor Litwack: About the larger picture, looking at Table 2 on Page 5, "Percentage Change in Unrestricted Current Fund Revenue Per FTE at CUNY Senior Colleges vs Peer Institutions 1990-1999" [Attachment B - 4], what is most striking is shown in the third column from the right which is titled "Revenue per FTE" and which shows that per FTE revenue is so much higher at the peer institutions. The numbers are so striking they are unbelievable. And of course John Jay was so much higher 10 years ago and now we are much, much lower. Do those revenues include tuition?

Mr. McCabe: Yes.

Professor Litwack: Do you know if the tuition at those peer institutions, on the average, are the same as at CUNY or higher?

Mr. McCabe: What I can tell you is that in terms of our senior colleges, on a national basis, we are in the top 20 in terms of tuition cost: we are not the most expensive but neither are we the bargain that everybody always talks about. We are charging the same as many of these institutions, more than some, less than others. We know for certain that our community colleges are some of the most expensive public community colleges in the country.

Professor Litwack: What I am getting at is whether the greater revenue at the peer institutions is because the tuition there is so much higher than at CUNY or is it because they receive more state aid.

Mr. McCabe: It is both, Tom. They increased their tuition – I have not looked at that institution by institution – but the peer group increased tuition by about 70% and we increased it by 80% across the senior colleges – so they increased tuition somewhat less than we did, but they got to, in effect, keep the tuition because their state aid and local aid did not decline to the extent that ours did. So they are now funding the way we used to fund on a per FTE basis. We tried to stem that erosion of state aid with tuition but that has not been sufficient because the erosion has been so bad.

Professor Litwack: Perhaps you could do a chart someday that adds the cost of living, because the cost of living differences would make the differences even worse.

Mr. McCabe: I think that's true. Every time I show these charts someone always finds more work for me to do. When I show these charts to the Council of Presidents they suggest other factors to be considered, including adding other peer institutions for the comparisons. That is one thing you should realize: often many of the Presidents are quite dismayed to see the kinds of peer institutions that are in this analysis. We wanted to use the same peers that PriceWaterhouseCoopers used for the Schmidt Commission. We thought their analysis was interesting and we wanted to replicate it and expand upon it. But many presidents would say: why not the University of Texas at Austin instead of at El Paso, for example; why not use Research I institutions. We already look pretty awful in terms of where we stand against a group of peers that are not the most well-heeled institutions in the country so you can imagine if I had the time to do this with top flight peers what would happen is that the picture would then be so horrendous that no one would look at it except ourselves.

__Vice President A. Green:__ Are TAP dollars and other financial aid monies counted as revenue?

__Mr. McCabe:__ TAP is included in the tuition.

__Director Malave:__ TAP is an entitlement program so wherever tuition goes TAP follows.

__Mr. McCabe:__ New York State's TAP program is $600 million. It is the biggest program in the country. No other state, not even California, has anything so big. But the overall picture still shows that support for the TAP program aside, we're still $150 million short at the senior college level.

__Senator Alford:__ Are endowment monies and grants and gifts included as revenue?

__Mr. McCabe:__ No, but that would make a very interesting analysis as well. What some people call entrepreneurial activities has not in the past been the focus of the University's efforts of getting revenue but it certainly is going to be a larger portion in the future and I think we will probably move toward a broader view of revenues, which I'd like to see. If we started doing that now, 10 years from now will we be looking at just more tuition or will we be looking at more tuition, more fundraising, more grants, and that sort of thing. But for the purpose of this analysis, that was not included.

__President Kaplowitz:__ This is an excellent Report.

__Director Malave:__ We skipped by Table 1 on Page 4, "Percentage Change in Unrestricted Current Fund Revenue at CUNY Senior Colleges vs Peer Institutions 1990-1999" [Attachment B - 3]. This table shows a 15.2% loss in revenue during this period, which is the $153 million decrease, for the University. But you have to look at the John Jay numbers: John Jay's share of that $153 million is only a $1.2 million dollar decline, only a 2.1% decrease. Most of the big colleges have double digit declines in revenue – absolute declines in revenue. In John Jay's case it is only 2%.

__Professor Litwack and President Kaplowitz:__ But . . . .

__Director Malave:__ I know. I had already pointed out that Table 2 on Page 5 [Attachment B - 4] shows that the average decline for the senior colleges per FTE revenue was 18.8% but that for John Jay is was a 36% decline. But I also wanted to mention this point, which is shown in Table 1 on Page 4 [Attachment B - 3]. When you look at this Table – Table 1 – when you look at Medgar Evers and John Jay, the two colleges that exploded in their enrollment, it's not that money does not follow students, at some point it may not follow them enough, but what it shows here is that revenue at John Jay is considerably higher than the average at CUNY in __absolute__ terms. In the case of Medgar Evers the reason their revenue grew by 19% is that they grew in enrollment and also because they moved into senior college status since 1990, which resulted in greater resources as a senior college, and they also acquired new physical plant during that period, which was not the case for John Jay. The College of State Island declined by only 1%, but remember CSI acquired a new facility during that period. All the other senior colleges experienced double-digit declines in revenue.

__President Kaplowitz:__ But the reason for John Jay's numbers is that John Jay had 4000 students in 1990 and we have 11,000 students now!

__Director Malave:__ That's right.

__President Kaplowitz:__ So the fact that we declined by only a million dollars or by only 2% is meaningless. What this means is that we have $1 million dollars less, adjusted for inflation, for 11,000 students than we had for 4,000 students and, furthermore, we were already underfunded in 1990.

