

Faculty Senate Minutes #224

John Jay College of Criminal Justice

February 20, 2002

3:15 PM

Room 630 T

Present (26): Marvie Brooks, Orlanda Brugnola, James Cauthen, Leslie Chandrakantha, Edward Davenport, Jane Davenport, Kirk Dombrowski, Betsy Gitter, Army Green, Edward Green, Maqsood Kadir, Karen Kaplowitz, Kwando Kinshasa, Tom Litwack, James Malone, Lorraine Moller, Daniel Paget, Rick Richardson, Jodie Roure, Ellen Sexton, Carmen Solis, Robin Whitney, Agnes Wieschenberg, Susan Will, Daniel Yalisove, Liza Yukins

Absent (13): Luis Barrios, Maki Haberfeld, Robert Hair, Ann Huse, Sandra Lanzone, Gavin Lewis, Peter Mameli, Evan Mandery, Mary Ann McClure, Jill Norgren, Dagoberto Orrantia, Davidson Umeh, Margaret Wallace

Guest: Professor Patrick O'Hara

Agenda of the February 20, 2002 meeting

1. Announcements from the chair
2. Adoption of Minutes #223 of the February 7, 2002, meeting
3. Discussion of the February 21 College Council agenda
4. Election to fill 2 vacant Senate seats on the Comprehensive Planning Committee
5. Proposal to recommend that John Jay place its budget on JJ's homepage
6. Proposal that the Middle States committee reports be placed on the Library electronic archive
7. Update on the John Jay budget
8. Discussion of ways to increase the number of available classrooms to meet enrollment needs

1. Announcements from the chair [Attachment A]

Data about John Jay's and CUNY's enrollment were distributed [Attachment A].

To celebrate Women's History Month, Eve Ensler's *The Vagina Monologues* is being presented in March by the John Jay Players, a student club, with a cast of John Jay students and faculty, directed by a John Jay student. The cast includes Professor Amy Green, the advisor to the John Jay Players, and Professor Katie Gentile, Director of the Women's Center. The 2002 Women's History Month Literary Lecture will be given by John Jay's Professor P.J. Gibson on March 21 in the Theater at which time awards for outstanding student writing will also be presented.

Professor Patrick O'Hara was introduced and asked permission to have a student in his course on Organizational Theory briefly video the Senate meeting for the course. The Faculty Senator members were happy to oblige. Professor O'Hara gave a brief on-camera explanation of the important work of the Senate and of its exemplary organizational structure and procedures.

2. Adoption of Minutes #223 of the February 7, 2002, meeting

By a motion made and adopted, the Minutes of the February 7 meeting were approved.

3. Discussion of the February 21 College Council agenda

A proposal to establish a Master's Degree in Forensic Computing is on the agenda of the forthcoming College Council meeting. None of the representatives of the Mathematics Department are present at today's meeting because the Mathematics Department is holding a meeting at the same time as the Senate meeting. A series of questions about the proposal could not, therefore, be addressed and, unfortunately, will have to be raised for the first time at the College Council meeting.

Also on the agenda is nomination of full-time faculty for the three at-large faculty positions on next year's College Personnel and Budget Committee: ballots will be mailed to all full-time faculty. Asked whether all full-time faculty are eligible to be nominated, the answer was that all full-time faculty are eligible but it is highly advisable that they be tenured. Also, only faculty holding the rank of associate professor or full professor may vote for faculty who are candidates for promotion to full professor: this is *CUNY* policy.

Also on the agenda are Curriculum Committee items: the revision of a Corrections course description and the creation of two courses by the Foreign Languages Department: Russian Legal Translation I & II.

4. Election to fill 2 vacant Senate seats on the Comprehensive Planning Committee (CPC)

The Senate's continuing representatives on the Comprehensive Planning Committee (CPC) are Karen Kaplowitz, Kwando Kinshasa, and Evan Mandery. The other two Senate seats have just become vacant.

Senator Betsy Gitter said that as a member of the College Council for many years, she has not seen **any** agenda items submitted to the College Council from the CPC, neither proposals, resolutions, nor reports for either action or as information. Because of this, she questioned whether the Committee merits the time and effort required to serve on it and questioned, therefore, whether the Senate should elect Senators to the CPC. President Kaplowitz said it is her opinion that the Senate is obligated to fill Senate seats on College committees and suggested that instead of declining to participate we should propose changes in the structure or in the procedures of committees that would benefit from such changes. She and others noted that quite a number of College committees are not as effective as they should and could be.

