

Faculty Senate Minutes #257

John Jay College of Criminal Justice

Wednesday, March 3, 2004

3:15 PM

Room 630 T

Present (22): Desmond Arias, Marvie Brooks, Orlanda Brugnola, Effie Cochran, Edward Davenport, Kirk Dombrowski, Janice Dunham, Joshua Freilich, P. J. Gibson, Betsy Gitter, Heath Grant, Norman Groner, Judith Hawkins, Ann Huse, Karen Kaplowitz, John Matteson, Lorraine Moller, Ellen Sexton, Francis Sheehan, Liliana Soto-Fernandez, Ayeley Sowah, Alisse Waterston

Absent (16): Luis Barrios, Peter DeForest, Michele Galietta, Konstantinos Georgatos, Amy Green, Max Kadir, Kwando Kinshasa, Gavin Lewis, Tom Litwack, Evan Mandery, Joseph Napoli, Sung Ha Suh, Davidson Umeh, Thalia Vrachopolous, Robin Whitney, Patty Zapf

Guests: Professors Ned Benton, Harold Sullivan

1. Announcements from the chair
2. Approval of Minutes #256 of the February 19, 2004, meeting
3. Proposed Resolution: Resolved, That the Senate authorize the Committee on the Concerns of Untenured Faculty to develop a survey instrument: Senator Desmond Arias, Chair
4. Update on a Phase II project: Ned Benton and Karen Kaplowitz
5. Report on the meeting with Security Director Murphy on access to **NH**: Senator Betsy Gitter
6. Jointly Proposed Policy of the Council of Chairs and Faculty Senate on Privacy and Academic Freedom: Professor Harold Sullivan and Senators John Matteson and Francis Sheehan
7. Proposed Resolution to adopt the Hare System of proportional voting: Senator Evan Mandery
8. Report on malfunctioning Science fume hoods: Senators Francis Sheehan and K. Kaplowitz

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

CUNY is engaged in a non-partisan voter registration campaign. As in the past, a letter has been sent to the faculty with copies of voter registration forms for students [Attachment A].

2. **Approval of Minutes #256 of the February 19, 2004, meeting**

By a motion made and carried, Minutes #256 of the February 19 meeting were approved.

3. Proposed Resolution: Resolved, That the Senate authorize the Committee on the Concerns of Untenured Faculty to develop a survey instrument for approval by the Senate: Senator Desmond Arias, Chair, Senate Committee on the Concerns of Untenured Faculty

Senator Desmond Arias made a motion that the Senate adopt the following Resolution: That the Faculty Senate authorize the Senate Committee on the Concerns of Untenured Faculty to develop a survey instrument and to present the draft instrument for comment and approval by the Senate and for subsequent distribution to the untenured faculty of the College and that the results of the survey be reported to the Senate and that any recommendations resulting from the survey findings be made to the Senate for its consideration and action. The motion was approved by unanimous vote.

4. Update on the Phase II project: Ned Benton and Karen Kaplowitz [Attachment B, C]

Professor Ned Benton and President Karen Kaplowitz reported that not having received a response from President Lynch to their letter to him of February 17 [see Attachment A of Minutes #256], the two wrote to Chancellor Matthew Goldstein on February 25 and copied their letter to Senior Vice Chancellor Allan Dobrin, Vice Chancellor Emma Macari, and President Lynch [Attachment B]. They faxed their letter that same day, on February 25. The following day, on February 26, Professors Benton and Kaplowitz received a letter from President Lynch, written in response to their February 17 letter; President Lynch's letter was dated two days earlier but had been sent through inter-campus mail and, therefore, they received it on February 26 [Attachment C].

On March 1, President Kaplowitz and Chancellor Goldstein spoke in person about the situation and about the letter she and Ned Benton had written to him. Chancellor Goldstein stated to her that as members of the Phase II Steering Committee, Ned Benton and she must be invited to and given minutes of every meeting that the other Phase II Steering Committee members are invited to and that the two must be treated exactly the way every other member of the Steering Committee is treated. She asked the Chancellor if she may publically report his comments to her and he said she absolutely could. President Kaplowitz that night, on behalf of Ned and herself, emailed the Chancellor restating his comments to her, to ensure that she would be correctly representing what he had said to her. The next day she called the Chancellor's Office and confirmed that Chancellor Goldstein had received her email and that it contained an accurate account of his comments to her. She also sent an email to Vice Chancellor Emma Macari reporting Chancellor Goldstein's statement to her. Subsequently, she and Ned Benton were asked by Vice President Pignatello to attend a meeting at which the two of them would be brought up to date about decisions regarding Phase II.