Director Malave: I'm just showing you numbers. People like absolute numbers as well as per FTE numbers. In terms of per FTE numbers, John Jay is all by itself. In terms of absolute numbers, John Jay is almost all by itself as well.

Professor Litwack: [Laughing]. Ernesto, is there any way you'd be willing to do my income taxes?

Vice President A. Green: I think what the Budget Director is showing us is that one can do anything one wishes with numbers.

Director Malave: That's absolutely right.

Mr. McCabe: What this shows is that you've had a tremendous enrollment growth in an era of declining State and local support.

President Kaplowitz: Also, we were able to come in within budget during those years because of not only excellent managerial performance by John Jay people . . . .

Director Malave: During the Sermier years.

President Kaplowitz: . . . but also because the College overenrolled and overcollected by millions of dollars each year. So we artificially inflated our budget allocation and then when we reached the point that we realized we were not serving our students well, when we saw that our retention and graduation rates were not what we wanted them to be, and we had a Chancellor – Chancellor Reynolds – who insisted that senior colleges raise their admission requirements, we raised our admissions standards and our enrollment declined and we stopped having overcollections. And that was when we starting having a very serious budget problem. That was why Tom asked if you would consider, upon looking at the model, that perhaps our revenue targets could be adjusted because we did, after all, carry the University in terms of enrollment growth for 12 years.

Professor Litwack: Just for the record, Ernesto, since you had mentioned earlier our decision to increase our admissions requirements, we made that decision based on very hard data that showed that the students who we were now not going to admit had been doing very poorly at John Jay and that there was a very significant performance difference between the students who we were now not going to admit and the ones even in the next category above them. We felt that, perhaps because of our lack of resources, we weren't doing those students a favor by admitting them into John Jay and we weren't doing ourselves a favor because it brought down standards throughout the College. So the decision to have those standards was not based at all simply on the desire to have fewer students but rather because it seemed the academically rational thing to do. And that's why we did it.

Director Malave: And that is what you get paid to do, to make those kinds of decisions. And that's fine with me. Provosts, chairs, deans, faculty do what they believe is appropriate academically but you just need to never lose sight of the effect of that and try to ensure that you have a revenue stream coming in in the first instance to cover that lost revenue or that you have a plan to deal with the effects. And the idea is, simply, to have a plan. It is in the absence of a plan that you get yourself into trouble. I agree that it was the right thing to do.

President Kaplowitz: On behalf of the Senate, I would like to thank you for being so generous with your time, with your thoughts, with information, with documents. This was such an informative, useful, and collegial meeting. And thank you, again, for all you have done for John Jay in the past and for all that we hope you will be able to do for John Jay in the future. And we look forward to meeting with you again, in the near future.

Director Malave: It was a pleasure. Again, thank you for the invitation, and I will look forward to meeting with the Senate again and would welcome an invitation.

[The Senate expressed its appreciation with sustained applause.]

5. Discussion and vote by secret ballot on Honorary Degree candidates proposed for May 2002: Professor Lotte Feinberg, Chair, Committee on Honorary Degrees

Professor Lotte Feinberg presented candidates to receive an honorary degree at the May 2002 commencement exercises: she presented the recommendations from the Committee on Honorary Degrees, which she chairs. The six other Committee members are Professors Todd Clear, Jannette Domingo, Betsy Hegeman, Jack Jacobs, Jerry Markowitz, and Maria Volpe.

By secret ballot, after an off-the-record discussion of the candidates proposed by the Committee on Honorary Degrees and after reviewing the documents provided about the candidates by the Committee, the Faculty Senate approved by the requisite 75 percent affirmative vote of those Senators present and voting, by secret ballot, the following four individuals for honorary degrees to be granted at the May 2002 commencement:

Susan Brownmiller	James C. McCloskey
Kay Redfield Jamison, Ph.D.	Jessye Norman

The Senate's recommendations will be forwarded to President Lynch and, upon his approval, to the Chancellor and to the CUNY Board of Trustees for their approval.

6. Discussion of the agenda items of the May 9 College Council meeting

The agenda comprises approval of recommended recipients of honors, prizes, and scholarships to be awarded at commencement. Also, approval of the creation of two new Drama, one Philosophy, and five Mathematics courses and the revision of a Law course, as recommended by the Curriculum Committee. Also, the Graduate Studies Committee's recommendations that students in either the CJ or MPA graduate programs may have two specializations; a proposal about the Protection Management capstone experience; and a proposal that admissions requirements for the CRJ, MPA, and PMT graduate programs be changed whereby the Graduate Record Exam (GRE) need not be taken. Also, a request from the Faculty Senate that there be a report by relevant College officials and other officials, if relevant, about the operation of John Jay's Barnes & Noble bookstore as well as a discussion by the Council about the operation of the College bookstore.

7. Election of two faculty to serve on JJ's 504/ADA [American With Disabilities Act] Committee

Farris Forsythe, the Director of the Office of Services for People With Disabilities, has responded to the Senate's recommendation that the faculty members who serve on John Jay's 504/ADA [Americans With Disabilities] Committee be elected by the Faculty Senate by saying she would welcome the Senate's election of two faculty members to serve with the student, staff, and administration members on the Committee. The Senate elected, by unanimous vote, Professors Francis Sheehan (Science) and Karen Kaplowitz (English), both of whom are knowledgeable about disability issues. Senator Janice Dunham said she hopes our 504/ADA Committee will be very involved in the planning and designing of Phase II.