Senator Litwack said there is no doubt there has always been a tremendous aversion to planning at the College because planning requires commitment of resources for the future and this would tie the hands of administrators in a way that administrators are reluctant to agree to. But, Senator Litwack added, he thinks we are in a different situation at the College with respect to this than we had been in the past. Senator Kwando Kinshasa said the CPC, like other committees, requires faculty to speak very assertively because otherwise committees become rubber stamps for the administration, adding that faculty did speak very assertively and effectively at the previous day's CPC meeting. Senator James Malone spoke about the need to change the structure of any committee if a committee is not functioning well. Senator Dombrowski said there is a larger problem, which is how College committees can be protected from efforts to stall or thwart action.

Senator Liza Yukins said that as a member of the Middle States self-study committee on governance she can report that the committee's draft report includes a call to review and to bring up to date the College's Charter of Governance. The draft report also includes a call to review the various committees to determine whether they are functioning properly, who is serving on them, the responsibilities the committees are charged with, and a demand for accountability in the form of a requirement that committees report every year as to how often they have met, what they have done, what actions are currently being pursued. Senator Yukins said she is not certain what will happen between the draft report and the final version of the report but that the draft report contains these recommendations and calls for review of the committees to determine whether they are functioning and accountable in terms of their governance functions.

President Kaplowitz said that the recommendation that the Charter be brought up to date is commendable because the most recent iteration of the Charter is from 1992 and yet the Charter has been amended since then, including an amendment to create the Comprehensive Planning Committee as a College Council committee, but because that Charter amendment took place after 1992, the Charter does not name that committee, its membership, or its function, nor does the Charter reflect other changes made since 1992.

The Senate agreed to fill the vacant seats on the CPC and to work to help improve the functioning of committees and other governance bodies at John Jay. Senators Tom Litwack and Rick Richardson were nominated and unanimously elected to fill the two vacant seats on the CPC.

5. Proposal to recommend that John Jay place its budget on JJ's homepage

Senator Kirk Dombrowski spoke in support of the proposal, noting that it would be good to have the information available for view by the faculty because such information may lead to a greater understanding of changes over time by comparing the current year's budget with previous years' revenues and expenditures, which is the information provided on the City College homepage. Senator Rick Richardson stated that public information should be as public as possible. Senator Lorraine Moller described the City College homepage budget information as a very impressive document providing a wealth of information to prospective and current students and faculty.

Senator Dombrowski said he would recommend that the Senate consider proposing that budget information should be posted for not only the current year but for previous years, perhaps for the past five years, because it is comparative data that are truly meaningful because one can see how the budget allocations for different functions and departments, such as the Library, have increased or decreased during that period of time and from year to year.

Vice President Amy Green asked whether the CUNY homepage provides budget information about the colleges. President Kaplowitz said it does not but that CUNY Budget Director Ernesto Malave has said he is working to place budget data about every CUNY college on the University's homepage and that his staff is working on this now. But in the meantime, John Jay can post its own budget information on its own homepage, which will probably be information that is different in format and in scope from that which will be provided on CUNY's homepage.

Senators Kirk Dombrowski and Lorraine Moller offered to review the budget documents that are on the homepages of Baruch and CCNY for the purpose of recommending to the Senate the format and the budget information that the Senate might recommend for John Jay's homepage. This plan was agreed to by the Senate.

6. Proposal that the Middle States self-study committee reports be placed on the Library electronic archives

A proposal was presented by the Senate's Executive Committee to recommend that the draft reports, due February 15, and, subsequently, the final reports of the Middle States self-study committees be placed on the Library's electronic archives, which would make the reports available to everyone at the College to review.

If the Senate were to approve this proposal, Professors Ned Benton, Bonnie Nelson, and Harold Sullivan, who are the chairs of three of the Middle States self-study committees (on the Library, on Institutional Integrity, and on the Budget, respectively), said they would immediately place the draft of their committee report on the Library's electronic archives.

The proposal was approved by unanimous vote. The self-study committee reports should be sent as an attachment to Professor Bonnie Nelson at bnelson@jjay.cuny.edu. Professor Nelson has graciously agreed to place them on the Library's electronic archives.

