

## Faculty Senate Minutes #247

### John Jay College of Criminal Justice

September 3, 2003

3:15 PM

Room 630 T

**Present (33):** Desmond ~~Arias~~, Luis Barrios, Marvie Brooks, Orlanda Brugnola, Effie Cochran, Edward Davenport, Peter DeForest, Kirk Dombrowslu, Janice ~~Dunham~~, Joshua Freilich, Michele Galietta, Konstantinos Georgatos, P. J. Gibson, Betsy Gitter, Norman Groner, Ann Huse, Barbara Josiah, Max Kadir, Karen Kaplowitz, Kwando Kinshasa, Tom Litwack, Evan Mandery, John Matteson, Lorraine Moller, Joseph Napoli, Ellen Sexton, Francis Sheehan, Liliana Soto-Fernandez, Sung Ha Suh, Thalia Vrachopoulous, Alisse Waterston, Robin Whitney, Patricia Zapf

**Absent (5):** Marilu Galvan, Amy Green, Judith Hawkins, Dagoberto Orrantia, Davidson Umeh

**Guests:** Professors Todd Clear, Maureen O'Connor, Rick Richardson, Timothy Stevens, Harold Sullivan, Liza Yukins

1. Announcements from the chair
2. Approval of Minutes #246 of the May 21, 2003, meeting
3. Approval of the proposed calendar of Faculty Senate meetings
4. Election to fill a vacancy on the Executive Committee of the Faculty Senate
5. Election of 6 faculty to the College Student/Faculty Judicial Committee
6. Deliberation and deciding the method for nominating and electing the 3 faculty on the Search Committee for President

#### 1. Announcements from the chair [Attachment A]

Professor Jodie Roue, the representative of the Department of Latin American and Puerto Rican Studies, has taken a leave of absence this academic year. Her Department ~~has~~ elected Professor Luis Barrios as its representative on the Senate and College Council and he was welcomed.

Benjamin John David, 7 pound, 12 ounce son of Senator Michele Galietta, who was born three weeks ago, was granted, to enthusiastic applause, *ex officio* Senator status, with voice. Children born of Senators while those Senators are members of the Senate are granted such status ~~and~~, thus, Senator Benjamin joins *ex officio* Senator Molly, daughter of Senator Amy Green.

**2. Approval of Minutes #246 of the May 21, 2003, meeting**

By a motion made and adopted, Minutes #246 of the May 21 meeting were approved.

**3. Approval of the proposed calendar of Faculty Senate meetings**

The calendar of Faculty Senate meetings was amended to include today's specially called meeting and to change the Wednesday, September 24, meeting to Thursday, September 25. Today's meeting was added by the Senate's Executive Committee because the three faculty on the Search Committee for President must be elected prior to September 24, the date of the first meeting of the Search Committee. The change in the September 24 meeting to September 25 is to enable the Senate to hear from the three faculty about the decisions made, those that are not confidential, at the first meeting of the Search Committee which is on September 24 at 4:30 pm, at an off-campus location.

The revisions were approved. The revised Calendar of Senate meetings is, therefore:

Wednesday, September 3	Wednesday, February 4
Thursday, September 11	Thursday, February 19
Thursday, September 25	Wednesday, March 3
Thursday, October 9	Thursday, March 18
Wednesday, October 22	Wednesday, March 31
Wednesday, November 5	Thursday, April 15
Tuesday, November 18	Wednesday, April 28
Friday, December 5 (all-day)	Friday, May 7 (all-day)

First meeting of the 2004-05 Faculty Senate: May 19, 25, 26, or 27: to be announced

**4. Election to fill a vacancy on the Executive Committee of the Faculty Senate**

Professor Jodie Roure, who has taken a leave of absence, had been elected to the 2003-4 Executive Committee in May and, therefore, there is now a vacancy on the Executive Committee of the Faculty Senate. Nominations were opened. Senator Max Kadir (African-American Studies) was nominated and was elected by secret written ballot. The vote was 33 yes, 0 no, 0 abstentions .

**5. Election of 6 faculty to the College Student/Faculty Judicial Committee**

The Judicial Committee adjudicates disciplinary charges brought by the College against students: charges may be initiated by faculty, staff, administrators, or students. The 6-member faculty panel is elected by the Faculty Senate; the 6-member student panel is elected by the students during the student elections in May; the 3-member panel of faculty rotating chairs is appointed by the President. Each case is adjudicated by a panel comprising two members of the faculty panel; two members of the student panel; and one chair, who is a member of the faculty. A majority vote of three members is necessary for the Committee to issue a finding of not guilty or guilty and the Committee then determines the punishment, if any, which can include suspension or expulsion.

The Senate, by unanimous vote, elected the following faculty to serve on the 6-member faculty panel: Professors

Yahya Affinnih – African-American Studies  
Lee Jenkins – English  
Norma Manatu – Speech, Theatre, Media Studies  
Mangai Natarajan – Sociology  
Daniel Pinello – Government  
Dorothy Schulz – Law, Police Science, Criminal Justice Administration

**6. Deliberation and deciding the method for nominating and electing the 3 faculty on the Search Committee for President [Attachment B, C, D, E, F, G, H]**

The CUNY Guidelines for Presidential Searches [Attachment B] was reviewed. The document states, on page 2, that the Committee shall include “three faculty members from the college, elected as determined by the appropriate faculty governance body of the college concerned.” Since the Faculty Senate is John Jay’s faculty governance body, it is the Senate’s responsibility to determine the method by which the three faculty are to be nominated and elected and it is the Senate’s responsibility to implement the decisions it makes about these matters [Attachment B].

President Kaplowitz, on behalf of the Executive Committee, reported that in light of the CUNY Search Guidelines, the Executive Committee – Kirk Dombrowski, Edward Davenport, Evan Mandery, Francis Sheehan, Amy Green, and herself – had met and deliberated, in person and by phone and by email, from early June throughout the summer and developed a series **two** options for each step of the process for electing the three faculty members on the Search Committee as a way of framing the discussion and the decision-making process: the document proposing options for each step was sent by the Executive Committee to the Senate in advance of today’s meeting [Attachment C]. The Executive Committee is proposing that the Senate discuss and vote on each set of options and other options that may be proposed during today’s meeting *seriatim*, because the deliberations and decisions of each step could, and, in some cases must, influence the deliberations and decisions about subsequent steps [Attachment C].

President Kaplowitz read a statement about the nature of the search process and the work that the three faculty who are elected will have to engage in so that the Senate can make informed decisions [Attachment D]. Senator Betsy Gitter said that all potential candidates for the Search Committee should immediately have this information and she made a motion that the Senate direct President Kaplowitz to immediately post her statement on Facsen-Announce, the Faculty Senate listserve, to which all full-time faculty are subscribed and to which approximately 80 adjunct faculty subscribe. The motion was adopted by unanimous vote. President Kaplowitz said she would do so [Attachment D]. She also reviewed postings previously sent to the Faculty Senate [Attachment B, E] as well as postings sent to the entire faculty [Attachment B, F, G, H].

She opened the discussion with Step 1: Composition of the 3 Faculty Members on the Search Committee [Attachment C], explaining that one option being presented by the Executive Committee is for two of the faculty members to be elected from among the departments with a major and for one faculty member to be elected **from** among the departments without a major. The second option is for the three faculty members to be the 3 highest vote recipients elected from among any of the 20 departments. In either case, no more than one faculty member is to be from any one department.

She added that as is the case with each step to be decided upon, the Senate may choose an option different from either option proposed by the Executive Committee.

Senator Evan Mandery said he has a prepared, Written, statement to read and he read it:

“The executive committee has rejected direct democracy and in its place proposed a modified Electoral College. Departments nominate one or two candidates; the Senate and Council of Chairs choose among them. This is a massive disenfranchisement,

“If the Constitution were being rewritten today, I don’t know anyone who thinks that the Electoral College would or should be retained. The Electoral College was born of mistrust of the majority, as I think this proposal also is. There is no reason here to mistrust the majority and there are significant reasons why the College would benefit from having an election open to all members of the community.

“Let me say first the harm that I think the Executive Committee’s proposal would do. I believe, consciously or unconsciously, that this proposal stems from a fear of junior faculty members (and possibly adjuncts). The proposal diminishes the voting power of junior faculty members and as a practical matter ensures that no junior faculty member will be elected to the search committee. The numbers are clear on representation: Junior faculty are underrepresented on the Faculty Senate. Junior faculty are specifically excluded from serving on the Council of Chairs. No junior faculty member will run. If nominations are by the department, no faculty member will challenge the department chair if he chooses to run and will be reluctant to challenge any faculty member.

“A word on the electorate: To my mind, there is no legitimate basis for making the Council of Chairs the voting body. The Council of Chairs is not a democratically elected body. Junior faculty may not serve. The Faculty Senate is more defensible. It is democratic. But most of the candidates for the Senate are unopposed or drafted, and elections are very rarely, if ever, the product of vigorous debate.

“This suggests the first of several reasons why I think elections by all and open to all are good. First it will create the opportunity for the most robust debate of the issue facing the college. All faculty members will participate either through running or reading position papers or attending candidate forums and, of course, voting.

“Second, it allows for the possibility of change in the faculty membership of the committee. The executive committee’s proposal is designed to ensure continuity. I think it is at least possible that one or two members of the committee should offer fresh perspectives on the challenges facing the college. I think a voter might reasonably choose to vote for a mix of experienced faculty members and people who are either newer to teaching or newer to the college.

“Third, it is the most legitimate method for the election. Limiting nominations and limiting the suffrage open the door to questions about the fairness of the process. Perceptions should not control, but whereas here the perceived injustice is a true injustice there is no reason to depart from democratic principles.

“I expect people on the other side will offer a parade of horrors. It is true that some renegade junior faculty member may win election to the committee or unknowing junior faculty members may elect an unqualified candidate to the committee. I doubt it. Democracy works. Gary Coleman won’t be governor. Arnold Schwarzenegger won’t either. The truth is that checks on democracy don’t work any better. The Electoral College doesn’t elect better candidates than the people. Sometimes it does worse. The truth is that we all think we know better.

“This is my principle: Anyone can run, everyone can vote.”