President Kaplowitz said she and Ned Benton have not yet addressed the fact that a set of minutes of the Phase II Steering Committee record the two of them as having "approved" the location of the Science labs even though they had not been given information that other Steering Committee members received and were not invited to meetings at which various options for the placement of the Science labs were presented and discussed. Senator Desmond Arias said that inaccurate minutes could place the two faculty members in an untenable position if decisions, which they are reported to have approved, later result in unsatisfactory or, worse, hazardous conditions. Senator Marvie Brooks agreed and said it is important for the two faculty members to disassociate themselves from decisions such as the placement of the Science labs when they were not given the information others were given and were not given the information necessary to make an informed decision. She urged the two to have the SOM minutes revised and reissued. She said that when

Phase II is occupied in 2008, the archives will contain these minutes and the two faculty could unfairly be held responsible.

Senator P. J. Gibson asked if it is possible to reopen the issue of the placement of the Science laboratories. Vice President Kirk Dombrowski said we will not be able to make an evaluation about this until we have a more complete understanding of all the problems and all the benefits of the current design and that such an evaluation requires full involvement by the Science faculty and by other faculty who are experts in such areas as fire safety.

Professor Ned Benton said he is reluctant to ask to have deliberations reopened because there is no guarantee that the two faculty members' votes would change the outcome in a way the faculty may desire: they are two among more than 20 Steering Committee members. Secretary Edward Davenport agreed with Vice President Dombrowski that we can not determine whether reopening deliberations is worthwhile until we understand the entire situation. On the other hand, he said, the potential problems associated with locating potentially hazardous Science labs on the lower floors of the tower rather than at the top, as originally planned, seem so significant that we need to learn more.

Senator Lorraine Moller spoke about her experience on the classroom user committee, saying her committee did not have information necessary to make decisions they were asked to make. She said it would be important to have the user committees meet with the Steering Committee. She also reported that the minutes of her committee's meetings did not reflect what actually took place.

President Kaplowitz asked Senators with specific proposals for action to send these to the Executive Committee for placement on the agenda of the next Senate meeting. Many Senators said they believe it is necessary to make a statement protesting the unacceptable exclusion of the two faculty representatives on the Phase II Steering Committee from meetings to which all other members of the Steering Committee were invited and at which important decisions were made. Several Senators stated that a vote of censure is called for and proposed that the Executive Committee draft a resolution of censure for consideration by the Faculty Senate at its next meeting.

Professor Benton responded that a process of information gathering is now taking place and that he and Karen Kaplowitz are waiting for communications from the *CUNY* and John Jay administrations which makes it advisable to wait before discussing censure. President Kaplowitz suggested that a motion of censure, while arguably deserved and appropriate, is not what we want to be engaged in at the very time when the finalists for President are at John Jay to meet with groups of faculty, administrators, staff, students, and others: not only do the finalists need to prove themselves to us but we need to present ourselves as the kind of faculty and as the kind of College that an excellent candidate would want to be the president of. She said it would seem very odd to any finalist if two months before the College President is to step down, the Senate were to vote to censure the administration. The Senators concurred with this analysis.

Senator Desmond Arias said that one thing that the Senate must request and ensure is that a corrected set of SOM minutes of the Phase II Steering Committee meeting about the decision about the Science labs be issued and be made public. President Kaplowitz suggested that she and Ned Benton report to the Phase II Steering Committee the informal request of the Faculty Senate that the SOM minutes be revised and also report that absent a positive response from SOM and from CUNY, in the form of a revised set of minutes, the Senate will make that request through a formal resolution acted on by the Senate at a subsequent meeting. The Senate supported this approach.

Vice President Dombrowski said that we should also call on SOM to make a public

presentation of the current Phase II design plans, with printed materials provided in advance of the presentation. He noted that the last public presentation was in May when Phase II was to be a comparatively low, horizontal building. Now that the building is to be a much more narrow and a much taller structure, no public presentation to which the entire community has been invited has been made. President Kaplowitz agreed, explaining that when she and Ned Benton were shown the revised design in late August, they requested a presentation to the College community; the response was that a presentation would be made to the user committees whose members would learn about the changes when the committees were convened. As a result, only those who are members of the user committees know about the design changes.

Vice President Dombrowski made a motion that the Senate request a presentation by SOM about the Phase II design and also about the changes and the reasons for the changes in the plans and design for Phase X that occurred since the presentation in May and also request that the design plans be provided prior to the presentation. The motion was approved by unanimous vote.