7. Update on the John Jay budget [Attachment B]

President Kaplowitz said that although the Senate had planned to continue discussing faculty spending priorities at today's meeting, the Executive Committee recommends that we discuss a more immediate issue, since the expenditure plan for next year is not due at the CUNY Central Office until October, although spending decisions do have to be made soon because telephone registration will start shortly and if we want to weigh in on issues of class size and minimum enrollment requirements we will have to do so prior to telephone registration.

For example, she said she has learned that both English 101 and English 102 now have 29 or 30 students per section when the ideal number, according to Professor Patricia Licklider who directs the English Department's composition program, is 22 students per section, with the absolute maximum being 25 students. Professor Licklider has recommended that adjunct faculty who have demonstrated tremendous skill at teaching composition be placed on full-time substitute lines so they may each teach four sections each semester instead of the two sections they are limited to as adjuncts. Another spending priority we may, therefore, want to consider and, perhaps, recommend, is the hiring of more substitute faculty than had been planned for next year. Senator Daniel Paget

urged that another faculty spending priority be the principle that courses not be cancelled because of low enrollments.

Senator Tom Litwack said that he would like to speak about the more immediate issue that Karen has referred to. He characterized it as not only an immediate issue but an urgent one. At a budget meeting that he, Karen, Ned Benton, and Harold Sullivan attended earlier this afternoon with Provost Wilson, Vice President Pignatello, and Budget Director Angela Martin, the faculty learned that it is still unclear how much money John Jay will actually have next year for expenditures because it is not clear whether John Jay will receive the lease revenues from the Phase II properties.

Senator Litwack said that at the meeting, he and Karen also learned that there is money that John Jay must spend, money that neither the faculty nor the administration realized will have to be spent when, at a budget meeting two weeks ago, the faculty were invited to develop an expenditure priority list for what had been thought would be more than \$3 million for next year. President Kaplowitz explained that, for example, the federal government is conducting financial aid audits of CUNY colleges and colleges have been assessed fines and, so, we have to plan for the possibility that we may be assessed as much as \$500,000. But, on the other hand, we may not be fined or the fine may be much, much smaller.

There are other big amounts that will definitely have to be expended, such as \$350,000 for mandatory salary step increases that are provided for in the current (although expired) union contract. In addition, the cost of summer school is \$400,000, which had not been factored into the budget expenditure discussions a few weeks ago. Also, because the Governor's executive budget for CUNY for next year is a straightline budget, in other words, it provides the same amount as the State Legislature enacted last year in its "barebones budget," the mandatory inflation costs will have to be added to our expenditures, which had not previously been factored in. If, of course, the State Legislature approves a budget that increases CUNY's allocation and the Governor signs such a budget, then there would be more money to take care of such mandatory increases, but this is not something we can or should count on.

Asked whether there is any point, therefore, in developing a list of the faculty's spending priorities, Senator Litwack said that the overcollection revenues of \$2.2 million will still be available to us but that certainly, as Karen is reporting, the amount we had been led to believe would be available for additional expenditures next year will be much less and, perhaps, quite a lot less. He said that despite this fact, we need to identify those areas we believe the College should spend money on but we should do so with the realization that there will be less money available than we had thought. He said the big problem remains the fact that we are so severely underfunded by CUNY. It is for this reason, especially, he added, that we need to identify our priorities.

We also need to do what we can to ensure that a new and more equitable senior college allocation model be implemented by CUNY, Senator Litwack added. He said, therefore, he and Karen wish to ask the Senate to authorize the two of them to write a letter to Chancellor Goldstein on behalf of the Senate about the draft senior college allocation model since Director Malave has told Karen that written comments are invited and are welcome but must be received by the end of February, at the latest.

President Kaplowitz said that with the Senate's agreement, she and Tom would like to invite Professor Ned Benton to be a co-author and co-signatory of such a letter, if he is willing. By unanimous vote, the Senate authorized the sending of such a letter, with Professor Benton's participation, if he is willing [Attachment B].

8. Discussion of ways to increase the number of available classrooms to meet enrollment needs
[Attachment C]

Senator Tom Litwack said there is another and related issue of major importance which is the issue of space, especially because we have increased our enrollment tremendously this year [see Attachment A] and the College administration plans to further increase enrollment next year, in order to get overcollection revenues to supplement John Jay's inadequate budget from 80th Street. He said that no matter how much money we have, unless we have the fiscal resources to rent additional space – and we almost certainly will not have money to do that – the only way we can have smaller classes and the only way we can prevent the administration from further increasing the numbers of students in our classes is if the College makes better use of the space we do have. He said that this evening, after the Senate meeting adjourns, he and Karen are meeting with Dean Richard Saulnier to discuss the feasibility of increasing the availability of our existing classrooms.