During the reading of the statement by Senator Mandery, President Kaplowitz said that Senator Mandery's statement does not address only Step 1, the issue of the composition of the three faculty members, which is the only issue before the Senate, and therefore his statement is out of order. Senator Mandery said he cannot address Step 1 without addressing all the steps and all the options. President Kaplowitz withdrew her ruling that the statement is out of order, saying that she would quickly summarize all the steps, on behalf of the Executive Committee, and then Senator Mandery could continue reading his statement since his statement would then be addressing everything that had been placed on the table by the Executive Committee through her *summary*. This course of action was agreed to by all, including Senator Mandery.

Therefore, before Senator Mandery continued reading his statement, President Kaplowitz, on behalf of the Executive Committee, reviewed the other steps. The next step, Step 2, involves the method of nominating faculty: one option is for nominations of candidates to be conducted by departments, with those departments that have a major having the option of nominating up to two candidates and the departments that do not have a major having the option of nominating up to one candidate or, the alternative option, which is for the nomination of candidates to be by a petition signed by 30 full-time faculty, which is 10 percent of the full-time faculty. The next step, Step 3, is the question of who should vote for the three faculty: one option is for the Faculty Senate and the Council of Chairs together, as one body, to vote by secret written mail ballot, and the other option is for all the full-time faculty to vote by secret written mail ballot. The next question, Step 4, the format of the ballot, will necessarily be determined by the decision that will be made with regard to Step 1, the composition of the three faculty. As to Step 5, how the candidates will make their candidacy known, the Executive Committee is proposing that each candidate be invited to present an oral statement, if the Senate and Chairs are the electorate, at a joint meeting of the Senate and the Chairs, or, alternatively, each candidate will be invited to provide a paper and an email written statement, or that both options be chosen: this decision is dependent on the decisions that is made about Step 3, who should vote for the three faculty.

Senator Betsy Gitter said Senator Mandery's comparison to the Electoral College is not appropriate: we are not deciding the method for electing the President of our College: the Electoral College determines the election of the President of the country. We are deciding on a process for electing three faculty who will be three members of a 13-member search committee, all three having votes. It is not at all analogous, she said, although she added that she does think we should choose the best procedures and elect the best faculty for this assignment.

Senator John Matteson said that the Faculty Senate is our official faculty governance body, it is the voice of John Jay faculty, and it has been designated the responsibility to make the decisions and to be the body that elects the three faculty, if it so chooses. He noted that the Executive Committee has not made that an option but has recommended two options: that either the Faculty Senate and the Council of Chairs vote or that the entire full-time faculty vote. He noted that this has yet to be discussed and decided on by the Faculty Senate.

President Kaplowitz said that a clarification of factual information is needed with regard to Senator Mandery's prepared statement: Chairs may, in fact, be junior members of the faculty and, indeed, one current Chair is an untenured member of the faculty and has been Chair for several years despite his untenured status and another current Chair served as Chair for a year before receiving tenure.

President Kaplowitz noted that the Senate has not made any decisions and that the Executive

Committee is proposing two options for each step and the Senate can choose either option or the Senate can reject both options and choose a different option. She explained that the proposal to have the Senate and Chairs be the electorate is because of the very brief turnaround time: the three faculty must be nominated and elected before September 24. Indeed, one option, in fact, being presented by the Executive Committee is that the entire faculty vote in the election: this question has not yet been decided, contrary to Senator Mandery's statement.

President Kaplowitz added that the proposals that Senator Mandery has characterized as undemocratic are, in fact, what is known as representational democracy, which is how ~~our~~ American system of government functions. She pointed out that in this country we vote for members of the House of Representatives and for members of the Senate – for the members of Congress – and it is these elected representatives who vote on the selection of candidates to be Supreme Court Justices, for example: this work, this responsibility, is delegated to them. To expedite the work that must be done on behalf of the American people, decisions are delegated to duly elected representatives: that model is one of the proposals that the Senate can choose to adopt or that the Senate can choose to reject.

The Senate then debated Step 1: Composition of the 3 Faculty Members on the Search Committee. The Executive Committee's reason for providing, as one option, the proposal that two of the faculty be from departments with a major and one be from a department without a major was explained: John Jay has a special mission and the faculty on the Search Committee should reflect and be truly knowledgeable about that mission and about at least two of the disciplines that are central to our College's special mission. But John Jay is also a Liberal Arts college and, therefore, one of the three faculty should be from a department that does not have a major, in other words, should be from a Liberal Arts department. This is the option recommended by the majority of the members of the Executive Committee. The other option is to have the three highest vote recipients be the three who are elected, as long as they are from three different departments.

Senator Tom Litwack spoke in favor of having two faculty from departments that have a major and one from a department without a major. He said that it is important that the nature of our College be reflected in the faculty who serve on the Search Committee and it is also important that the faculty who are chosen be the ones who can best evaluate the candidates. He added that because it is likely that most of the candidates for President of John Jay will come with a background in criminal justice or related areas, at least two of the faculty should be from mission departments.

Senator Kwando Kinshasa said he is appreciative that the departments with and without majors are listed in the document prepared for the Senate by the Senate's Executive Committee [Attachment C] because the lists of departments helps the Senate decide about this issue. He said that in looking at the two lists, he realizes that most of our faculty of color are in departments that do not have a major and because he believes it is important that the three faculty be diverse and reflect the diversity of our College, it could be very difficult for a person of color to be elected if the option is chosen whereby two are elected from departments with a major and one is elected from among departments without a major.

Senator Kinshasa said that at the same time he also understands and wants to acknowledge the importance of having faculty on the Search Committee who reflect the College's special mission. But, Senator Kinshasa said, he wants to make sure that minority faculty are represented on the Search Committee, and since minorities are not well represented in the departments with majors, but are mostly situated in the non-major departments, he fears that the former option could have a

negative impact on the election of minority faculty.

Senator Litwack said that even though he **thinks** the most important criterion is to have at least two faculty from mission departments, he is persuaded that it is important to have a diverse group of faculty and, therefore, he agrees that the proposal for two faculty from departments with a major and one from departments without a major is not, therefore, the best option.

President Kaplowitz said the Executive Committee also wants to have a diverse group of faculty elected but is concerned that if the top three vote recipients are the three on the Search Committee, which is the other option the Executive Committee has presented, it is possible that all three will be from those departments that do not have a major, which could severely hamper the effectiveness of the three faculty on the Search Committee, or, conversely, that all three will be elected from departments that do have a major, thus leaving the 12 departments without a major unrepresented and the full nature of the College not reflected by any of the three faculty.

Senator Matteson said that diversity is, indeed, important, and that includes diversity of disciplines. He said that the option of having two members from departments with majors and one from departments without majors does not preclude faculty of color in all the departments from being candidates and from being elected but it does ensure that both the mission departments and the non-mission departments will be represented, which is critically important.

Professor Rick Richardson asked why the Executive Committee's document [Attachment C] refers to only full-time faculty and why one of the three faculty should not be an adjunct faculty member. Senators Robin Whitney and Joseph Napoli, two of the representatives of the adjunct faculty, spoke in strong support of having one of the three faculty be a member of the adjunct faculty. Senator Whitney noted that more than half of our course sections are taught by adjunct faculty.

President Kaplowitz said that both the *CUNY* Search Guidelines [Attachment B] and the definition of faculty rank and faculty status in the Bylaws of the Board of Trustees make it clear that adjunct faculty are not eligible to serve. Senator Whitney stated that under the new contract, adjunct faculty who have had a certain number of reappointments may be reappointed annually and the language about annual reappointments would not, therefore, exclude adjunct faculty.

President Kaplowitz said that she is virtually certain that adjunct faculty are not eligible to serve on a presidential search committee given the language of the Guidelines and the Board Bylaws. She offered to obtain a legal ruling from the Vice Chancellor for Legal Affairs and Legal Counsel to the Board of Trustees as soon as possible, by the next day if she can, and said she will transmit the legal ruling to all faculty through the Faculty Senate's listserve, Facsen-Announce. She suggested that the meeting proceed with that agreement and this suggestion was accepted.

[The next day President Kaplowitz did obtain a ruling: the legal ruling of Vice Chancellor for Legal Affairs and Legal Counsel to the Board of Trustees Frederick P. Schaffer is that the language of the *CUNY* Search Guidelines and the *CUNY* Board of Trustees Bylaws' definitions of faculty rank and faculty status prohibit adjunct faculty from serving on a presidential search committee. This information was posted to the Facsen-Announce listserve on September 5.]

Senator Litwack and Senator Lorraine Moller both spoke about the importance of not choosing a generic college president but, instead, choosing a person who can preside over the College's special mission.

Senator P. J. Gibson and Professor Harold Sullivan both expressed their concern that the Senate must decide every issue today because of the time constraints imposed on the Senate and that the Senate might not be able to fulfill its obligation to do so if the present debate is prolonged.

Senator Lorraine Moller proposed a third and different option that would address both concerns: she proposed that one faculty member be from a department with a major; one be from a department without a major; and the third be the third highest recipient of votes, as long as not more than one faculty member is from any one department.

Asked to explain how the voting would occur, she explained that the electorate would vote for one person from among the candidates from departments that have a major; would vote for one candidate from among the candidates that do not have a major; and then would vote for a third candidate from among all the other candidates, without consideration as to whether the third person is from a department with or without a major.

Although this proposal, if chosen, could result in two faculty being elected from departments with no major and only one from a department with a major, it would ensure that at least one faculty member would be chosen from among the departments with a major and at least one would be chosen from among the departments that do not have a major. This proposal would also provide a greater likelihood that a diverse group of faculty would be elected. Senators Betsy Gitter, Kwando Kinshasa, and Tom Litwack spoke in strong support of Senator Moller's proposal.

Senator Gitter said she is thrilled by Senator Moller's compromise proposal because maintaining a sense of collegiality at the College is the most important goal that we should strive for. She called it not only more important than who is elected to the Search Committee but even more important than who the new president is.

The Senate supported Senator Moller's proposal and voted that at least one of three members shall be elected from among the candidates from departments with majors; that at least one of the members shall be elected from among the candidates from departments without majors; and that the **third** member shall be the candidate who receives the highest number of votes after those two candidates are elected and, therefore, may be **from** either a department with a major or from a department without a major, except that no more than one faculty member elected may be from any one department. The vote was 32 yes, 1 no, 0 abstentions.