5. Report on a meeting with Security Director Brian Murphy on student access to North Hall on Sundays to meet with faculty who have offices in North Hall: Senator Betsy Gitter

Senator Betsy Gitter reported on a February 24 meeting that she arranged and chaired at the direction of the Faculty Senate to clarify existing policies and to identify, but not necessarily resolve, issues of concern or disagreement regarding faculty access to their North Hall offices and student access to meet with and work with faculty whose offices are in North Hall. These issues had been raised at both the last Senate meeting and at a meeting of the Senate Committee on the Concerns of Untenured Faculty. Present at the meeting, in addition to herself, were Security Director Brian Murphy and Professors Karen Kaplowitz, Jerry Markowitz, Frances Sheehan, and Patty Zapf.

Senator Gitter reported that Director Murphy said that, as stated in the February 3,2004, policy on access, faculty have access to North Hall seven days a week, including holidays. He explained that faculty who want to work with students (graduate or undergraduate) on Sundays or on holidays should notify the Security Office by 5 pm on the preceding Friday, preferably by leaving a voicemail for him at x8521 and/or with the Security Department at x8524. Director Murphy stated that the same policy applies to visitors who are not affiliated with John Jay whom the faculty wish to meet with in their offices. No children may be present at any time.

Senator Gitter also reported that the group discussed several other issues of concern, notably access to North Hall for Forensic Psychology doctoral students: the group agreed this is an important but resolvable problem that should be addressed in consultation with the Provost, VP Pignatello, and the Chair of the Psychology Department. Several possible solutions to be discussed with Provost Wilson and VP Pignatello were proposed: for example, the small number of doctoral students who will not be adjunct faculty and who require Sunday access might receive non-teaching adjunct status or some other special status. The group agreed there a number of ways to resolve this issue.

Director Murphy agreed to rewrite the access policy, since the rules for access to North Hall and T building are, in fact, different. He will show the policy with the proposed revisions to relevant parties before circulating it and then he will circulate the revised policy. As for problems between faculty and Security Department staff, President Kaplowitz and Director Murphy agreed to work together to develop guidelines for faculty who experience problems or miscommunications with Security Department staff. These guidelines will clarify chains of responsibility. Director Murphy

told the group about new Security Department initiatives aimed at improving the communication skills and interpersonal skills of the College's Security Officers. Director Murphy will also consider placing signs in the North Hall lobby on Sundays to direct people who enter the building to sign in at the security desk. This may ease some misunderstandings and difficulties. He will also reconsider whether the turnstiles should continue to operate on Sundays and on holidays or whether, instead, access by Security Officers should be the only means of access.

6. Jointly Proposed Policy of the Council of Chairs and Faculty Senate on Privacy and Academic Freedom for a first reading by both bodies: Professor Harold Sullivan and Senators John Matteson and Francis Sheehan

Professor Sullivan, Chair of Chairs, reported about an alternate policy on privacy and academic freedom that he drafted. He acknowledged and praised the invaluable help of Senators John Matteson and Frances Sheehan. He reported that the Council of Chairs had a preliminary discussion of the draft document at its meeting the previous day. That discussion and today's Senate discussion are the first of two readings by each body. The proposed policy will be further considered at the next meeting of the Council of Chairs on March 17 and at the next meeting of the Faculty Senate on March 18. In the interim, he and Senators Matteson and Sheehan and others, including Karen Kaplowitz, are working to revise and improve the document and he welcomed suggestions and questions. The plan is for the Chairs to consider endorsing a revised version of this privacy policy on March 17 and for the Senate to consider endorsing it on March 18. Then the proposed privacy policy would be transmitted to the College Council for action by the College Council at its April 19 meeting; the agenda deadline for the April 19 meeting of the College Council is April 8. Senator Norman Groner and Senator Ellen Sexton and others raised various issues which Professor Sullivan said he and others would research and rethink.

7. Proposed Resolution on changing plurality voting to the Hare System of proportional representation: Senator Evan Mandery

Senator Evan Mandery's Proposed Resolution with Appendix about the Hare System of proportional representation had been tabled at the previous meeting [see Minutes #256]. The document was included with today's agenda. In Senator Mandery's absence, the item was tabled.

8. Report on exigent health and safety conditions caused by malfunctioning Science lab fume hoods: Senators Francis Sheehan and Karen Kaplowitz

Because of the lateness of the hour, this agenda item was tabled until the following meeting.