Senator Litwack noted that the College is tremendously underutilized on Fridays and that although the NYPD Certificate Program currently uses T Building classrooms on Fridays, there are 40 North Hall classrooms that are empty during every class period on Fridays. He said that rather than have double-period Friday classes, which do not meet students' needs and which also would not provide the numbers of additional classrooms we need, another option is to revise the class schedule. The way to do this, he explained, is that in addition to Monday/Wednesday classes have Monday/Friday and Wednesday/Friday classes and in addition to Tuesday/Thursday classes have Tuesday/Friday and Thursday/Friday classes. He said that by doing this we could increase the classroom availability by as much as one-third and so that would mean there could be approximately 13 additional classrooms available during each class period [Attachment C].

Senator Litwack said that the faculty assigned to teach M/F and W/F and T/F and Th/F classes could be the substitute full-time faculty as well as adjunct faculty. He said in his opinion a class schedule revision is necessary.

Asked to explain how such a revision would provide additional classrooms, Senator Litwack explained that one course is held on Monday/Friday and so that classroom is empty on Wednesdays; another class is held on Wednesday/Friday and so that second classroom is empty on Mondays; this enables an additional Monday/Wednesday course to be scheduled in that same time period, with that third course scheduled to meet in one of the classrooms on Mondays and in the other classroom on Wednesdays [Attachment C]. Another proposal is to block register students, especially freshmen, in 5th and 6th period classes, during which time classrooms are extremely underutilized, and these two initiatives should sufficiently increase classroom availability, although further analysis is required.

There was preliminary consensus among the Senators that John Jay should not use its very limited operating budget nor its very limited and needed non-tax levy monies to rent additional space but rather should use those monies for our core functions of teaching and research.

Senator Litwack said that we have to take steps to create more space because the College has been increasing enrollment as a way of collecting more tuition revenue and the only way we can mount courses for our additional students is to provide more space; the alternative is larger class sizes which neither the faculty nor students want or should be subjected to. But Senator Litwack said, he and Karen would not want to discuss this with Dean Saulnier without at the very least a preliminary discussion with the Senate to see if the Senate is at least open to the possibility of revising the class schedule. President Kaplowitz added that today's is a very preliminary discussion

and the first of many, if there is support to pursue the idea, and the meeting with Dean Saulnier will be a very unofficial meeting simply to ascertain his opinion as to whether such a proposal is feasible or whether there are alternate ways to provide as many classrooms as we will need. If there is a willingness by the Senate to pursue the idea and if Dean Saulnier says it is feasible and there is no other solution, then there would have to be extensive discussions and consultation not only at the Senate but throughout the College. But if the Senate were to support the exploration of this possibility, we could move forward and this would also, it is to be hoped, put a brake on any efforts by administrators to rent additional space, which we simply cannot afford, given the news we received today about next year's John Jay budget picture and the grim outlook of the City and State budgets.

President Kaplowitz added that for the College to increase enrollment in order to increase our revenues and then to rent additional space, which is what some administrators are now planning, is not the best use of potentially available resources. The rental plan would involve moving administrative offices to a fourth location which would have to be renovated for offices and then the vacated administrative offices would have to be renovated to create classrooms. She said that the move to the BMW Building, which is the pattern that would be again followed, resulted in only four new classrooms. Furthermore, space rental means the costs of additional staff and additional operational costs which the College can not afford. If we are going to increase enrollment, she said, we need to use all our available revenues to decrease class size, to support our Library collections and staff, to hire more full-time faculty, to provide support services to our students.

She noted that CUNY Budget Director Ernesto Malave at his meeting with the Senate in December [Minutes #222: Part II] spoke of the budgetary problems caused at John Jay when we rented additional space in the BMW Building. Director Malave had noted that even though 80th Street pays the \$1.5 million annual rent for the space, the College's expenditures to staff and operate the additional space contributed to our budget crisis. She said that at the budget meeting earlier this afternoon, the discussion included a proposal to use the Phase II lease revenues to rent space for the additional students and so we would have additional students, additional classes, but we would not be able to ask for the Phase II lease revenues to supplement our operating budget, because those monies would be needed to rent the new space. Thus we would not have money to hire additional full-time faculty which means our classes would become even larger and our percentage of sections taught by adjunct faculty would become even greater.