(Although the Executive Committee had recommended and had arranged for secret written ballots, the Senate members unanimously chose to not avail themselves of secret balloting.)

The Senate then considered **Step 2: The Method for Nominating Faculty For Election to the Search Committee**. The Executive Committee's two proposed options were: that each department with a major nominate up to two of its members to be candidates and departments without a major nominate up to one of its members or, alternatively, that all faculty could become candidates through a petition signed by 30 members of the full-time faculty, which is 10 percent of the full-time faculty. In addition to other possible options, the Senate Executive Committee members explained, the Senate could choose both options. The Senate was informed that the majority of the Executive Committee members recommend the first option or both the options.

Senator Litwack said the first option, that all departments elect candidates, is likely to produce more candidates than the petition approach, or at least a considerable number of candidates.



But several Senators questioned the reason for the proposal that departments with majors be permitted to elect more candidates than departments without majors. President Kaplowitz said the Executive Committee's reason for this aspect of this option is that only eight departments have majors whereas 12 departments do not have majors and this proposal is designed to provide a potential for a sufficient number of candidates from the departments with majors.

Senator Litwack expressed the concern that although election of candidates by departments is the preferable method, it may take a long time for departments to schedule and hold departmental meetings to elect their candidate(s). The benefit of the petition method is that no one can be excluded from running or claim to have been excluded.

Professor Timothy Stevens said that as the Chair of a very large department, English, he is acutely aware that the petition method is fraught with the potential for abuse and may not reflect the true will of those signing it: he noted that any Chair of a large department would automatically get the 30 signatures even if those signing did not support that person's candidacy. Professor Harold Sullivan agreed but said departments do not have sufficiently frequent meetings for the departmental election method to work.

Vice President Kirk Dombrowski moved to adopt both options but in an amended version of each option: he moved that all departments be invited to nominate a maximum of one candidate and that, in addition, every full-time faculty member may become a candidate through a petition signed by 45 members of the full-time faculty, which is 15 percent of the full-time faculty.

The Senate approved Vice President Dombrowski's motion that each academic department be invited to elect a maximum of one of its members to be a candidate for the Search Committee and that every member of the full-time faculty may also be a candidate by submitting a petition with the signatures of 45 members of the full-time faculty, which is 15 percent of the full-time faculty. The vote was 32 yes, 1 no, 0 abstentions.

The Senate then considered Step 3: Who Shall Vote for the 3 Faculty. The two options presented by the Executive Committee were that either the Faculty Senate and the Council of Chairs together be the electorate, with each member of the two bodies receiving a secret written mail ballot, or, alternatively, that the entire full-time faculty be the electorate, with each faculty member receiving a secret written mail ballot. It was reported that the majority of the members of the Executive Committee recommend the first option and had rejected a third option, that the Faculty Senate alone be the electorate. It was noted that other options are also possible.

President Kaplowitz explained that the reason the majority of the Executive Committee members recommend the first option, that the Senate and the Chairs be the electorate, is that in this way all the candidates could be invited to attend a joint meeting of the Senate and the Chairs to present oral statements about their candidacy, which is possible within the very brief timeframe. She said that if we had two or three months to elect the three faculty, then the Executive Committee would undoubtedly have recommended that all the faculty participate in the voting and that many forums would be held on various days and at various times, to which all the candidates would be invited and that the entire faculty would be urged to attend at least one such forum to meet and hear the candidates.

But the first meeting of the Search Committee is in three weeks, on September 24, and time is needed for candidates to be elected by departments or to become candidates through the collection

of 45 signatures, time is needed to mail out and receive the secret written ballots, time is needed for those ballots to be counted, and that leaves no time for a series of forums that the electorate could attend, unless the electorate is the Senate and Chairs (or just the Senate, which all the members of the Executive Committee rejected as **an** option).

Senator Litwack said he strongly supports the recommendation that the Faculty Senate and the Council of Chairs be the electorate because this approach will permit all the candidates to present oral presentations to the entire electorate.

Vice President Dombrowski noted that the Senate and the Chairs are elected by the faculty to represent them. Every department elects at least one of its members to the Faculty Senate and the Senate also has 17 faculty elected at-large, 13 by the full-time faculty and 4 by the adjunct faculty. And the Chairs are elected by the faculty of their department. Vice President Dombrowski noted, also, that if the Chairs and Senate are the electorate, adjunct participation in the voting is possible, because four adjunct representatives serve on the Senate.

Senator Litwack asked when would a joint Senate and Chairs meeting be held, if the Senate and Chairs were to be the electorate. President Kaplowitz suggested that the Senate's next meeting on September 11 could be the joint meeting and it could be devoted to the oral presentations by the candidates. Senator Litwack said it is critically important that the electorate be an informed electorate. He said that given the extremely tight timetable, the only way for the electorate to be a truly informed electorate is for the electorate to be the Senate and the Chairs and for all the candidates to make both oral presentations to the electorate.

The Senate voted that the Faculty Senate and the Council of Chairs shall be the electorate, with each member of the Faculty Senate and each member of the Council of Chairs having one vote, which shall be by secret written mail ballot, using the system of a sealed blank envelope within a signed outer envelope. The vote was 32 yes, 1 no, 0 abstentions.

The next decision by the Senate was Step 4: Format of the Ballots. Given the Senate's decision about Step 1, the Senate effectively decided that the ballot would consist of two columns, one listing the candidates from departments with majors and the other listing the candidates from departments without majors. Thus, the Senate necessarily declined to adopt the Executive Committee's two options, which were predicated on its two proposed options for the way the 3 faculty members are to be comprised.

Senator Betsy Gitter moved that the Senate's Executive Committee be authorized to decide who should count the ballots and this motion was adopted.

The Senate next considered considered Step 5: How Candidates Shall Present Their Candidacy and Qualifications to the Electorate. The options presented by the Executive Committee were that all the candidates be invited and urged to attend a joint meeting of the Faculty Senate and Council of Chairs at which time they would present a 2-3 minute oral statement, the amount of time to be determined by the number of candidates, or that all candidates would be invited to provide a 300-word (maximum) written statement in paper **and** email format to be transmitted by interoffice mail and by email. A third option was to adopt both approaches. The Executive Committee's recommendation was to adopt both approaches.

The Senate voted to adopt both options proposed by the Executive Committee: all the

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candidates shall be invited and urged to attend a joint meeting of the Faculty Senate and the Council of Chairs at which time each candidate shall speak for 2-3 minutes about his/her qualifications, the amount of time for each candidate to be determined by the number of candidates; and all candidates shall be invited and urged to provide a print copy of a written statement (maximum of 300 words) and shall be invited and urged to provide the statement by email so that the written statement can be transmitted by inter-office mail and by email to the entire electorate, the Faculty Senate and the Council of Chairs. The vote was 33 yes, 0 no, 0 abstentions.

By a motion duly made and adopted, the meeting was adjourned at 4: 55 pm.

Respectfully submitted,

Edward Davenport  
Recording Secretary

&

Evan Mandery  
Associate Recording Secretary

**Membership of the 2003-2004 John Jay Faculty Senate as of September 2003**

**Full-time faculty At-Large representatives elected by the full-time faculty (who accepted election):**

Marvie Brooks (Library)  
Effie Cochran (English)  
Edward Davenport (SEEK/English)  
Kirk Dombrowski (Anthropology)  
Janice Dunham (Library)  
P. J. Gibson (English)  
Amy Green (Speech, Theatre, & Media Studies)  
Karen Kaplowitz (English)  
Kwando Kinshasa (African-American Studies)  
Tom Litwack (Psychology)  
Dagoberto Orrantia (Foreign Language & Literature)  
Francis Sheehan (Science)  
Patricia (Patty) Zapf (Psychology)

**Adjunct faculty At-Large Representatives elected by the adjunct faculty:**

Orlanda Brugnola (*Art*, Music, Philosophy)  
Marilu Galvan (Puerto Rican & Latin American Studies)  
Joseph Napoli (Law, Police Science, & CJ Administration)  
Robin Whitney (English)

**Department representatives elected to the Faculty Senate and to the College Council:**

African-American Studies: Max Kadir  
Anthropology: Alisse Waterston  
*Art*, Music, Philosophy: Thalia Vrachopolous  
Counseling and Student Life: Sung Ha Suh  
English: *Ann* Huse  
English: John Matteson  
Foreign Languages & Literature: Liliana Soto-Fernandez  
Government: Desmond Arias  
History: Barbara Josiah  
Law, Police Science, Criminal Justice Adm: Evan Mandery  
Library: Ellen Sexton  
Mathematics: Konstantinos Georgatos  
Physical Education & Athletics: Davidson Umeh  
Psychology: Michele Galietta  
Public Management: Norman Groner  
Puerto Rican & Latin American Studies: Luis Barrios  
Science: Peter DeForest  
SEEK: Judith Hawkins  
Sociology: Joshua Freilich  
Speech, Theater & Media Studies: Lorraine Moller  
Thematic Studies: Betsy Gitter

**Faculty Members on the 2003-2004 College Council**

**At-Large Faculty Senate representatives elected by the Faculty Senate to the College Council:**

Marvie Brooks (Library)  
Kirk Dombrowski (Anthropology)  
Marilu Galvan (Puerto Rican & Latin American Studies)  
Karen Kaplowitz (English)  
Joseph Napoli (Law, Police Science, & Criminal Justice Administration)  
Francis Sheehan (Science)  
Patricia (Patty) Zapf (Psychology)

**Ex Officio Faculty Senate representative elected by the Senate:**

Tom Litwack (Psychology)

**Department representatives elected to the Faculty Senate & to the College Council:**

African-American Studies: Max Kadir  
Anthropology: Alisse Waterston  
Art, Music, Philosophy: Thalia Vrachopolous  
Counseling and Student Life: Sung Ha Suh  
English: *Ann* Huse  
English: John Matteson  
Foreign Languages & Literature: Liliana Soto-Fernandez  
Government: Desmond Arias  
History: Barbara Josiah  
Law, Police Science, Criminal Justice Administration: Evan Mandery  
Library: Ellen Sexton  
Mathematics: Konstantinos Georgatos  
Physical Education & Athletics: Davidson Umeh  
Psychology: Michele Galietta  
Public Management: Norman Groner  
Puerto Rican & Latin American Studies: Luis Barrios  
Science: Peter DeForest  
SEEK: Judith Hawkins  
Sociology: Joshua Freilich  
Speech, Theater & Media Studies: Lorraine Moller  
Thematic Studies: Betsy Gitter