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

Respectfully submitted,

Edward Davenport
Recording Secretary



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of *New York*
445 West 59th Street
New York, NY 10019
(212) 237-8000

ATTACHMENT A

February 12, 2004

To: John Jay Faculty

From: Karen Kaplowitz
President, Faculty Senate

Re: Voter Registration Forms For Our Students

Dear Colleague,

On behalf of the Faculty Senate, I am writing to invite you to make available the enclosed voter registration forms to your students. Those not registered to vote but who wish to vote in the general election on **November 2, 2004**, must have their voter registration form postmarked or hand-delivered by **Friday, October 8**. In addition to being a presidential election year, **every member of the New York State Legislature is up for re-election on November 2**.

The underfunding of *CUNY* has generated **non-partisan** voter registration drives throughout CUNY. Since 1992, John Jay's Faculty Senate has regularly invited faculty participation in voter registration drives at John Jay and has distributed voter registration forms to faculty for their students.

Furthermore, the National Voter Registration Act, also known as the "Motor-Voter Law," which took affect January 1, 1995, **requires** State agencies, including CUNY, to distribute voter registration forms to all students and to provide assistance, if such assistance is requested, in filling out the forms. The Senate's long-standing voter registration initiative is a means by which the Senate and those faculty who choose to participate can supplement the College's activities in this area.

As a result of the National Voter Registration Act, and of a ruling by the *NYS* Attorney General, the faculty, staff, and administrators of CUNY may also collect these forms from students and mail the forms for them. The forms, which are self-addressed, require neither envelope nor postage. After the form is completed, signed, and sealed, it is ready to be dropped in a mailbox.

The primary goal of this non-partisan project is to register CUNY's more than 200,000 students, including John Jay's 13,000 students. The second goal is to enable our students to provide voter registration forms to their relatives, friends, and neighbors, if they would like to do so.

Enclosed are voter registration forms. You may, of course, choose to not participate in this activity. But if you do participate, and I hope you will, there are several ways you may go about doing so. One way is to distribute the forms directly to your students before or after class, as long as students are not coerced (even implicitly) into filling out or mailing the form.

You should refrain from asking your students whether they are already registered to vote or whether they are United States citizens. Instead, you can suggest that they may wish to take voter
(over)

registration forms for their friends, relatives, and neighbors, as well **as** for themselves. You can point out that if they are registered but have moved or changed their name since registering, they must register again: many students, upon hearing this, take a form, because they know that nothing about their registration status can be assumed by their doing so. (Many are embarrassed about not being registered.)

These forms are coded with the letter *D*. In this way, CUNY, without knowing the identity of the registrant, can know how many CUNY students (and employees) have registered to vote. This is important information, especially if the number of registrants is large, for CUNY faculty, staff, students, and administrators who engage in making the case to public officials and to candidates for election or re-election that *CUNY* needs to be better funded.

But if you would rather not distribute the forms directly to your students, you may make them available by placing them in an envelope taped to your office door.

If you decide to inform your students about voter registration (whether you make the forms directly available to them or not), you may wish to give the following information, which is on the form:

◇ A person who is registered to vote, but who has changed her or his name or address since last voting must register again in order to vote.

◇ A person who is registered to vote, but who has not voted in an election in the last five years, must register again in order to vote.

◇ Only a person who is a citizen of the United States may register to vote. Both legal and illegal immigrants are ineligible to vote or to register to vote.

◇ A person must be 18 years old by December 31 of the year in which the person files the voter registration form.

◇ The voter registration form must be signed.

◇ The voter registration form also provides an opportunity for a person to request an application for an Absentee Ballot.

◇ To be able to vote in the **November 2 general election**, a person must have his or her voter registration form postmarked or hand-delivered no later than **FRIDAY, OCTOBER 8**. For a person to vote in the **September 14 primary**, the form must be postmarked or hand-delivered by **August 20**.

◇ The CUNY Voter Registration Project 2004 website is at <http://www.cuny.edu> – look under Current Students, then Citizen Information.

Sincerely,

Karen Kaplowitz
President, Faculty Senate

John Jay College of Criminal Justice
The **City** University of New York
445 West 59th
New York, NY 10019

Memorandum February 25, 2004

To: Chancellor Matthew Goldstein

From: Professors Ned Benton and Karen Kaplowitz,
Faculty Members, JJC Phase II Steering Committee

cc: Vice Chancellor Dobrin, Vice Chancellor Macari, President Lynch

Subject: Faculty Representation and Participation in Facility Planning

We are writing, with the approval and direction of elected leaders of the Faculty Senate and the Council of Chairs, to seek your assistance and guidance in reviewing a serious situation which raises questions about the University policies and practices.