Senator Kirk Dombrowski agreed, saying that one of the ironies of the supposed additional revenues from overcollections is that these revenues come from enrolling more students which will mean larger classes, unless we do find ways of increasing the number of classrooms, and so faculty would be bearing the largest burden occasioned by the source of the additional revenue.

Senator James Cauthen pointed out that one advantage faculty could derive from such a revision in the class schedule is more flexibility in terms of teaching schedules because sections are slotted into time periods that do not necessarily meet the needs of the faculty who teach those sections. He said he never gets to teach during the time periods he would like because, as his department chair explains, there are simply no other classrooms available during his preferred time periods. He added that the same situation exists for many faculty.

But, Senator Cauthen asked, how much smaller would the classes be if we were to make this revision in the class schedule? President Kaplowitz said we need to do an analysis but, at very least, we have to prevent class size from becoming larger. Senator Litwack added that another reason he believes we must increase the number of classrooms is that otherwise there is simply no way we will

be able to offer our students the courses they need and the numbers of course sections they need, given our enrollment growth and anticipated enrollment growth. He said that if we revise our class schedule in this way it would be much more likely that our students will be able to enroll in the courses they need to take in order to progress academically.

President Kaplowitz said the alternative is to cap enrollment at John Jay, to not increase enrollment, which is something we should also consider. She said the burden of additional students is not only on faculty but on staff who have to provide all the administrative services, such as financial aid, to many more students, despite a decreased work force. Senator Dombrowski agreed, saying that the issue is one of institutional health. He added that if we were to ultimately propose and support a revision in the course schedule we should make a condition of such support an absolute guarantee of maximum class size, which we would have to be involved in determining.

President Kaplowitz noted that there is a tremendous interest in John Jay on the part of prospective students as a result of the events of September 11. And so the potential for significant enrollment growth is real. But, if we do increase enrollment, and even if we did not but remained the size we are, which is far too many students for our space, and we were to ask 80th Street for the Phase II lease revenues to supplement our operating budget, the question that may at some point be asked is why we don't utilize empty classrooms on Fridays. Vice Chancellor for Buildings and Facilities Emma Macari has conducted a space utilization analysis of each college and of each building of each college, showing the number of classrooms utilized every period of every day of the week.

Senator Carmen Solis said that this proposal has to be analyzed because there are implications for the counselors who work long hours Mondays through Thursdays but they do not work on Fridays. Senator Ellen Sexton said the Library already deals with its present budget constraints by running a skeletal staff on Fridays and that without supplemental funds, the Library might be unable to support the addition of Friday classes. Senator Litwack said perhaps it would not be necessary to have the Library as fully staffed on Fridays, since the students attending on Fridays would not be attending only on Fridays, but would also be attending on a Monday or Wednesday or on a Tuesday or Thursday, when they could use the Library. Senator Sexton said it would not be fair to students if they had only half the access to Library services as those students who attend on Mon/Wed or Tue/Thur. Senator Jodie Roure asked whether students would actually choose to register for M/F or W/F or for T/F or Th/F classes. Senator Litwack said that since freshmen are block registered, it could be decided to have such sections scheduled primarily for freshmen.

Senator Solis said that new Friday classes would require additional counseling services as well as additional Library services and while she is not opposed to Friday classes, she does **think** that counselors, librarians and others need to be consulted about the potential impact of such a revision. Senator Dombrowski said that faculty would have to be assured that they would gain decreases in class size and choice of periods in which to teach in exchange for such a revision. Senator Orlanda Brugnola said we also have to consider B&G and other services, including academic support services, in terms of whether those services could be extended to Fridays. Senator Robin Whitney said there is also the Writing Center to be considered. President Kaplowitz noted that it is extremely unlikely that Friday classes are possible for the Fall 2002 semester, except for double-period Friday classes which do not require any revisions in our current class schedule, because it is probably too late in the registration process, which includes scheduling classes by chairs, printing the class schedule, and setting up telephone registration.