8. <u>Report and discussion about JJ's Barnes & Noble Bookstore and about proposed recommendations:</u> Faculty Senate Executive Committee

President Kaplowitz reported that CUNY is conducting an audit of John Jay's Barnes & Noble Bookstore. One reason for the differences between the book prices at the various B&N bookstores at CUNY colleges is that some CUNY colleges contractually provide a discount of all books and others do not. Eight CUNY colleges have contracts with B&N. Of those eight, four colleges discount all their books (the discounts range from 4% to 7%) and four do not, including John Jay. Presumably, but this is not yet clear, the discount is counterbalanced by the amount of money the vendor contributes to the college's Auxiliary Services Fund. So there are two areas of interest: one is how well the vendor, in this case, B&N, serves John Jay's students and faculty, and the second is the nature and quality of the provisions of the Request For Proposals (RFP) issued by John Jay's Auxiliary Services Corporation to prospective vendors and the provisions in the contract that is ultimately negotiated and awarded.

She explained that having read our contract with B&N, she has learned that there are a number of provisions which are in the contract which perhaps made B&N's contract more attractive to the College than other vendors, but which are not publicized and are, therefore, not known about. For example, John Jay faculty are entitled to a 10% discount on all books and other merchandise, except computer materials and musical recordings, purchased at the B&N Superstore at 66th Street and Broadway. Also, John Jay's B&N store will special order any title for any faculty member as a matter of contractual policy. Furthermore, students who purchase from any other brick and mortar bookstore books that are lower in price than those that are sold at John Jay's B&N store will be paid the difference, if they have a receipt, and this includes students who use financial aid vouchers at John Jay's store.

A list of recommendations being proposed by the Senate's Executive Committee was circulated and reviewed:

a. The Senate Executive Committee will request a copy of the audit being conducted by the CUNY Central Administration auditors of John Jay's B&N Bookstore.

b. If the audit proves to be too narrowly focused, a recommendation shall be made that an analysis be conducted of the performance, operations, and pricing system of the John Jay bookstore.

c. Request that a report be prepared by B&N and/or by the John Jay administration about the numerous provisions in the B&N contract so the faculty, staff, and students know what is contractually to be provided by B&N to faculty, staff, and students.

d. Publicize the attendance of B&N executives at the May meeting of the College Council, which is the result of the Faculty Senate having placed the JJ B&N operation on the College Council agenda for report and discussion. College Council meetings are open to all members of the College community.

e. Recommend that a Town Meeting on the John Jay Bookstore be scheduled for the Fall semester and widely publicize it to students and faculty and request that B&N executives attend.

f. Request that the Executive Committee of the Faculty Senate be provided with the calendar of Auxiliary Services Corporation meetings: date, time, place. And request that the Executive Committee of the Senate also be provided with a copy of the Auxiliary Services Corporation agenda at least a week in advance as well as the minutes of each meeting.

g. Request that the Executive Committee of the Faculty Senate be notified when preliminary discussions are about to begin about the development of an RFP for the next bookstore contract and/or when discussions are about to take place as to whether John Jay should opt to extend by one or two additional years the current 3-year contract, which is set to expire June 2002.

h. Request that John Jay's Auxiliary Services Corporation obtain the bookstore RFPs of the other CUNY colleges and the contracts of the other CUNY college bookstores to ascertain best practices and the various options that may not have been considered by John Jay. Request that a copy of each of these documents be placed on reserve at JJ's Library Reserve Room. Chancellor Goldstein has stated that these documents – the RFPs and the contracts – are public information, available upon request.

i. Make part of the record the fact that the B&N Regional Manager, Mr. Joe Cassano, has told Karen Kaplowitz that he agrees with the accuracy of the memorandum from Professors Michael Blitz, Betsy Gitter, Karen Kaplowitz, and Harold Sullivan recording the agreements reached during their meeting with him. Also report that the memorandum was faxed to Mr. Chris Peterson, Director of B&N College Stores, who acknowledged receipt and who did not express any disagreement with any of the provisions.

j. Determine whether the information is accurate that was recounted last week by a *John Jay Times* reporter that a B&N official told him that book orders for the Fall 2001 semester were due from John Jay faculty on **April 1** and that the B&N person claimed that this requirement is stated in the contract. Request information as to where in the contract this putative date is to be found since multiple readings of the contract failed to yield such information. Determine if, in fact, the assertions are accurate, why such an early and, seemingly, arbitrary date of April 1 was chosen and why no notice was given to the faculty about such a date. Clearly if a deadline is set that is not announced, especially a date that is unrealistically early, then it can, of course, be claimed that faculty are late in ordering their books.

Following discussion, the 10 proposals were approved by unanimous vote.