**College Council Membership**

**The College Council has 56 members:**

- A. **28** faculty– see Attachment A - p. 3
  - B. 15 students
    - 1. Shauna-Kay Gooden – Student Council President
    - 2. Melissa Perez – Student Council Vice President
    - 3. Lauren Perez – Student Council Secretary
    - 4. Andrei Zatalokin – Student Council Treasurer
    - 5. Sharon Almagro – Graduate Representative
    - 6. Randy Phillips, – Senior Representative
    - 7. Diana Figueroa – Senior Representative
    - 8. Aileen Tejeda – Junior Representative
    - 9. Jardiel Tavarez – Junior Representative
    - 10. Kimberley Gray – Sophomore Representative
    - 11. Rosie Diaz – Sophomore Representative
    - 12. Xaxia Sanchez – Freshman Representative
    - 13. Christopher Banks – Freshman Representative
    - 14. Simon Lee – Member at large
  - C. 5 HEOs (Higher Education Officers –i.e., administrators below level of dean)
  - D. **6** Statutory Members:
    - President: Gerald W. Lynch
    - Provost: Basil Wilson
    - VP for Administration: Robert Pignatello
    - VP for Student Development: Roger Witherspoon
    - Dean for Registration and Administration: Richard Saulnier
    - Dean of Graduate Studies: James Levine
  - E. 1 non-instructional staff member
  - F. 1 alumnae/alumni representative
  - G. 4 *ex officio* members (with right to make motions but without vote):
    - 1 Faculty Senate representative: Senator Tom Litwack
    - 1 HEO representative
    - Associate Provost: Lawrence Kobilinsky
    - Business Manager: Angela Martin
- 

**Calendar of College Council Meetings at 3:15 PM in Room 630 T**

<u>College Council Meeting</u>	<u>Deadline for agenda items</u>	<u>CC Executive Comm</u>
Wednesday, Sept. 17	Thursday, Sept. 4	Tuesday, Sept. 9
Thursday, Oct. 16	Wednesday, Oct. 1	Wednesday, Oct. 8
Tuesday, Nov. 11	Thursday, Oct. 30	Monday, Nov. 3
Wednesday, Dec. 10	Wednesday, Nov. 26	Tuesday, Dec. 2
Tuesday, Feb. 24	Thursday, Feb. 5	Monday, Feb. 9
Tuesday, March 23	Thursday, March 11	Tuesday, March 16
Monday, April 19	Thursday, April 8	Wednesday, April 14
Wednesday, May 12	Friday, May 30	Tuesday, May 4

New tenure-track full-time faculty hired for Fall 2003 semester (preliminary list):

**Art, Music, Philosophy:** Carrie-Ann Biondi Khan – Assistant Professor

**Anthropology:** Anru Lee – Assistant Professor  
Edward Snajdr – Assistant Professor  
Alisse Waterston – Associate Professor

**Counseling & St. Develop:** Kathryn Gentile – Assistant Professor  
Ma’at Erica Lewis – Assistant Professor

**English:** Kelly Jeong – Assistant Professor  
Alexander Schlutz – Assistant Professor

**Foreign Langs & Lits:** Liliana Soto-Fernandez – Assistant Professor

**Government:** Dannette Brickman – Assistant Professor  
Rose Corrigan – Assistant Professor

**Law, PS & CJ Adm:** Gloria Browne-Marshall – Assistant Professor  
Heath Grant – Instructor  
Brian MacNamara – Assistant Professor  
Anders Walker – Assistant Professor  
Michael White – Assistant Professor

**Mathematics:** Ping Ji – Assistant Professor  
Jinwoo Kim – Assistant Professor

**Psychology:** Angela Crossman – Assistant Professor  
Diana Falkenbach – Assistant Professor  
Elizabeth Jeglic – Assistant Professor  
Thomas Kucharski – Associate Professor  
Gabrielle Salfati – Assistant Professor

**Public Management:** Robert Loudon – Professor

**Sciences:** Henrietta Nunno – Assistant Professor  
Jennifer Jackwi – Assistant Professor  
Gloria Proni – Assistant Professor  
Richard Stripp – Assistant Professor

**Sociology:** Justin Ready – Assistant Professor

**Speech, Theatre, Media St:** Dara Byrne – Assistant Professor

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**THE CITY UNIVERSITY OF NEW YORK**

**GUIDELINES FOR PRESIDENTIAL SEARCHES:**

**INTRODUCTION**

The Education Law of the State of New York invests in the Board of Trustees/CUNY the authority to appoint and dismiss an appointed executive when warranted.

“The Board of Trustees shall appoint the Chancellor of The City University who shall be the chief educational and administrative officer of The City University and who shall serve at the pleasure of the Board of Trustees.” “The Board of Trustees shall establish positions, departments, divisions and faculties; appoint and in accordance with the provisions of law fix salaries of instructional staff and non-instructional employees therein;..2

The City University of New York is an Affirmative Action-Equal Opportunity Employer and shall seek to identify qualified women and minorities for consideration by the Search Committee.

**THE PROCESS**

When a vacancy occurs, or is certain to occur, the Chairperson of the Board of Trustees shall, upon consultation with the Chair of the Board Committee on Faculty, Staff and Administration and the Chancellor, establish a Search Committee to seek a new president.

Simultaneously, should circumstances warrant, the Chancellor shall recommend an individual to the Board for appointment as interim president until such time as a president is appointed. Appointment as interim president will typically be for a period of one academic year. If an appointment exceeds this period, the Chancellor shall notify the Board Committee on Faculty, Staff and Administration of the reasons requiring an extension.

An interim president shall not be a candidate for the presidency for the same institution for which he/she is interim president.

A primary responsibility of the Search Committee shall be to attract and recruit highly qualified candidates, emphasizing to them the advantages of working at CUNY and the benefits of living in New York City. Members of the Board, the Chancellor and presidents, the faculty, staff, and students of the University, as well as community and academic leaders from outside the University may submit nominations to the Search Committee.



**Composition of the Committee:**

In order to provide for adequate participation by representatives of the institution in which a presidential vacancy exists, the Chairperson of the Board shall establish a Presidential Search Committee and designate the Chairperson of the Search Committee. The Search Committee shall be composed of the following members:

**Board Members:** at least five members of the Board of Trustees, appointed **by** the Chairperson of the Board. The Chairperson, and the Vice Chairperson of the Board in the absence of the Chairperson of the Board, shall be a member ex officio of the Search Committee, and accordingly shall be entitled to vote. Whenever possible, one Board member appointed to a Search Committee should reside in the same borough as the campus seeking a president.

**Faculty:** three faculty<sup>3</sup> members from the college, elected as determined by the appropriate faculty governance body<sup>4</sup> of the college concerned. Only faculty as defined in the Board Bylaws may serve as faculty representatives (members) on the Search Committee or vote in the election for such faculty representatives.

**Students:** *two* students from the college, as recommended by the president and appointed by the Chairperson of the Board, generally, but not necessarily, the presidents of the student governments, or if there is only one student government, another elected student leader, provided, however, that the president should consult the appropriate student governance bodies on the selection.

**Alumni:** one alumnus from the college, generally, but not necessarily, the president of the alumni organization of the college concerned. Where there is no formal alumni organization, the Chancellor may recommend an active alumnus to be appointed by the Chairperson of the Board to serve with the Search Committee.

**President:** the president of one of the colleges of the University, appointed by the Chairperson of the Board.

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Footnotes:

1 NYS Education Law, Article 125. Section 6206(5) last sentence (See Chancellor Search Guidelines)

2 NYS Education Law, Article 125, Section 6206(7.a.)

3 Faculty defined as having "faculty rank" or "faculty status" (based on Sections 8.1, 8.2, and 6.2(a), and 6.3(a) of the Board Bylaws). Under the Board Bylaws, faculty primarily includes those in the titles of professor, associate professor, assistant professor, and instructors and lecturers (after reappointment for a third year). The President, vice-presidents, and deans have faculty rank but shall not participate as faculty. College Laboratory Technicians and HEO series personnel do not hold faculty rank or faculty status.

4 If there is no official faculty governance body established by the college's approved governance plan, then the faculty representatives to the Search Committee shall be elected by the faculty members of the college governance body.

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**Internal Staffing and Outside Consultants:**

Staff support shall be provided to the Search Committee by the Office of the Chancellor. Where deemed necessary selected individuals including outside firms may be called upon to provide advice in matters pertaining to the search.

**PROCEDURES**

**Analysis of Campus Needs and Priorities:**

Prior to the first meeting of the Search Committee, the Chancellor will designate an individual(s) and/or consultant(s) to visit the campus, confer with appropriate constituencies, and prepare a report for the Search Committee and the Chancellor, indicating discreet needs and priorities that will help in the preparation of an effective advertisement for the position.

**Announcing the Vacancy and Processing the Applications:**

Announcements of a presidential vacancy shall be placed in the appropriate media, and shall be communicated to educational and related institutions through correspondence and through targeted recruitment based on the findings of the pre-search report.

All applications, with supporting materials as requested in the job description, are to be sent to:

Presidential Search Committee  
The City University of New York  
535 East 80th Street  
New York, NY 10021

**Screening of Applicants:**

The Search Committee shall reduce the applicant pool to approximately seven individuals. The candidates will be interviewed by the Search Committee upon the stated request of a minimum of five members of the Search Committee, at least three of whom must be members of the Board.

The Chancellor may place before the Search Committee, for additional review, the curriculum vitae of a small number of individuals eliminated by the Committee or the curriculum vitae of the individuals who have come to the Chancellor's attention after completion of the initial screening process.

At the conclusion of the preliminary interviews, the Search Committee will select three or four to visit the college. If the Committee does not arrive at a consensus or reaches an impasse, Board members of the Search Committee will select the candidates who will visit the campus.