It may, however, not be too late to put this in place for the Spring 2003 semester, she said, and certainly it could be implemented for the Fall 2003 semester if we decide we want to do this and

we start consulting and planning now. She said that the plan of some administrators to rent additional space seems the least desirable approach for a whole host of reasons: the cost for staffing and operating an additional space; the additional attention that would have to be spent on four facilities instead of the current three, which necessarily means less attention and resources for the spaces devoted to students, faculty, and classrooms, in other words, our core mission; less money for additional full-time faculty which means an even smaller percentage of course sections taught by full-time faculty: this semester 40% of our course sections are taught by full-time faculty which is down from 50% of the course sections two years ago and which is extremely distant from CUNY's goal of 70% course sections taught by full-time faculty.

Senators Jodie Roure, Carmen Solis and Ellen Sexton emphasized the need to consult with the various support services which would be needed before implementing such a proposal. President Kaplowitz suggested that such consultation should take place before we even engage in a discussion of this proposal to determine if such a proposal is even feasible. Senator Dombrowski said this class schedule revision may be the best way to deal with our space problem as long as we consult and as long as we make sure that this change eases the burden on faculty which **has** been caused by increased enrollment. The Senate agreed to continue this discussion at future Senate meetings.

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

Respectfully submitted,

Edward Davenport
Recording Secretary

&

James Cauthen
Associate Recording Secretary

&

Amy Green
Vice President

Footnote "****" indicates senior college headcount includes Prelude to Success heads. Prelude to Success FTE's are included with community colleges.

NOTE:

FALL 2001 FLASH ENROLLMENTS

	Fall 2001 Preliminary**	Fall A	Change
Senior Colleges***			
Baruch	15,484	15,734	6
Brooklyn	15,121	15,088	2
City	10,478	11,055	2
Hunter	20,847	20,149	5
John Jay	11,858	10,812	8
Lehman	9,111	8,768	9
Madison	4,768	4,814	1
Medgar Evers	11,082	11,028	8
New York City Technical	15,228	15,091	9
Duquesne	11,240	11,115	1
Staten Island	5,383	5,357	1
York	3,661	3,587	8
Graduate School	442	383	4
Law School	134,281	132,591	3
Total Senior			
Community Colleges			
Borough of Manhattan	16,493	15,737	8
Bronx	6,980	6,928	8
Heaston	3,160	3,115	1
Kingborough	16,082	14,762	1
LaGuardia	11,137	11,742	2
Queensborough	10,739	10,568	8
Total Community	63,581	62,842	1
TOTAL UNIVERSITY	197,862	195,403	2

* Includes students enrolled in Regular and Special Programs. Kingsborough includes Winter module. LaGuardia includes.

** Reported by college within one week following the first day of classes.

*** Includes students who have reported in the senior colleges only. Prelude to Success FTEs continue to be colleges.

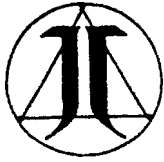
Table 7. Total Fall-class Equivalents (FTE) Student Enrollment*

	Fall 2001 Preliminary**	Fall 2000 Actual	Percentage Change
Senior Colleges			
Borough	11,068	11,746	1.9
Brooklyn	10,026	9,888	1.6
City	7,175	7,514	-4.5
Hunter	14,208	13,539	4.9
John Jay	6,587	7,913	9.9
Lehman	5,848	5,718	2.3
Madison	3,306	3,048	8.5
New York City Technical	8,558	8,573	-0.2
Queens	18,323	10,191	1.3
Staten Island	8,189	7,834	4.7
Yeshiva	3,825	3,728	-2.7
Graduate School	2,895	2,821	2.3
Law School	568	493	15.2
Total Senior	95,318	92,993	2.9
Community Colleges			
Borough of Manhattan	11,989	11,562	3.7
Brent	5,511	5,381	2.9
Hearts	2,942	2,781	6.8
Kingsborough	10,502	10,302	1.9
LaGuardia	9,549	9,437	1.2
Queensborough	7,828	7,330	4.0
Total Community	48,119	48,783	-2.8
TOTAL UNIVERSITY	143,505	139,738	2.7

*Includes students enrolled in Regular and Special Programs. Kingsborough includes Winter modules. LaGuardia includes Fall I and Fall II semesters.

Full-time graduate students are enrolled for 12 or more credits.