By a motion duly made and carried, the meeting was adjourned at 3:30 PM

Respectfully submitted,

Edward Davenport
Recording Secretary

&
Amy Green
Vice President

&
James Cauthen
Senator

ATTACHMENT A

John Jay College of Criminal Justice
The City University of New York
Office of Administrative Affairs
899 Tenth Avenue, New York, NY 10019

Robert M. Pignatello, Vice President
Telephone: (212) 237-8500
Facsimile: (212) 237-8616
E-mail: rmp@faculty.jjay.cuny.edu

April 5, 2001

Vice Chancellor Sherry Brabham
Office of Budget, Finance, and Administrative Computing
The City University of New York
535 East 80th Street
New York, New York 10021

Dear Vice Chancellor Brabham:

I am writing as a follow up to discussions we have had recently regarding the second year of the College's budget reduction plan. As we stated at our meeting on March 23, we are requesting approval to utilize a portion of the lease revenue after title acquisition of the Phase II property in order to accelerate the hiring of full time faculty substitutes and to address critical campus needs next year.

I am certainly mindful that permitting the College to use the lease revenue represents a departure from what is typically done. However, I submit that the College's budget reduction and payback requirements are severe (almost 10% of our base allocation) and warrant special consideration for the restoration of funds from this new source. It was with this in mind that we approached Vice Chancellor Macari with this proposal last year. It was and is Vice Chancellor Macari's position that demolition of the site can be delayed so as to assist John Jay during a difficult period. It was based upon this need that Vice Chancellor Macari supports this accommodation and persuaded DASNY to agree to it.

We recognize and greatly appreciate that the University has assisted us this year with a one-time allocation of $1.5 million. This has made it possible for us to stretch the permanent operating budget reductions we are required to make over a two-year period. We ask you to consider how using lease revenue from the Phase II site can provide desperately needed funds to support essential College needs. We understand and acknowledge that the University has other financial obligations and concerns. We propose sharing in these funds to help the College and enable you to help the University.

FY '02 Without Lease Revenue:

This is a worst case scenario which presumes difficulty in realizing the revenue from increasing enrollment as previously planned ($125 FTEs/$330,000) and requires the need to cover $400,000 in additional adjunct costs beyond what we receive from the University with available College resources.

In FY '02 there will be revenue in the amount of $735,000 from additional attrition and retirement of full time faculty and staff beyond what had been anticipated in our original plan. These funds would offset the revenue not realized from increased enrollment and cover the adjunct costs.

Under this plan, faculty would permanently lose the ability to replace eight full time members who have left the College during '01. Since full time faculty cost more than adjuncts, replacement through adjunct conversion would mean scheduling fewer courses for the same dollar amount. Serving the same number of students with fewer courses would result in increased class size or the loss of student enrollments when they were closed out of classes. This, of course, is highly undesirable. Consequently all full time substitute faculty hiring would be deferred to FY '03.

In addition, there would be further OTPS cuts and deferral of computer, library and equipment purchases, and no funds for staff step increases, and re-classifications. This would exacerbate the current situation by stifling our ability to maintain essential support services through the selected use of overtime and part time workers where full time staff have been and will continue to be permanently lost.

Consideration could be given to involuntary separations via non-reappointment. But, that would be a drastic step we oppose and one that has heretofore been avoided. In addition, it could involve the potential loss of key personnel who have taken on increased responsibility due to other full time staff losses. Overall, this would be a very difficult budget in terms of sustaining academic integrity and employee morale following a year that involved enormous cuts and loss of key personnel.

FY '02 with Lease Revenue:

This plan envisions the College being able to utilize at least 50% of the total lease revenue, after expenses, (management fees, security, etc.) While we may not know this amount until the title of the property is transferred, let's assume the total net revenue available is $1.5 million.

With the additional $750,000 we would do the following: use some of it to augment the conversion of some other adjunct funds and hire 19 full time faculty substitutes in the Fall, fund the purchases of books and other publications for the library, restore OTPS funding for computer and science equipment purchases, provide funding to cover College Assistant and overtime costs for essential services due to loss of full time personnel, (including support services for Phase II Planning and design) and undertake a major recruitment effort.

In either case, the plan presumes the sale of the College apartment, (it has already been listed for sale). But, it carries the assumption that it can be sold for $200,000, after broker's fees, in the current real estate market, which is uncertain.

We met with the faculty leadership last week and have fully briefed and consulted them on our proposals. Obviously, they are anxious to begin rehiring full time faculty back as soon as possible and support efforts to accomplish that.

Attached, please find a detailed breakdown and analysis of both scenarios. We hope to receive your favorable decision on the College's use of a portion of the lease revenue soon after the Phase II property is acquired so that we can begin planning for the next academic year as soon as possible.

Very truly yours,

Robert M. Pignatello

Robert M. Pignatello
Vice President for Administrative Affairs

CC: President Lynch, Provost Wilson, Vice President Rothlein, Vice President Witherspoon
Professor Kaplowitz, Professor Benton, Professor Litwack, Professor Sullivan, Angela Martin

Why We Will Face a $730k Permanent Shortfall Beginning Year Two

330k Revenue Over Collection in Question: Must Increase our Savings

Two changes which have occurred at the University level since the writing of the Plan:

1) Spring 01 announcement of Fall 01 implementation of Multiple Admissions Policy (student notified of 3 competing CUNY locations from which they can choose)
2) Stricter implementation of Federal Financial Aide pro-rata refund regulations

400k Can't Stay Within Adjunct Allocation: Must Increase our Savings

Two changes were made to the original Adjunct projection for 2000/01

The $4163.3 originally submitted assumed NO adjunct classes replacing the 19 separated substitutes because:

- a) The average of Spring 99 and Spring 00 enrollment was down an average 225FTE from Fall 98 and Fall 99
- b) The average of Spring 99 and Spring 00 teaching hours was down an average 1,800 hours from the Fall 98 and Fall 99
- c) If the average 225 FTE took 5 classes each @ the average class size of 30, then we would have had to offer 38 fewer classes or approximately 1,710 fewer teaching hours