**Campus Visits:**

Arrangements will be made for those candidates to meet with groups or individuals on the campus. Groups of not more than 10 persons shall be selected by the faculty, students, chairpersons, alumni/foundation/ college-related organizations, staff, and senior administrative staff of the college. Meetings with any other constituency or for any other purpose must be approved by the Chancellor. Each campus group shall make a concerted effort to select individuals from as wide an array of its constituency as possible. No person should sit with more than one representative group. (Example: A professor who chairs a department should not sit with both a faculty group and a group of chairpersons.) The college representatives thus selected will meet with all candidates invited to the campus.

Each campus group shall present its view in a brief report to the Chancellor and the Chairperson of the Search Committee within three days of the last campus visit.

**Search Committee Recommendations:**

After the campus visits, the written conclusions of the Search Committee, normally recommending at least two but no more than three top candidates, shall be submitted to the Chancellor for review and consideration.

**Chancellor's Recommendations:**

The Chancellor, after reviewing the written assessments of the Search Committee, the views of the campus groups interviewing the candidates, and soliciting such other information as may be necessary, shall prepare recommendations for the Board.

**Appointment:**

As soon as possible after the Board has chosen its candidate, the Chancellor will notify the candidate in writing of the Board's decision. A formal letter of appointment, together with the Board resolution, which delineates the terms and conditions of employment, will be sent to the candidate as soon as he/she accepts the position.

**Exceptions to these Guidelines:**

Special situations may occur when, for example, there is a candidate of proven distinction from within the University, a former University executive, or a candidate of national prominence from outside the University, or an exceptional candidate from a recent CUNY presidential search. Under such circumstances, the Board Chair and the Chancellor, after full consultation with the Chair of the Board Committee on Faculty, Staff and Administration and leadership of campus constituencies, may decide to suspend these guidelines for a specific presidential search and substitute a shortened process.

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**Deciding the method for electing the 3 faculty on the Search Committee for President:**

**Options for deliberation, debate, and vote by secret written ballot:**

Dear Senators:

Please review the options for each step of the process. These represent the best options for each step as determined by the Faculty Senate Executive Committee after extensive research, deliberation, and discussion. On September 3, each set of options will be discussed and debated, with the pro's and con's presented by the Executive Committee and by those attending the Senate meeting. Additional options may be proposed at the Senate meeting. Some steps of the process require the Senate choosing one option; other steps permit the Senate choosing more than one option.

**The Senate will vote on the options for each step: each vote will be by secret ballot.** The result of each vote will be immediately announced and the decision about one step of the process may influence the discussions and decisions about subsequent steps.

The timetable for the process is an important factor in the deliberations and decisions. We need to have the three faculty elected not only in time for the first meeting of the Search Committee, which will be on Wednesday, September 24, at 4:30 PM, but in advance of that date so that those elected can make arrangements to be available to attend that first Search Committee meeting.

**MEMBERSHIP OF THE SEARCH COMMITTEE:**

The Search Committee comprises 6 CUNY Trustees:

Trustee Randy M. Mastro, Chair of the Search Committee

Trustee Valerie Lancaster Beal

Trustee John J. Calandra

Trustee Rita DiMartino

Trustee Joseph J. Lhota

Trustee Benno C. Schmidt, Jr., Chair, Board of Trustees, *ex officio* member of the Committee with vote

One President of a *CUNY* college:

*CCNY* President Gregory H. Williams

3 John Jay faculty: to be elected

2 John Jay students: to be named

1 John Jay alumna/alumnus: to be named

**Deciding the method for electing the 3 faculty on the Search Committee for President:**

**Options for deliberation, debate, and vote by secret written ballot:**

The Executive Committee proposes a 5-step process for determining the process for nominating and electing the three faculty members on the Presidential Search Committee. Each step includes the best options developed by the Executive Committee for discussion and vote by secret ballot:

**1. COMPOSITION OF THE 3 FACULTY MEMBERS ON THE SEARCH COMMITTEE:**

**Option A:** The 3 faculty will comprise 2 full-time faculty members elected from the 8 departments that have a major\* (with no 2 faculty being from the same department) and 1 full-time faculty member from one of the 12 departments that does not have a major.\*\*

\*The 8 departments that have a major are:

- |                                 |                      |
|---------------------------------|----------------------|
| 1. Anthropology                 | 5. Psychology        |
| 2. Government                   | 6. Public Management |
| 3. Law, Police Science, & CJ Ad | 7. Science           |
| 4. Mathematics                  | 8. Sociology         |

\*\*The 12 departments that do not have a major are:

- |                                   |  |
|-----------------------------------|--|
| 1. African-American Studies       | 7. Library                               |
| 2. Art, Music, & Philosophy       | 8. Physical Education & Athletics        |
| 3. Counseling & Student Life      | 9. Puerto Rican & Latin American Studies |
| 4. English                        | 10. SEEK                                 |
| 5. Foreign Languages & Literature | 11. Speech, Theatre & Media Studies      |
| 6. History                        | 12. Thematic Studies                     |

**Option B:** The 3 full-time faculty members will be from any of the 20 departments, except that no more than one faculty member will be from any one department.

**2. METHOD FOR NOMINATING FACULTY FOR ELECTION TO THE SEARCH COMMITTEE:**

**Option A:** Nominations will be by academic departments. Each department with a major (8 departments) may elect up to 2 full-time members of its department to be candidates for election to the Search Committee, and each department that does not have a major (12 departments) may elect up to 1 full-time member of its department to be a candidate for election to the Search Committee.

**Option B:** Nominations will be by petition. Faculty (full-time) may self-nominate or may nominate other faculty (with the nominee's written permission) through a petition signed by 30 members (=10%) of the full-time faculty. Each petition shall include the printed name, the signature, and the academic department of the petition signer.

**3. WHO SHALL VOTE FOR THE 3 FACULTY:**

**Option A:** Members of both the Faculty Senate and the Council of Chairs will vote by written secret ballot. (The ballots will be in plain envelopes inside outer envelopes which each voter will sign so as to ensure that each voter has only one vote and to ensure that all Senators and Chairs get a ballot.)

**Option B:** All full-time faculty will vote by secret written ballot (using the blank envelope inside an outer signed envelope for the reasons listed in Option A).

**4. FORMAT OF THE BALLOTS:**

**Option A:** A two-part ballot will be issued, one for the candidates from the 8 departments that have a major and the other for the candidates from the 12 departments that do not have a major. Voters will vote for two faculty members from the candidates from the 8 departments with a major and will vote for one faculty member from the 12 departments that do not have a major. The top 2 vote getters from 2 different departments with majors will be elected from the first part of the ballot. (Therefore, if two candidates from the same department receive the most votes, only the candidate who receives the highest number of votes from among the two of them will be elected.) The top vote getter from the departments that do not have a major will be elected.

**Option B:** A single ballot will be issued listing all the candidates. Voters will vote for any three candidates. The top 3 vote getters from 3 different departments will be elected. (Therefore, if two or more candidates from the same department receive the most votes, only the candidate who receives the highest number of votes from among the two of them will be elected.)

**5. HOW CANDIDATES WILL PRESENT THEIR CANDIDACY AND THEIR QUALIFICATIONS TO THE ELECTORATE:**

**Option A:** If the Senate and the Council of Chairs are the electorate, then all the candidates will be invited and urged to attend a joint meeting of the Senate and Chairs at which each candidate will speak for 2-3 minutes about his/her qualifications/vision. (The amount of time for each candidate will be determined by the number of candidates.)

**Option B:** All candidates will be invited and urged to provide a print copy of a statement (maximum of 300 words) and will be invited and urged to email the statement to the Faculty Senate Executive Committee, so that the Executive Committee can post the statement on “Facsen-Announce,” the Faculty Senate’s announcement listserve to which all faculty are subscribed.

**Option C:** All candidates will be invited and urged to act on both Options A & B.

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**Email letter to the entire faculty from Karen Kaplowitz:**

September 4, 2004

The following is a statement I read at the beginning of the Senate meeting yesterday. Following that is additional and important information I ascertained this morning:

Statement to the Faculty Senate

This is the first search for president at John Jay. The first president, Don Riddle, was appointed by the Board – then called the Board of Higher Education – the BHE. When he took a position elsewhere in 1975, Gerry Lynch was the Vice President and was named Acting President. He was subsequently named President by the Board, a practice that is no longer permitted by the BoT Bylaws, except when the Board decides to waive its Bylaws, which it has not done about such matters since Benno Schmidt starting heading the CUNY Board of Trustees several years ago.

The election for the 3 faculty members on the search committee is arguably the most important election in the history of John Jay.

The 3 faculty members have a tremendous responsibility.

They must have the confidence of our faculty. They must have a true understanding of all of our College, not just their department or discipline. They must have tremendous integrity and moral courage. They must be very, very smart. They must impress the other members of the search committee as well as the candidates for the position by their intelligence, bearing, good judgment, civility, sagacity, and yet at the same time they must be willing and able to say things that will be difficult to say and to participate in difficult votes. There may be internal candidates: internal to the College and internal to the University. Although the process is confidential they must be able to withstand the very real possibility that there may be leaks and that what they say may be repeated to others, including internal candidates, if there are any.

The 3 faculty must be able to be persuasive and to hold their own in a respectful but effective manner with 6 very accomplished individuals who are members of the Board of Trustees and with a very accomplished individual who is the president of City College.

The 3 faculty must also be able to work collegially with the 2 student members and the 1 alumnus or alumna who will also be on the committee, whose respect and trust they must be able to earn and maintain.

The 3 faculty provide the first impression of the faculty of our College to each candidate. They must make the truly excellent candidates really interested and excited in continuing their candidacy. They must engender such a favorable impression during the interviews that the truly excellent candidates will continue to want to be the president of a college that not only has such faculty but a college whose faculty has had the good judgment to chose them to serve on the search committee. The 3 faculty must be the ones who sell the college to the viable candidates.

There will be a tremendous interest in this position. It will undoubtedly become very political. People in Albany and in City government and in Washington, D.C. will be interested in the position for themselves or for others on whose behalf they will write a letter of nomination or be listed as references.

The search process is entirely confidential. The faculty members will not be able to seek the advice nor the help of anyone outside the committee. They must be people who will honor that confidentiality requirement and who will be willing to do a tremendous amount of work. Because of the confidential nature of the process, they will not be able to ask colleagues or anyone else to help them do internet searches, etc.