**Reported by college within one week following the first day of classes.



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
442 West 59th Street, New York, N.Y. 10019
212 237-8000 / 8724

February 21, 2002

Chancellor Matthew Goldstein
Senior Vice Chancellor Allan Dobrin
Vice Chancellor Sherry Brabham
Budget Director Ernesto Malave
The City University of New York
535 East 80 Street
New York, NY 10019

Dear Chancellor Goldstein, Senior VC Dobrin, VC Brabham, and Director Malave,

We are writing to you, once again, about the latest proposal, dated September 6, 2001, for a new funding methodology for **CUNY** senior colleges.

We thank you again **for your** commitment to developing an objective **and** rational funding methodology, and we write, in **part**, to offer **some** suggestions for furthering that goal. One of **us** (Ned Benton) has already written to Vice Chancellor Brabham and others (via the attached letter dated October 19, 2001) offering relevant suggestions, and we incorporate **those** suggestions by reference here. In addition, however, we wish, respectfully, to add the following observations.

1. For the model generated on September 6, the CUNY Budget office "adjusted the funding in the model to reflect the original model recommendation or college actual expenditures (plus 15%), whichever was greater." We believe we understand the **reasons** for doing this. The consequence, however, is that the resulting model overstates the relative needs of the already better funded colleges **and**, therefore, reduces the apparent percentage of total senior college funding that should go to the less well funded colleges if the model's own, purely objective, criteria were met. Given the balance of equities involved, we believe the final **model** should reflect only the model's recommendation, not current spending. We recognize that, for **various** reasons, there may need to be allocation departures from the model or a temporary transitional mechanism. But those allocation decisions should be separate from the model which, we believe, should be based on objective assessments of needs. For the sake of clarity – **and**, ultimately, for the sake of equity – we believe that exceptions to the model should be determined separately from the model, rather than be embedded within the model.

ATTACHMENT B (cont)

Chancellor Goldstein, Senior VC Dobrin, VC Brabham, Director Malave
February 21, 2002
Page 2

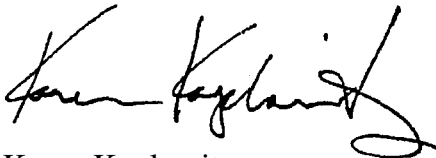
2. We question whether the model's assumption that \$10,000 should be allocated per acre is reasonable or **overly** generous. We **are** open-minded on **this** point, but we believe **a** fundamental question is: what is the **Community College** model? We **see** no reason why the Senior College model should be different from the Community College model regarding the allocation of funds for "Maintenance and Operation of Physical Plant" and we would be willing to accept the Community College model in this regard. However, if the pending Senior College model differs from the Community College model we believe that, after consultation with experts, **a** single model for funding "Maintenance and Operation of Physical Plant" should be adopted for the entire University.

3. According to the most recent funding model, that of September 6 - **and** simple arithmetic - given the current total Senior College allocation, if John Jay were equitably funded John Jay would currently have an allocation of almost \$5 million more per year than we **now** receive in **our** regular, basic allocation.

4. We know that, under your leadership, CUNY is developing ways to significantly increase financial resources through various administrative efficiencies and, ultimately, fund-raising. We hope, of course, that allocations of these newly available resources will be devoted, in substantial **part**, to **achieving** reasonable funding equity among **the Senior** Colleges in the near future, and that equity (**as** determined, of course, by the new funding model) can be achieved in that manner.

Thank you very much for your consideration of our viewpoints and requests, and for all your efforts on behalf of CUNY.

Sincerely,



Karen Kaplowitz
President, Faculty Senate



Tom Litwack
Chair, Faculty Senate
Budget Advisory Committee



Warren Benton
Chair, College Budget
Advisory Committee

ATTACHMENT B (cant)

John Jay College of Criminal Justice
The City University of New York
445 West 59th
New York, NY 10019
(212) 237-8089

The Department of Public Management
Economics, Fire Science, and Public Administration

Memorandum October 19,2001

To: Vice Chancellor Brabham
 Budget Director Malave
 UFS Budget Advisory Committee

From: Warren Benton, Member
 UFS Budget Committee

Subject: Comments on Senior College Allocation Model
 Working Draft, dated September 6,2001

A major problem with the draft version of the model is that it would cost **\$135** million more to implement **than** is currently available. However, it is important to keep in mind that the \$135 is required to fund improvements in levels of services, not to correct the imbalances in **current** allocations. It would be a perverse and unjust result if implementation of a rational and fair allocation model is deferred indefinitely because implementation cannot be lubricated with millions of dollars of new funding.