1) the $4,392 which was sent to senior administrators and faculty leaders as the First Quarter's adjunct projection, however, included the 228k for adjunct replacement of substitutes (76 additional adjunct sections)
2) the $4,637 which was sent to senior administrators and faculty leaders as the early Third Quarter's adjunct projection, includes the fact that adjunct teaching hours rose by 1,530 for the Spring as a result of the 76 additional adjunct classes coverage for the former substitutes, and 15 adjunct course substitutions for 5 faculty who declared Spring 01 travia as well as a slower rate of decline in the student FTE population (down 179 FTE rather than the average of 225)

FY 02: Using Existing College Resources
(Sources of Unplanned Attrition Savings to be Used to Meet the Shortfall)

$475k **Reduce Faculty Maintenance of Effort**

1) 215k Four faculty resigned during the 00/01 fiscal year, their savings for the 01/02 fiscal year (11 or 12 months of savings depending if they resigned at the start of the Fall or the Spring semester)
2) 260k Five faculty declared their retirement effective September, 01. One has decided to return and the other four complete their travia and leave 9/1

$260k **Reduce Staff Further than Planned**

1) Original Plans Submitted: $2,128.5 (2/3rd of Planned Permanent Reduction)
   - 325.0 Transfer of subs to IFR and non-reappointment on 12/31/01
   - 445.7 Retention of vacancies from 99/00 year
   - 340.0 Staff reductions from 00/01 year
   - 340.0 Staff reductions from 01/02 year
   - 166.6 Transfer of additional personnel to IFR after 12/31 non-reappointment of substitutes (noted above)
   - 160.2 Staff non-reappointments 01/02 year
   - 100.0 Reduce title changes/step increases/overtime 00/01 and 01/02
   - 251.0 Reduce ECP (210 permanently and 41 as a payback)

2) Current and Projected Achievement: $2388.5
   - 309.6 Transfer of subs to IFR and non-reappointment on 12/31/01
   - 438.4 Retention of vacancies from 99/00 year
   - 550.3 Staff reductions from 00/01 year as of March 16th
   - 360.0 Added savings of above during 01/02 year — savings of the months they did work in 00/01 but will not work in 01/02
   - 65.2 Added staff resignations after March 16th for 00/01
   - 145.0 Staff reductions from 01/02 year
   - 100.0 Reduce title changes/step increases/overtime 00/01 and 01/02
   - 420.0 Reduce ECP

FY 02: Use of Supplementary Lease Revenue:

$ 250 Conversion of $456 (19 heads @ $24k each) of adjunct over-expenses into full-time monies with offsetting $250k to provide $14k additional per head to hire substitutes for the 2001/2002 fiscal year

$ 100 Use of Academic Computing Lump Sum as provided, rather than set it toward the planned payback

$ 100 Use of Equipment Replacement Lump Sum as provided, rather than set it toward the planned payback (Science equipment to retain standing in Forensic Science)

$ 100 Library Acquisitions (offsetting new purchases and meeting increased costs for on-going purchases)

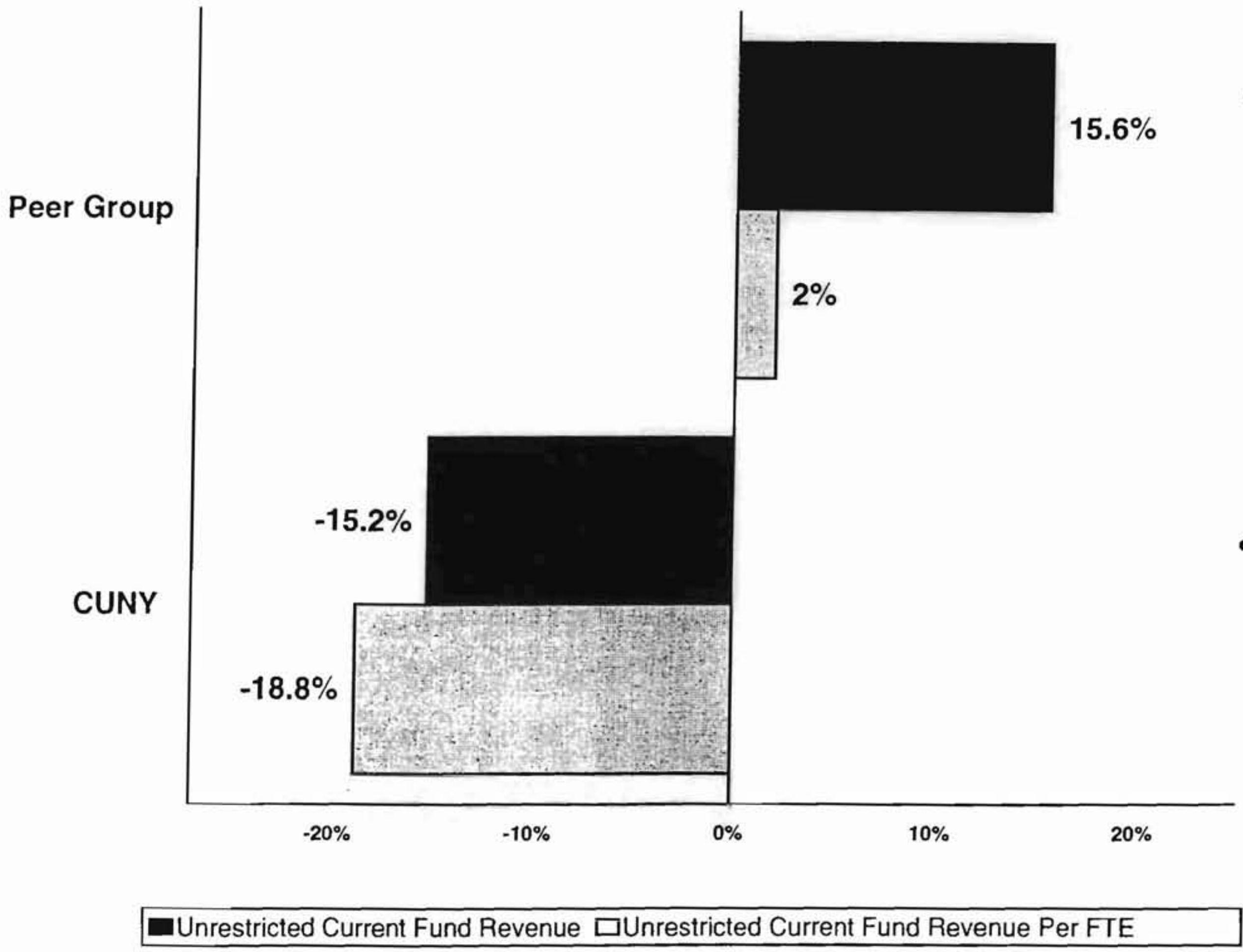
$ 100 Recruitment/Admissions Initiative (printed materials, media advertising, admissions counselors, financial aid counselors so that we can enter competitive arena against other Senior Colleges