We are members of the Steering Committee for the John Jay College Phase II project. The Steering Committee reviews project plans as they are developed, and resolves high-level issues as to how College policy and operation are reflected in the plan and design. For the John Jay Phase II project, the College designated two faculty members, the two of us, to represent the faculty of the college in the planning and design process. The Steering Committee also includes John Jay administrators, the design team, consultants, and DASNY and CUNY representatives, in all approximately 35 individuals. Throughout last winter and spring we were active and constructive participants, attending every meeting.

This structure and process has subsequently been violated and subverted in a shocking manner. During the fall 2003, the Steering Committee was convened for a series of important meetings without invitation or notice to the faculty members. We recently learned of these meetings when the minutes of all meetings were included in a major report by the architects.

We have discussed the situation with faculty leaders who reacted with the same stunned surprise and dismay as we. We requested that the Faculty Senate and the Chairs defer making any formal statement or taking any action - which they had wished to do - until we could ascertain more information. We wrote a letter on February 17 to President Lynch seeking a campus-level explanation. We have received no response.

Since the Steering Committee is a University committee that includes College representatives, not a College committee, we are also writing to you to seek your assistance and guidance. We hope to

avoid the need for intervention in the planning and design process, or for any step that might delay progress on Phase II. Our concern is that secrecy and apparent deception be acknowledged and redressed, so that lessons might be learned and steps taken to restore faculty confidence. For John Jay College and for the University, we all need to come to terms with what has happened.

The following is a more detailed explanation of what has taken place. We received on January 21, 2004, a "schematic design notebook" which documents planning and design activities, meetings, and work products for the schematic design phase of the project,

In the section on Meeting Minutes, six important meetings are reported about which neither of us was informed, nor to which either of us was invited. Yet these six meetings were attended by the rest of the Steering Committee, that is, by the John Jay members of the Steering Committee, except we two, by SOM, by Vice Chancellor Macari's staff, by the consultants, and by DASNY representatives. The fact that we were not informed about or invited to these meetings departs from the agreements and settled practices of the Steering Committee about the integral role of the faculty members as full members of the Steering Committee.

Many of the topics discussed and many of the decisions made at these meetings are very important. The fact that we were not even informed after-the-fact, until we received the fonnal notebook at the end of that stage of the process, is inappropriate.

Both of us have attended every meeting about which we were informed, with only one meeting missed by one of us, when that meeting was rescheduled and Ned was scheduled to be out of town on a professional matter. We made it clear that we would meet on weekends and on holidays, which we did when such meetings occurred. There was no reason for our not being informed and included at every meeting, especially since we abided by the ground rules set at the very beginning, and we contributed the crucial perspective of an informed and engaged faculty, for a project which is fundamentally concerned with teaching and research.

Our concerns should be understood in the context of our discussions and negotiations, from the start of the planning and design process, about the nature of faculty participation in the planning and design process. The faculty objected when the original plan was proposed in early 2003 involving a Phase II "Advisory Committee" that included faculty representatives and a decision-making "Steering Committee" that excluded the faculty. After further discussion and reflection, the College administration decided to include LIS, as the two faculty members on the Steering Committee, selected by the leadership of the Faculty Senate and Council of Chairs.

The issue arose again in August 2003, when we were apprised of major revisions to the Phase II plan - the alteration from a horizontal design, as presented to the College community the previous May, to a tower design. We were advised that the revised plan had been decided upon and developed during the summer. We noted that we were both available to attend meetings throughout the summer, that we were frequently at the College, but we were never notified about or invited to any Phase II meetings during the summer, and no information about the circumstances or nature of the changes were reported during the summer. When we learned about the major changes in the design plan, we asked that the College community be given a presentation of the new plan because of the substantial nature of the changes involved. Such a presentation has yet to take place.

The issue came up a third time in October 2003, when we received a draft memorandum proposing an "Executive Committee" which excluded faculty members but included all other John Jay members of the Steering Committee. We were told that this was an idea proposed by the architects. We raised our objections with President Lynch at a meeting including Professor Harold Sullivan and Vice President Pignatello, and President Lynch agreed to eliminate the newly proposed Executive Committee, and retain only the Steering Committee - thus restoring the consultative structure that we all had all agreed to and engaged in from the start.