When the hundreds of letters of application and cv's arrive at 80<sup>th</sup> Street, the search committee members will have to read each letter and cv at 80<sup>th</sup> Street in a room by oneself at 80<sup>th</sup> Street. No materials can be taken out of the room. Any notes that a search committee member takes have to left at 80<sup>th</sup> Street in a folder with that person's name on it.

The faculty will have to search the internet and read articles about each candidate who looks viable and will have to review the candidates' writings, etc., if applicable. When the 10 to 14 candidates to be interviewed are agreed upon by the committee, then the 3 faculty members will have to really research those candidates in preparation for each interview but without breaking confidentiality – this means no calling someone the person may know at the place where the person is working and the places where the person worked and no asking anyone who knows people at those places.

Although the search consulting firm will provide a looseleaf book with clippings about each of these people, independent Google searches and other search engine searches and reading every article that comes up during a search is absolutely necessary.

When the committee decides on the 3 or 4 finalists who are to visit the campus, then the faculty members are to escort each candidate – each candidate comes on a different date – and they attend the meetings with each candidate: these are the campus meetings with the administrators, with managers, with HEOs, with students, with John Jay graduates, with perhaps Foundation Board members, and with the entire College community, etc etc. They will then have to analyze the written assessments that each group must write and transmit to the search committee within 3 days of each meeting with each candidate.

Most meetings **and** interviews of the search committee will be in the evening because all the trustees have demanding jobs during the day. The meetings will be in Trustee Mastro's office in mid-town Manhattan. The 3 faculty must attend every meeting of the search committee. That is a given and **an** absolute minimum.

Our Faculty Senate Executive Committee met several times and spoke endlessly on the phone and sent numerous email from June through today. Our goal was to provide a process that is fair, transparent, logical, and effective. We want the result to be the selection of the 3 best possible faculty and we also want the result to be the confidence on the part of the faculty that the Senate chose the method of nomination and selection that will best achieve that goal.



The Faculty Senate is responsible for deciding the method for selecting and nominating the 3 faculty. There are various ways colleges have done this. Here are some ways that unnamed senior colleges have done so within the last 4 years:

At one college, the Executive Committee of the Faculty Senate selected the 3 faculty: they decided who to ask and they asked those people and those were the people thus named to the search committee.

At another college, the P&B of each of 3 divisions each picked one faculty member for ratification by that college's Senate.

At another college, each department elected one candidate and all the full-time and adjunct faculty voted.

At yet another college, candidates were nominated by another faculty member or were self-nominated and then all full-time faculty voted but adjunct faculty were not included in the voting process.

There were other aspects to each process but these are the basic approaches taken, all very, very different.

The Senate's Executive Committee decided to propose two options for each step of the process. We will present the pro's and con's of each option. We will identify during the discussion which option the overwhelming majority of the executive committee favors and that will be the option that will be moved and seconded. We made the deliberate decision to not give this information prior to the meeting so you could consider each option without being consciously or unconsciously influenced by the knowledge that one of each of the options has the overwhelming majority support of the Executive Committee.

The discussion will include the pro's and con's of both options but we need a motion on the floor in order to have a discussion. When the Senate is ready, the question will be called and a secret ballot will be held: each senator will vote yes or no on the motion. If the motion passes, we will go on to the next step and consider the options provided for that aspect of the process. If the motion fails, then another motion will be entertained for a different option, either the option that is the minority option of the Executive Committee or a different option that may have emerged during the discussion.

The order of steps 1 through 5 was chosen because each decision will influence the discussion and decision about each subsequent step in the process.

As soon as we decide on all five steps, if we have the time today, we will consider several ancillary issues that need deciding but that are not nearly as momentous nor as time-sensitive as are these 5.

When the meeting is over, at your direction I will announce the process decided by the Senate by both email and by phonemail to the entire faculty.

Other aspects about the search process that the Senate will need to consider will be taken up at future meetings if we do not have time today.

As you know, Attachment B of the agenda is the CUNY Guidelines. These are guidelines and are not hard and fast rules, except about certain aspects.

Attachment C of the agenda are the 5 steps we must make decisions about and the options presented by the Executive Committee about the 2 steps. The Executive Committee invited the Senate and also invited the entire faculty to suggest methods to nominate and to elect the 3 faculty. We received 2 responses, which we considered along with the 5 or 6 options for each step that the Executive Committee members came up with. We chose the two best options according to our best opinion, informed in large part by the history and culture of John Jay as well as by the experiences and the advice and the cautionary tales provided by faculty and by others from other *CUNY* colleges. We also received information from 2 colleagues about presidential searches at non-CUNY colleges.

The Executive Committee's wish has been to be as inclusive as possible in developing the document that is Attachment C.

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The following is information I ascertained this morning [September 4, 2003]:

As Chair of the Search Committee, Trustee Randy Mastro has requested that no meeting, other than the first which is scheduled for 4:30 PM on Wednesday, September 24, begin any earlier than 5 PM or 5:30 PM. It is possible that the search committee may have to hold some interview meetings on Saturdays. At least one search process involved a few Saturday meetings. All meetings will be in the law offices of Trustee Mastro, which are at **45** Street and Park Avenue.

The timetable is not yet set but it is probable that after the initial meeting, one or two meetings will take place this semester to decide which of the applicants to invite for interviews. The interview meetings will probably take place during the last weeks of January through February. The campus visits of the three or four finalists will probably take place in late February or early March. The goal will probably be to present to the Board of Trustees the recommendations of the Chancellor whose recommendations will be based on those of the search committee in either March or May. (The Board does not meet in April.) This is a preliminary timetable. The search committee will discuss the timetable at its first meeting.

Best regards,  
Karen

Karen Kaplowitz  
President, Faculty Senate

## ATTACHMENT E

Subject: Our September 3 meeting  
Date: Tue, 19 Aug 2003 21:49:19 -0400  
From: Karen Kaplowitz <kkaplowitz@jjay.cuny.edu>  
To: [Faculty Senate members]

August 19,2003

Dear Senators,

You will be receiving an agenda for our September 3 special Senate meeting, prior to the meeting.

The agenda packet will include a copy of the CUNY Presidential Search Committee Guidelines, so you need not search your emails nor seek out the FACSSEN-ANNOUNCE archives to find the Guidelines. (My posting to the entire faculty indicated that that was what they were to do, but I wanted to assure you that as a Faculty Senate member you will be receiving a paper copy of the Guidelines with the printed agenda.)

The agenda will also include a set of options for each step of the nomination and election process: please do not feel you need to decide about any of the options. Indeed, it is best to attend the meeting with an open mind because each option will be discussed, the pro's and con's will be considered, we will deliberate, and then we will vote on each set of options by secret written ballot.

It is very likely that our discussions will lead many of us to change our initial opinions about some of the options presented and, in other cases, will fortify our sense that our initial responses to other options were the correct ones. Additional options for each step of the process -- additional to those provided by the Executive Committee -- may, of course, be proposed during the course of the meeting. The options that you will receive with the agenda represent the best options that the Executive Committee has developed for each step of the nominating and election process.

The Faculty Senate is a deliberative body. We will deliberate fully. The purpose of our September 3 meeting is both to provide our faculty colleagues with the best process for electing the 3 faculty and also to ensure, to the fullest extent that it is within our ability, that the 3 faculty who are elected are the 3 who can best represent the faculty and, indeed, our College on the search committee and who are best able to influence and inform the work of the search committee.

The decisions as to the process of nominating and electing the 3 faculty members on the search committee is the only agenda item for this most important September 3 meeting of our Faculty Senate.

Best regards,  
Karen

## ATTACHMENT F

### **Email letter to entire faculty:**

August 8, 2003

Dear Colleagues,

In June I posted the text of the CUNY Presidential Search Committee guidelines on this listserve: if you did not receive the guidelines, please let me know and I will repost it to you. (If you hit the reply key, your message will be transmitted only to me, not to everyone on this Faculty Senate listserve.)

As stated in the CUNY guidelines, our Faculty Senate has the responsibility of deciding the process by which the three (3) faculty who will serve on the presidential search committee are to be selected.

I anticipate knowing during the last week in August the date that the first meeting of the Search Committee will take place but I have been able to ascertain that the first meeting will probably be the week of September 22 (although the meeting may be a week earlier).

In light of the very short timeline the Faculty Senate will have to decide the method by which the three faculty are to be chosen and because there will be a very short timeline to implement the Senate's decisions, the Faculty Senate's Executive Committee has scheduled a special, additional, Faculty Senate meeting on Wednesday, September 3, from 3:15 to 4:45 pm.

(The Senate members, having been polled as to their availability during the first week of the semester, indicated virtually universal availability on September 3.)

On behalf of the Senate, I **ask** that you not schedule any meeting or event on September **3** from 3:15 to 4:45 so as to avoid any conflict for the Senate members.

At this special meeting on September 3, the Faculty Senate will determine the procedure by which the 3 faculty members on the Search Committee for President are to be nominated and elected, including who should do the nominating and who should vote for the three faculty members.

The Senate's Executive Committee has met, has consulted by email and by phone, and will have additional meetings to develop proposals to present to the Senate for the Senate's consideration, discussion, and vote on September 3. If you have suggestions for the nomination and/or election process, please email them to me so that your suggestions can be **part** of the Executive Committee's deliberations.

Also, if you have any insights into presidential search processes from the experiences of colleagues and friends who have been or who are at colleges that have had presidential searches, please email those insights to me. I have been speaking with faculty at the various CUNY colleges that have had presidential searches within the past five years and their experiences have been extremely informative. As many of you know, John Jay has never had a search for president.

I hope you are well and are having a wonderful and productive summer.

Best regards,  
Karen

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Dear Colleagues,

On Tuesday, September 23, from 9 AM to 5:30 PM – which is the day previous to the first meeting of the Search Committee for President – our campus will host a visit by several individuals who will together meet with groups of 15 members of each of the various constituencies of our College to ascertain what the members of our College think should be the attributes and qualities of the next President of our College. This information will help inform the text of the announcement for the position and the text of the brochure that will be sent out nationally and will also inform the work of the professional consulting firm, Heidnck & Struggles, as a team from that firm solicits nominations and self-nominations for candidates for the position.