$ 100 Essential service Overtime and or replacement of lost full timer w/College A

Chart 1

Percentage Change in Unrestricted Current Fund Revenue at CUNY Senior Colleges vs National Senior College Peer Group FY 1990 - 1999

(1990 Dollars Inflation Adjusted to Reflect 1999 Dollars)



- Between 1990 and 1999 Unrestricted Current Fund revenue at CUNY senior colleges declined 15.2% ($154 million) after inflation. During this same period, Unrestricted Current Fund revenue increased 15.6% ($167 million) at CUNY's national senior college peer group.

- When enrollment changes between 1990 and 1999 are accounted for, CUNY senior colleges lost 18.8% ($2,141) per fte while the senior college peer group gained 2.0% ($216) per fte.

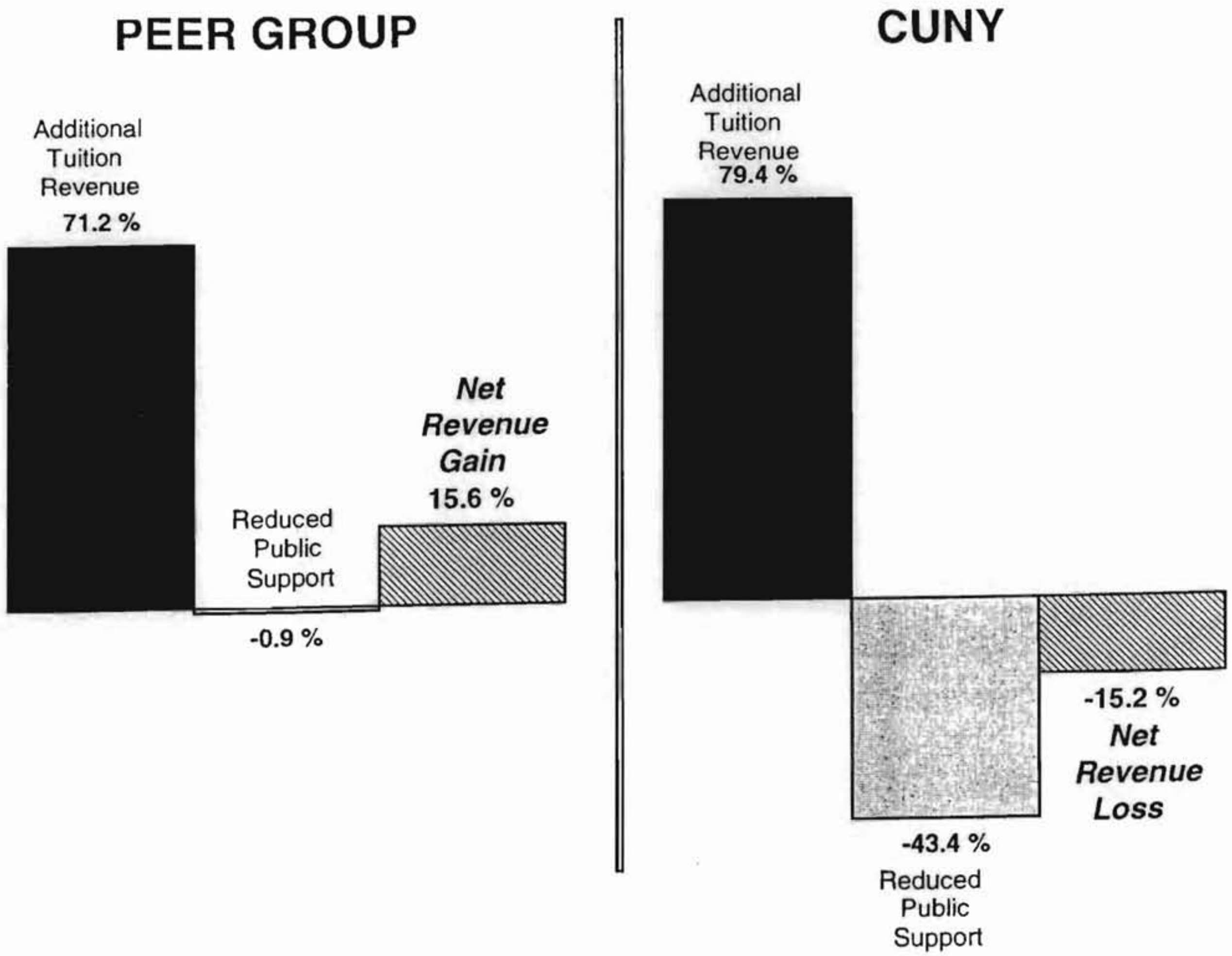
ATTACHMENT B - 1

Note: Unrestricted Current Fund revenue excludes private gifts, grants and contracts, endowment income, sales of educational services, auxiliary enterprises, and other sources. National peer group developed by PriceWaterhouseCoopers for the Schmidt Commission.

Source: IPEDS Finance data. Research Associates of Washington Higher Education Price Index.

Change in Net Unrestricted Current Fund Revenue at CUNY Senior Colleges vs National Senior College Peer Group FY 1990 - 1999

(1990 Dollars Inflation Adjusted to Reflect 1999 Dollars)



- Between 1990 and 1999 tuition revenue rose 79.4% ($184 million) at CUNY senior colleges and 71.2% ($175 million) at senior college peer group institutions after inflation. However, a 43.4% ($338 million) reduction in Public Support for CUNY senior colleges left them with a net revenue loss of 15.2% ($154 million). In contrast, Public Support declined 0.9% ($8 million) among the peer group, providing them with a net revenue gain of 15.6% ($167 million).

ATTACHMENT B - 2

Source: IPEDS Finance data. Research Associates of Washington Higher Education Price Index.
Note: Unrestricted Current Fund Revenue excludes private gifts, grants and contracts, endowment income, sales of educational services, auxiliary enterprises, and other sources.
National peer group developed by PriceWaterhouseCoopers for the Schmidt Commission.