The following is a list of the meetings that took place from August 2003 to date.

August 28th: We participated in a meeting of the John Jay members of the Steering Committee at which the major changes in the project over the summer were reported to us - the plan changes described above.

September 24th: We participated in a meeting of the John Jay group in Vice President Pignatello's Conference Room.

October 2: [no notice/invitation] This meeting is titled "Progress Meeting #1." During this meeting, topics included the meeting structure for the Schematic Design Phase, Vertical Transportation, approaches to the "Building Stack" including relocating the Sciences to the lower floors.

October 15: [no notice/invitation] This meeting included a discussion of Phase II population data and circulation, further discussion of the stacking of floors, expansion of the course schedule grid, and departmental organization.

October 22: [no notice/invitation] This meeting included discussion of space planning updates, the decision to locate the faculty/staff lounge as part of the faculty/staff dining area, and vertical transportation.

October 28: [no notice/invitation] At this meeting, the faculty/staff lounge was further discussed, as well as relocation of the Psychology Department to the top floor. Twenty topics appear in the minutes.

October 30: We attended a scheduled Steering Committee meeting.

November 4: We attended a scheduled Steering Committee meeting.

November 13: [no notice/invitation] This meeting took place at SOM offices. A design model of the building was presented and discussed. Other topics included departmental conference space, classroom windows, adjunct offices, the faculty line matrix, administrative space for the Ph.D. Program in Forensic Psychology, and vertical/horizontal movement.

November 17: Karen attended a Steering Committee meeting, which was rescheduled to a time when Ned had to appear at a U.S. District Court hearing in Puerto Rico.

November 20: We attended a scheduled Steering Committee meeting.

November 24: We attended a meeting of the John Jay members convened by Vice President Pignatello.

December 4: [no notice/invitation] This meeting included discussion of options for arranging space, such as relocating the Moot Court to the 9th floor, increasing the Conference space to 1,800 square feet, and whether faculty offices would have operable windows. Reference was made to a December 9th lunch meeting where a final decision would be made about major space configuration options. We do not know if that meeting took place but we can confirm that if it did take place we were not informed about it or invited.

December 18: This was a Steering Committee meeting where we both attended and participated.

Date unknown: [no notice/invitation] Yesterday, President Lynch announced to the College Council that a meeting had just taken place with senior leadership of the architectural firm during which the design was formally presented for approval.

Our faculty colleagues cannot imagine interpretations of this record that could reflect favorably on the College or the University. We hope that the effects of this lack of consultation will not prove to be beyond remedy - on the project plan and design itself, on the confidence of the faculty in the planning and design decisions, and on the confidence of the faculty in the College and the University's commitment to shared governance at our campus and at our University.

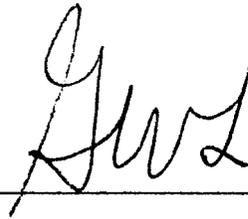
ATTACHMENT C

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
John Jay Square
899 Tenth Avenue
New York, NY 10019
(212) 237-8600
e-mail: president@jjay.cuny.edu

Office of the President

To: Prof. Karen Kaplowitz
Prof. Ned Benton
From: President Gerald W. Lynch
Date: February 24, 2004



I have been very pleased that the planning for Phase II has included from its inception a substantive role for the faculty. Not only are there representatives on the Steering Committee who have provided important guidance, but there continues to be over fifty faculty members who have been and still are actively engaged in developing the programmatic and schematic design elements.

In discussing this arrangement with V.C. Macari and her staff they have always felt and continue to feel that the process we have followed has been one that has been and still is inclusive, participatory. It has produced very good results for the College. The way we have involved the College community has not been typically done with other CUNY projects. So I think this is something we can be proud of.

Obviously, during the course of a large project such as this, there is an overlay of numerous meetings among and between various people involved in its development.

I think the important question here is the following: has the College provided a meaningful vehicle for the faculty to help shape the Phase plan? I strongly believe the answer to be - yes it has.

I happen to disagree that attending every meeting that has taken place or will take place should be regarded as the measuring stick to meet that goal. Comments, positions **and** input from the both of you and all other faculty and staff have certainly influenced the project in a very valuable manner. This will help insure that the building will more adhere to the actual needs of those who will be using it. You have both very ably represented the faculty's interests and concerns and we thank you.

As we enter the next phase of the project - Design and Development - I am looking forward to more of the great collaboration that has existed between the faculty and administration with regard to Phase II.

CC: Vice Chancellor Emma Macari
Vice President Robert Pignatello