The visitors to John Jay that day will be CUNY Trustee Randy Mastro, the Chair of the Search Committee, as well as two members of the consulting firm Heidrick & Struggles: George Knapp, Ph.D., and Ms. Ellen Brown, both of whom are partners in the firm. Robert A. Ptachik, Ph.D., the CUNY University Dean for the Executive Office, and Ms. Dolly Martinez, the CUNY Executive Director of Executive Search & Evaluation, will be part of the team that meets with each group. It is possible that another Trustee on the Search Committee will also be able to clear her or his schedule to attend.

I expect that on Monday I will know the schedule of the campus meetings: as soon as I have it I will post it.

In the meantime I thought you would find the following information of interest: it is biographical information about the 6 Trustees on the Search Committee; the CUNY President, Dr. Gregory Williams, who is also on the Search Committee; and Dr. George Knapp, who is the lead member of the Heidrick & Struggles team.

I will provide further information about other key individuals as soon as I obtain it.

Just a reminder:

**The 6 Trustees and their roles on the Search Committee are:**

Trustee Randy M. Mastro, Chair of the Search Committee

Trustee Valerie Lancaster Beal

Trustee John J. Calandra

Trustee Rita DiMartino

Trustee Joseph J. Lhota

Trustee Benno C. Schmidt, Jr., Board Chair, & *ex officio* Search Committee member with vote

**RANDY M. MASTRO**, B.A., J.D., was appointed by the Mayor Giuliani in June 1999 as a member of the Board of Trustees of The City University of New York. Mr. Mastro is a litigation partner with Gibson, Dunn & Crutcher LLP, handling both civil and white collar criminal cases. He is co-partner-in-charge of the firm's New York office and coordinator of the firm's Litigation Practice Group.

**Mr. Mastro** served as New York City's Deputy Mayor for Operations from 1994 to 1998. In that capacity, he was responsible for overseeing all of the City's operating agencies and budget and served as the Mayor's chief liaison with elected officials. In the Mayor's absence, he was authorized to act on the Mayor's behalf.

During his years in the Giuliani administration, he spearheaded the City's initiatives to remove organized crime from the Fulton Fish Market, the private carting industry, and the San Gennaro Festival. He also oversaw the successful turnaround of New York City's Off-Track Betting Corporation. **Mr. Mastro** joined Gibson, Dunn's New York Office in 1989, where he became a litigation partner.

Previously, he served as Assistant United States Attorney and Deputy Chief of the Civil Division in the U.S. Attorney's office for the Southern District of New York from 1985 to 1989, where he specialized in organized crime cases. **Mr. Mastro** received the Attorney General's Distinguished Service Award, and Seven Days magazine cited him as one of the prosecutors and defendants other lawyers most admire.

A 1978 cum laude graduate of Yale College and a 1981 graduate of the University of Pennsylvania Law School, where he ~~was~~ the school's moot court champion, **Mr. Mastro** served as law clerk to Justice Alan B. Handler of the New Jersey Supreme Court, then, from 1982 to 1985, **Mr. Mastro** ~~was~~ a litigation associate of Cravath, Swaine, & Moore, where he was part of the successful libel defense trial team in *Westmoreland v. CBS*. **Mr. Mastro** has been an adjunct associate professor at Fordham University Law School, where he has taught complex civil litigation. He authored articles in the *Federal Communication Law Journal*, *Fordham Law Review*, and *University of Michigan Journal of Law Reform*. His op-ed pieces have appeared in the *New York Times*, *Daily News*, and *New York Post*, and he also wrote for the *Washington Post* and *Time*.

**Mr. Mastro** is a member of the bars of New York, New Jersey, Pennsylvania, and many federal courts. He is currently Chair of the City's Charter Revision Commission. He has also served on the Federal Courts Committee of the New York Country Lawyer's Association and the Boards of Directors of Lincoln Center, the Children's Museum of Manhattan, and the New York City Health & Hospitals Corporation. **Mr. Mastro** lives in Manhattan with his wife, Dr. Jonine Bernstein of Mount Sinai Medical School, and his daughter, Ariana, 3.

Trustee Mastro serves as Chair of the Board's Standing Committee on Facilities Planning and Management.

**VALERIE LANCASTER BEAL**, B.A., M.B.A., was appointed by Governor George Pataki in June 2002 as a member of the Board of Trustees of The City University of New York. Ms. Lancaster Beal is an experienced investment banker, who joined M. R. Beal & Company soon after her husband Bernard B. Beal founded it in 1988. The firm offers investment banking, financial advisory and broker-dealer services to municipalities, state governments and corporations.

Ms. Lancaster Beal initially served as a Financial Officer for M. R. Beal & Company, and is currently engaged in the firm's Financial Advisory Group. In addition, she has been engaged in restructuring the capital budget for the District of Columbia and developing alternative financing vehicles to meet the city's capital needs. Furthermore, due to Ms. Lancaster Beal's role with the District of Columbia, she has appeared before various legislative bodies in the Washington Metropolitan area including the United States Congress and the Office of Management and Budget. Prior to joining M. R. Beal & Company, Ms. Lancaster Beal was a senior officer at Drexel Burnham Lambert and Citicorp Investment Bank. Preceding her investment banking career, she was a Legislative Assistant for the Government Operations Committee of the Council of the District of Columbia.

Ms. Lancaster Beal holds a Bachelor of *Arts* degree in Economics from Georgetown University, and an MBA in Finance and Financial Accounting from the Wharton Graduate School of Business of the University of Pennsylvania.

Ms. Lancaster Beal currently serves on the Board of Regents for Georgetown University and the Board of Trustees for the Berkeley Carroll School of Brooklyn, where she was Chair of the Strategic Planning Committee. She is a donor and supporter of Bronx Community College, as well as a regular speaker at seminars for the College's COPE program, which assists welfare recipients who are pursuing a college education. In addition Ms. Lancaster Beal has been assisting the Abyssinian Baptist Church of Harlem in developing various financial management procedures and operations. Ms. Lancaster Beal holds membership on the Board's Standing Committee on Faculty, Staff, and Administration, and the Standing Committee on Fiscal Affairs.

**JOHN J. CALANDRA** was appointed by the Governor in 1996. He is a litigation associate with the law firm of McDermott, Will and Emery, providing legal representation to Fortune 500 clients involved in substantial litigation in state and federal courts throughout the nation. He was previously a litigation associate with the law firm of Cravath, Swaine and Moore. His areas of practice include general commercial litigation, antitrust law, securities law, constitutional law, trademark law, products liability and municipal law. A civic and community leader, Mr. Calandra has been very active in educational issues, serving as "Principal for a Day" at Public Schools 14 and 71 in the Northeast Bronx. In 1995 he received the "Friend of P.S. 14 Award" when he was the school's commencement speaker. He was also Director of the Career Day Program at Pelham High School; during his directorship, the school received the "Best Program Award" from the New York State Guidance Counselors Association.

Currently, Mr. Calandra serves on the Board of Directors of the Coalition of Italo-American Associations and is a member of the Bronx Job Service Employer Committee. He also serves on the Board of Trustees of the Bronx Columbus Alliance and on the Board of Advisors of the Italian-American Legal Defense and Higher Education Fund. Mr. Calandra is a magna cum laude graduate of Cornell Law School and an alumnus of Columbia University.

**RITA DIMARTINO**, A.A., B.A., M.P.A., **was** appointed by Mayor Bloomberg in July 2003. As a Consultant and former Vice President, Congressional Relations for AT&T, Ms. DiMartino assists in AT&T's relations with the U.S. administration, congress, and state governments. She is also a spokesperson for the Hispanic Community, and a nationally recognized expert on Hispanic Affairs.

President Ronald Reagan appointed Ms. DiMartino in 1982 as Ambassador to the UNICEF Executive Board where she served as head of the U.S. delegation. Her achievements as Ambassador included increasing UNICEF's financial support, and accelerating the program's assistance in the areas of child health, nutrition, water supply and sanitation, and education,

President George Bush appointed Ms. DiMartino in 1992 to the USO World Board of Governors. President George W. Bush appointed Ms. DiMartino in October 2002 to the J. William Fulbright Foreign Scholarship Board. Currently, Ms. DiMartino is a member of the Council on Foreign Relations; Chairman of the Board of Bronx-Lebanon Hospital; Vice Chair of the Hispanic Council on International Relations; Congressional Hispanic Caucus; National Association of Latino Elected and Appointed Officials; Cuban American National Council; and the Ana G. Mendez University System.

Ms. DiMartino has been widely honored for her efforts by publications, business and community organizations, and colleges and universities. In addition, she has been recognized by Who's Who in America, 100 Hispanic Influentials in America Today, and Cattell's Who's Who in American Politics.

Born and raised in Brooklyn, Ms. DiMartino received her B.A. from the College of Staten Island, and an **MPA** from (C. W. Post Center) Long Island University.

**JOSEPH J. LHOTA**, B.S., **B.A.**, M.B.A., was appointed by Mayor Giuliani in May 2001 as a member of the Board of Trustees of The City University of New York. He is currently Executive Vice President for Corporate Administration at Cablevision.

Mr. Lhota was the Deputy Mayor for Operations from July 1998 to December 2001, Previously, Mr. Lhota served as New York City's Budget Director and Commissioner of Finance. As Deputy Mayor, **Mr.** Lhota was the City's chief operating officer responsible for overseeing all of the operating agencies of the City. **Mr.** Lhota advised the Mayor regarding the financial **and** budgetary management of the City. In addition, **Mr.** Lhota was delegated the authority to act as Mayor when Mayor Giuliani was not in the City.

As Budget Director, **Mr.** Lhota was responsible for the successful development and implementation of the City's \$36 billion annual operating budget and the management of the City's 10-year \$45 billion capital improvement budget. During his tenure as Budget Director, the City's budget achieved two successive years of record-setting surpluses. Prior to joining the Giuliani administration, **Mr.** Lhota was an investment banker with First Boston and PaineWebber.

Mr. Lhota is Chair of the Board's Standing Committee on Fiscal Affairs.