Percentage Change in Unrestricted Current Fund Revenue at CUNY Senior Colleges vs Peer Institutions 1990 - 1999 (1990 Dollars Inflation Adjusted)

Table 1

	Current Fund Revenue		1990-99	1990-99
	1990	1999	$ change	% change
CALIFORNIA STATE UNIVERSITY-LOS ANGELES	165,744,016	137,860,790	(27,883,226)	-16.8%
CHICAGO STATE UNIVERSITY	49,636,320	64,044,870	14,408,550	29.0%
FLORIDA INTERNATIONAL UNIVERSITY	143,547,721	211,405,750	67,858,029	47.3%
GEORGIA STATE UNIVERSITY	162,495,221	222,341,120	59,845,899	36.8%
JERSEY CITY STATE COLLEGE	62,568,579	69,146,800	6,578,221	10.5%
NORTHEASTERN ILLINOIS UNIVERSITY	63,749,172	67,978,250	4,229,078	6.6%
SAN FRANCISCO STATE UNIVERSITY	183,400,032	202,307,260	18,907,228	10.3%
SUNY COLLEGE AT BUFFALO	90,936,735	77,518,820	(13,417,915)	-14.8%
SUNY COLLEGE AT OLD WESTBURY	33,001,181	30,133,710	(2,867,471)	-8.7%
SUNY COLLEGE AT PURCHASE	40,231,284	50,162,960	9,931,676	24.7%
THE UNIVERSITY OF TEXAS AT EL PASO	73,565,669	103,174,790	29,609,121	40.2%
TOTAL	**1,068,875,930**	**1,236,075,120**	**167,199,190**	**15.6%**
CUNY BERNARD M BARUCH COLLEGE	**111,164,914**	**105,545,000**	**(5,619,914)**	**-5.1%**
CUNY BROOKLYN COLLEGE	**130,156,950**	**102,746,000**	**(27,410,950)**	**-21.1%**
CUNY CITY COLLEGE	**137,614,162**	**106,708,000**	**(30,906,162)**	**-22.5%**
CUNY COLLEGE OF STATEN ISLAND	**71,943,671**	**71,212,000**	**(731,671)**	**-1.0%**
CUNY HUNTER COLLEGE	**150,186,338**	**113,825,000**	**(36,361,338)**	**-24.2%**
CUNY JOHN JAY COLLEGE OF CRIMINAL JUSTICE	**56,996,808**	**55,800,000**	**(1,196,808)**	**-2.1%**
CUNY LEHMAN COLLEGE	**72,312,041**	**61,459,000**	**(10,853,041)**	**-15.0%**
CUNY MEDGAR EVERS COLLEGE	**25,151,128**	**30,151,000**	**4,999,872**	**19.9%**
CUNY NEW YORK CITY TECHNICAL COLLEGE	**76,790,935**	**65,884,000**	**(10,906,935)**	**-14.2%**
CUNY QUEENS COLLEGE	**137,146,574**	**106,822,000**	**(30,324,574)**	**-22.1%**
CUNY YORK COLLEGE	**40,973,380**	**36,468,000**	**(4,505,380)**	**-11.0%**
TOTAL	**1,010,436,899**	**856,620,000**	**(153,816,899)**	**-15.2%**

Source: IPEDS FY 1990, FY 1999. Research Associates of Washington HEPI Index.