There **are serious** disparities in funding based on the existing allocation model. In **the present fiscal** climate, significant **new** levels of finding are not likely to materialize. **As** we face allocation and de-allocation decisions in the **coming** months, a significant factor in our policies should be to:

- a) Revise the model to enhance fairness, efficiency, and feasibility, and **use it as a guide** whenever it can serve **as** a more rational and fair **basis** for fund allocation than the current approach.
- b) Limit budget reductions for campuses already below a critical minimum level in the model, such **as** 80% of recommendation.
- c) Apply a significant portion of new funds, if any materialize, to increase funding for campuses currently below the critical minimum.

The following recommendations are designed to improve the fairness, efficiency, and feasibility of the model.

ATTACHMENT B (cont)

Full-time funding rates: I appreciate the Provosts' good intentions in raising the funding targets from **70%** to **75%** for upper division instruction and **80%** for graduate instruction. However, it would **be** wise to **walk** before we run. The perverse result **of** the Provosts' recommendation may be to make perfection the enemy of improvement. Since **we** have campuses operating **with** adjunct coverage ratios near to 50%, the original target is a reasonable interim objective. The **70%** ratio is also consistent with longstanding **Board** policy.

At the September meeting of the **BAC**, I requested a breakdown of costs to separately identify the costs of the increased levels of instructional funding. In any presentation of the model, these costs should **be** separately identified **as** optional additional costs.

*For the immediate future, funding levels should be based on the **70%** target.*

Maintenance and Operations: Vice Chancellor Macari has engaged a consulting firm to evaluate the M&O costs for Baruch College, and she subsequently **agreed** to have the **firm** recommend an allocation model that would **be** applied to all of the senior college campuses. The findings of the Vice Chancellor's study should be incorporated into this model.

Until these recommendations are available, existing M&O allocations should be retained in the model,

Doctoral Education: It would be useful to **know** whether the faculty/student ratios for doctoral studies is comparable to **the SUNY** model. If the ratios are comparable, then we should stick with them. However, if the ratios are richer than **SUNY**, then it would appear that the recommended ratios **are** incorrect and need to be adjusted.

*We should verify the faculty/student ratios. **If** they are comparable to SUNY, we should apply them in the model. Otherwise, the ratios should be revised and then applied in the model.*

Further Breakdown of Model Categories: One direction to take the model would be to introduce specific budgeting components under the general categories, Several areas might be considered:

Academic Support: This category accounts for more than one-third of the additional cost of the model. I think **that** it might be useful to focus on breaking this category down into some of the more important component parts, especially library services, so that they can be modeled separately and benchmarked against comparable universities.

Mail **Services:** I distributed the **CUNY** Mail Study which identifies **ways** to reduce mailing costs, and suggests a framework for fund allocation. While the overall savings **are** small compared to the apparent needs based on the model, the approach could be a model of change in other areas.

*Whenever possible, more specific formulae and models should be built into the model. These can be more readily verified through comparison to comparable universities. They are easier to explain to budgeting authorities and legislators. The precise information can serve as a guide to the campuses **as** to where local allocations should be adjusted internally.*

ATTACHMENT C

Current schedule: Period 3, for ex., on Mon/Wed, using 2 classrooms for 2 courses:

	Monday	Tuesday	Wednesday	Thursday	Friday
Room 3301	Speech 113		Speech 113		
Room 3302	Math 108		Math 108		

Possible revised schedule: Period 3, for ex., on Mon/Wed/Fri, using 2 classrooms for 3 courses:

	Monday	Tuesday	Wednesday	Thursday	Friday
Room3301	Speech 113		Speech 113		English 101
Room 3302	Math 108		English 101		Math 108

Current schedule: Period 3, for ex., on Tue/Thur, using 2 classrooms for 2 courses:

	Monday	Tuesday	Wednesday	Thursday	Friday
Room4102		Psych 101		Psych 101	
Room 4103		Soc 101		Soc 101	

Possible revised schedule: Period 3, for ex., on Tue/Thur/Fri, using 2 classrooms for 3 courses:

	Monday	Tuesday	Wednesday	Thursday	Friday
Room 4102		Psych 101		Psych 101	CJ 101
Room 4103		Soc 101		CJ 101	Sac 101