**BENNO C. SCHMIDT, JR.,** B.A. J.D., was appointed by Governor George Pataki in April 2003 as Chairman of the Board of Trustees of The City University of New York. Previously he served as Vice Chairman upon his appointment in August 1999. Since 1992, Mr. Schmidt has been the chairman of Edison Schools, Inc., a private company which enters into partnerships with public education authorities to create innovative and world-class public schools. Before joining Edison Schools, Inc., he served as Yale University's 20th president, where he was best known nationally for his defense of freedom of expression and the academic values of liberal education. During his tenure at Yale, which began in 1986, Mr. Schmidt launched one of the largest building programs in Yale's history; he became Yale's most successful fund-raiser; he fashioned a model partnership between the University and the city of New Haven; and helped build a number of new interdisciplinary programs, especially in environmental science, molecular biology, and international studies. During his presidency, Yale's endowment grew from \$1.7 billion to nearly \$3 billion, the highest rate of growth of any private university during that time.

Before joining Yale, Mr. Schmidt was the Dean of Columbia University Law School, where he joined the faculty in 1969 and became, four years later, one of the youngest tenured professors in Columbia's history. He was named Harlan Fiske Stone Professor of Constitutional Law in 1982. He is one of the country's leading scholars of the Constitution, the history of the U.S. Supreme Court, the law of freedom of expression, and the history of race relations in America. Mr. Schmidt served as law clerk to Supreme Court Chief Justice Earl Warren. Mr. Schmidt received both his college and law degrees from Yale University. He is a trustee of the National Humanities Center and a member of the American Academy of Arts and Sciences. He was also Chairman of Mayor Giuliani's Task Force on The City University of New York.

**The CUNY President on the Search Committee is the President of CCNY:**

**GREGORY H. WILLIAMS** is the 11th president of The City College of New York.

Dr. Williams, who holds a doctorate in political science and a law degree, has held senior administrative and academic positions at The Ohio State University, The University of Iowa and The George Washington University. Dr. Williams served as Dean of The College of Law, The Ohio State University, from 1993 - 2001.

His work as Dean and Carter C. Kissell Professor of Law and Political Science of The Ohio State University College of Law has been widely recognized. At Ohio State he hired approximately 40% of the faculty of the College of Law during his term as Dean and increased the number of named chairs and professorships by 50%. In the most recent billion dollar capital campaign achieved by Ohio State University, Dr. Williams raised approximately \$57 million from an alumni base of approximately 7,000 graduates of the College of Law, including the largest single cash gift ever given to Ohio State - and perhaps the largest ever cash gift to a U.S. law school - to support its efforts to become one of the nation's top ten public law schools. His record fundraising supports 50 endowed scholarships, six endowed chairs, three professorships, and millions in faculty endowment. In 1999 he was elected President of the Association of American Law Schools, and selected 'Dean of the Year' by the National Association of Public Interest Law.

"Dr. Williams will provide first-rate and first-class leadership to an institution that has served as the launching pad to success for tens of thousands of New Yorkers," said CUNY Chancellor Matthew Goldstein upon Dr. Williams' appointment as President of City College. The selection of Dr. Williams culminated a national search by a committee chaired by Trustee Randy Mastro that included Trustees, faculty, administrators, students and alumni.

Dr. Williams graduated from Ball State University in 1966. He earned a Masters Degree in Government and Politics from the University of Maryland, and a Masters Degree, a law degree and a doctorate in Political Science from George Washington University. He also holds three honorary degrees.

Dr. Williams began his career in higher education almost thirty years at George Washington University. He served as Coordinator of the GW-Washington Project, an all university office designed to serve as the liaison between the university and District of Columbia communities with special needs. His work in developing university-sponsored programs in Anacostia, an area of significant poverty, and the Adams Morgan community, the District of Columbia's largest concentration of Latinos, was recognized as one of the most outstanding outreach projects in the nation.

Later, Dr. Williams served as Assistant Director of the Division of Experimental Programs of The George Washington University, which encouraged and supported curriculum development throughout the university. While at George Washington, Dr. Williams taught Service-Learning Courses for undergraduate students both in the Experimental Humanities and Political Science Departments.

Dr. Williams spent sixteen years at The University of Iowa. He began his work as Assistant Dean for Admissions and Financial Aid in the College of Law, where he had full responsibility for all admissions and financial aid decisions as well as for coordinating all recruitment efforts. During his term as Dean of Admissions, Dr. Williams helped increase minority enrollment in entering law school classes from 2% to over 20%. Dr. Williams later was selected to serve as Associate Vice President for Academic Affairs of the University. In that capacity he had university-wide responsibility for international programs, student retention, academic disciplinary programs and diversity efforts.

In 1995, Dr. Williams authored *Life on the Color Line: The True Story of a White Boy Who Discovered He Was Black* (Dutton), a widely acclaimed autobiography that was honored with a number of awards, including the prestigious 1995 Los Angeles Times Book Prize. He has appeared on Oprah, Dateline, Nightline, Larry King Live and many local and national programs. The book is used at college campuses across the country in discussions of racism, poverty, alcoholism and many other social and coming of age issues. Plans for a movie version of the book are underway by dePasse Entertainment and Showtime.

Founded in 1847 as The Free Academy, City College is the oldest of the City University's twenty institutions of higher learning. CCNY enrolls more than 10,400 students in graduate and undergraduate programs in the College of Liberal Arts and Science and schools of Architecture, Engineering, Education and the Sophie Davis School of Biomedical Education/ CUNY Medical School. Eight Nobel Laureates are alumni of CCNY and the College is ranked among the top 12 nationally in graduates who have gone on to earn doctorates. In addition to its long history as a great teaching institution, City College has also become internationally known for the research activities of its faculty in fields such as molecular modeling, laser optics and AIDS research. City has the largest undergraduate research program in the New York metropolitan area, and during 2000-2001 the College's faculty received research grant support totaling over \$29 million dollars, the largest amount in CUNY. With 23 University Distinguished Professors on its faculty, CCNY has more than any other CUNY college.

## ATTACHMENT H – p. 1

Other members of the team visiting John Jay on Tuesday, September 23, to meet with 15 members of each of the constituencies of the College:

**CHARLES B. KNAPP** served as President and Professor of Economics at the University of Georgia from 1987 to 1997. He was President of the Aspen Institute from 1997 to 1999. Beginning in 2000, Dr. Knapp became a Partner and is now Of Counsel to the international executive search firm Heidrick & Struggles, Inc.

Earlier in his career, Dr. Knapp was the Executive Vice President of Tulane University and was the U.S. Deputy Assistant Secretary of Labor during the Carter Administration. From 1972 to 1977 he was an Assistant Professor of Economics at the University of Texas at Austin.

Dr. Knapp received his B.S. degree with honors and distinction from Iowa State University and his M.A. and Ph.D. degrees from the University of Wisconsin-Madison. His research interests include public finance, human resources, and international economic development. He serves on the boards of several corporations and not for profit institutions.

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Heidrick & Struggles International, Inc. News Release - 15-Dec-1999

Former University of Georgia President Charles B. Knapp Joins Heidrick & Struggles

ATLANTA--(BUSINESS WIRE)--Dec. 15, 1999--Heidrick & Struggles International, Inc. (Nasdaq: HSI), the world's leading executive search firm, announced today that Charles B. Knapp, previously a Senior Fellow at the Association of Governing Boards of Universities and Colleges and the former University of Georgia President, will join the Atlanta office as a partner focusing on the Education/Nonprofit Practice effective Jan. 17, 2000.

"Chuck brings immense visibility, abundant vitality and professionalism to Heidrick & Struggles. He will certainly be a key player in reinforcing and extending our access and influence into a variety of markets, most notably higher education," said Wayne Luke, Area Managing Partner for North America.

"We are extremely fortunate to have Chuck as part of our team. He is highly respected among his peers and brings stature and a broad network to Heidrick & Struggles," said Patrick S. Pittard, President and Chief Executive Officer of HSI. "His vast knowledge and experience will contribute greatly to the growth of the Education/Nonprofit Practice and the services we offer universities and colleges."

Prior to joining the Association of Governing Boards of Universities and Colleges, Dr. Knapp served as President of the Aspen Institute. From 1987 to 1997, he was the President and a Professor of Economics at the University of Georgia. He also held senior management positions at Tulane University. Early in his career, Dr. Knapp served as Deputy Assistant Secretary of Labor in the Carter Administration.

He is a Senior Scholar at the American Council on Education and a Senior Fellow of the Payson Center for International Development and Technology Transfer at Tulane University. Dr. Knapp

received his B.S. degree, with honors and distinction, from Iowa State University **and his** M.A. and Ph.D. degrees from The University of Wisconsin-Madison. He serves on the Board of Directors of AFLAC, Inc.

Heidrick & Struggles is the world's leading search ~~firm~~, specializing in chief executive, board of directors and senior-level management assignments. Today, over 750 Heidrick & Struggles professionals serve a broad range of organizations, including Fortune 500 companies, financial institutions, major health care organizations, universities and not-for-profit organizations, leading mid-cap companies and emerging growth companies from offices in more than 65 locations throughout North and South America, Europe, the Middle East, Africa and Asia/Pacific. For more information about Heidrick & Struggles, please visit our website at [www.heidrick.com](http://www.heidrick.com).

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Please note: The above news release was dated December 15, 1999. The current -- August 22, 2003 - Heidrick & Struggles website includes the following text:

Heidrick & Struggles International, Inc. is the world's premier provider of executive search and leadership consulting services. Currently, approximately 1,400 Heidrick & Struggles search professionals and employees operate from locations primarily in North America, Latin America, Europe, **and** Asia Pacific.

For 50 years, Heidrick & Struggles has specialized in chief executive, board member and senior-level management search assignments for a broad spectrum of clients: multi-national corporations, mid-cap and start-up companies, nonprofit entities, educational institutions, foundations, associations and governmental units. The company is expanding its range of complementary services to offer solutions to senior management teams for their leadership needs, including recruitment of emerging talent, executive assessment, interim executive placement, and professional development.

Also: Ms. Ellen Brown, Partner, Heidrick & Struggles, will be participating in the September 23 meetings at John Jay and will work with Dr. Knapp on the search on behalf of the consulting ~~firm~~.

**Additional members of the September 23 team visiting John Jay are two members of the CUNY Central Administration, who will serve as staff to the Search Committee:**

Robert A. Ptachik, Ph.D., CUNY University Dean for the Executive Office

Ms. Dolly Martinez, *CUNY* Executive Director of Executive Search & Evaluation