Note: Unrestricted Current Fund revenue excludes private gifts, grants and contracts, endowment income, sales of educational services, auxiliary enterprises, and other sources.

National peer group developed by PriceWaterhouseCoopers for the Schmidt Commission.

Increased revenue at Medgar Evers is associated with its conversion to a senior college.

ATTACHMENT B - 3

Percentage Change in Unrestricted Current Fund Revenue Per FTE at CUNY Senior Colleges vs Peer Institutions 1990 - 1999 (1990 Dollars Inflation Adjusted)

Table 2

	Current Fund Revenue 1990	1990 FTEs	Revenue Per FTE	Current Fund Revenue 1999	1999 FTEs	Revenue Per FTE	1990-99 $ change	1990-99 % change
CALIFORNIA STATE UNIVERSITY-LOS ANGELES	165,744,016	12,773	12,976	137,860,790	14,285	9,651	(3,325)	-25.6%
CHICAGO STATE UNIVERSITY	49,636,320	3,724	13,329	64,044,870	5,558	11,523	(1,806)	-13.5%
FLORIDA INTERNATIONAL UNIVERSITY	143,547,721	12,531	11,455	211,405,750	20,104	10,516	(940)	-8.2%
GEORGIA STATE UNIVERSITY	162,495,221	14,363	11,313	222,341,120	15,560	14,289	2,976	26.3%
JERSEY CITY STATE COLLEGE	62,568,579	4,557	13,730	69,146,800	5,445	12,699	(1,031)	-7.5%
NORTHEASTERN ILLINOIS UNIVERSITY	63,749,172	6,114	10,427	67,978,250	6,703	10,141	(285)	-2.7%
SAN FRANCISCO STATE UNIVERSITY	183,400,032	19,063	9,621	202,307,260	21,217	9,535	(86)	-0.9%
SUNY COLLEGE AT BUFFALO	90,936,735	9,738	9,338	77,518,820	8,729	8,881	(458)	-4.9%
SUNY COLLEGE AT OLD WESTBURY	33,001,181	3,163	10,434	30,133,710	2,536	11,882	1,449	13.9%
SUNY COLLEGE AT PURCHASE	40,231,284	3,120	12,895	50,162,960	2,995	16,749	3,854	29.9%
THE UNIVERSITY OF TEXAS AT EL PASO	73,565,669	11,688	6,294	103,174,790	11,151	9,253	2,958	47.0%
TOTAL	**1,068,875,930**	**100,834**	**10,600**	**1,236,075,120**	**114,283**	**10,816**	**216**	**2.0%**
CUNY BERNARD M BARUCH COLLEGE	**111,164,914**	**11,792**	**9,427**	**105,545,000**	**11,004**	**9,592**	**164**	**1.7%**
CUNY BROOKLYN COLLEGE	**130,156,950**	**10,846**	**12,000**	**102,746,000**	**9,927**	**10,350**	**(1,650)**	**-13.8%**
CUNY CITY COLLEGE	**137,614,162**	**9,494**	**14,495**	**106,708,000**	**8,117**	**13,146**	**(1,349)**	**-9.3%**
CUNY COLLEGE OF STATEN ISLAND	**71,943,671**	**7,303**	**9,851**	**71,212,000**	**8,456**	**8,421**	**(1,430)**	**-14.5%**
CUNY HUNTER COLLEGE	**150,186,338**	**12,588**	**11,931**	**113,825,000**	**13,452**	**8,462**	**(3,469)**	**-29.1%**
CUNY JOHN JAY COLLEGE OF CRIMINAL JUSTICE	**56,996,808**	**5,550**	**10,270**	**55,800,000**	**8,481**	**6,579**	**(3,690)**	**-35.9%**
CUNY LEHMAN COLLEGE	**72,312,041**	**6,023**	**12,006**	**61,459,000**	**5,952**	**10,326**	**(1,680)**	**-14.0%**
CUNY MEDGAR EVERS COLLEGE	**25,151,128**	**1,655**	**15,197**	**30,151,000**	**3,332**	**9,049**	**(6,148)**	**-40.5%**
CUNY NEW YORK CITY TECHNICAL COLLEGE	**76,790,935**	**7,930**	**9,684**	**65,884,000**	**8,923**	**7,384**	**(2,300)**	**-23.8%**
CUNY QUEENS COLLEGE	**137,146,574**	**11,893**	**11,532**	**106,822,000**	**10,825**	**9,868**	**(1,664)**	**-14.4%**
CUNY YORK COLLEGE	**40,973,380**	**3,516**	**11,653**	**36,468,000**	**3,989**	**9,142**	**(2,511)**	**-21.5%**
TOTAL	**1,010,436,899**	**88,590**	**11,406**	**856,620,000**	**92,458**	**9,265**	**(2,141)**	**-18.8%**

Source: IPEDS FY 1990, FY 1999. Research Associates of Washington HEPI Index.

Note: Unrestricted Current Fund revenue excludes private gifts, grants and contracts, endowment income, sales of educational services, auxiliary enterprises, and other sources.

National peer group developed by PriceWaterhouseCoopers for the Schmidt Commission.

ATTACHMENT B - 4