

Faculty Senate Minutes #282

John Jay College of Criminal Justice

Tuesday, September 27, 2005

3:15 PM

Room 630 T

Present (31): Teresa Booker, Danette Brickman, Marvie Brooks, Orlanda Brugnola, James Cauthen, Roddrick Colvin, Edward Davenport, Robert DeLucia, Virginia Diaz, Janice Dunham, DeeDee Falkenbach, Robert Fox, P. J. Gibson, Amy Green, Betsy Hegeman, Ann Huse, Ping Ji, Karen Kaplowitz, Tom Litwack, James Malone, Mary Ann McClure, Dagoberto Orrantia, Nicholas Petraco, Valli Rajah, Rick Richardson, Raul Romero, Francis Sheehan, Shonna Trinch, Thalia Vrachopoulos, Robin Whitney, Susan Will

Absent (6): Francisco Chapman-Veloz, Greg Donaldson, Yi He, Roderick MacGregor, Evan Mandery, Edward Paulino

Guests: Professors Ned Benton, Lydia Rosner

Invited Guest: President Jeremy Travis

Agenda

1. Announcements from the chair
2. Approval of Minutes #281 of the September 14, 2005, meeting
3. Invited guest: President Jeremy Travis
4. Report on the budget: Senators Litwack, Sheehan, Kaplowitz and Professor Benton
5. Discussion about the distribution of grant overhead recovery monies: Executive Committee
6. Proposed modification of the Resolution from the Department of Counseling faculty:
Senators Robert DeLucia and James Malone

1. Announcements from the chair

The previous evening, the CUNY Board of Trustees approved the candidates recommended on May 6 by the Faculty Senate for recipients of honorary degrees to be conferred at our June 5, 2006, commencement: Paul Chevigny, Carol Gilligan, Woody King, Jr., Manning Marabel, and Herbert Sturz.

The Monday, June 5, commencement will, again, be at Madison Square Garden. Although the contract required by the Garden again includes a cancellation clause, which permits the Garden to cancel **up** to 60 days before our event if it can rent the space for a higher fee, the College

administration has decided to book the Garden again, because students are able to receive 10 guest tickets each, but the administration has also arranged to have Madison Square Theater, a much smaller venue, which doesn't require a cancellation clause, available for our use for Commencement on the same day and same time in case the Garden invokes the cancellation clause. The administration plans to engage in conversations now with student representatives so that if the cancellation clause is invoked, students will know in advance why they will be limited to 4 guest tickets each.

A convocation will be held at 3:00 on December 7 in our Theater. An honorary degree will be conferred on Joan Wallace Scott, the historian, who was unable to attend commencement last June when the date of the ceremony was changed when Madison Square Garden invoked its cancellation clause. Paul Farmer, the anthropologist, who was also unable to attend when the date was changed, is not available to attend the convocation.

2. Approval of Minutes #281 of the September 14, 2005, meeting

By a motion made and adopted, Minutes #281 of the September 14 were approved.

3. Invited guest: President Jeremy Travis

President Travis was welcomed and he expressed his appreciation that the Senate is willing to extend a portion of its time to meet with him during every other meeting of the Senate. He said he recognizes that this is time taken out of the Senate's agenda and that the Senate always has a full agenda and so he is especially appreciative of the courtesy being extended to him.

He said that as Karen and he have talked about this approach – and he knows that this required the Senate's approval, too, and so he assumes the Senate has heard from Karen the spirit in which this was decided – which is that one of his hopes for the College is that together we can find ways to lessen the divide between faculty and administration. The Senate knows enough about him to know that this is his first job running an academic institution, adding that there's a lot of folklore out there about the divide between faculty and educational administrators and so what happens here at John Jay is certainly not unique. But if he can characterize the time when he wasn't yet at John Jay he thinks the divide deepened over years in the recent past and so he hopes we can get back to at least the norm. The reason he hopes that we will do so is that we have a lot of common stuff to talk about and we are in common purpose and it is not useful for us to miss opportunities to communicate. So he welcomes this opportunity to come to the Senate every other meeting and to divide the time between things he may want to say and things the Senate may want to say to him, things which the Senate may want him to take away from these discussions.

Mindful of the limitations of time, he will touch briefly about where he thinks the College is at in terms of a number of strategic forward-movement activities. He wants to give his sense of where some of those initiatives may come together, mindful that the last time he met with the Senate Betsy Gitter spoke about there being so many task forces, so many committees and that she questioned how they all fit together. Secondly, he wants to give an overview about the budget process, both the College and University budgets. And third, following up his discussion with the

Senate about an raised by Jodie Roure, he wants to speak about affirmative action and have a continuation of that conversation.

President Travis noted that we now have a Comprehensive Action Plan that resulted from a lot of effort by a lot of people, including many people around this table today. That Plan was submitted to Middle States but now has a follow-up activity: we are required to carry out between now and a year from now – by October 2006 – our Outcomes Assessment. We knew that this was not necessarily our weakness but something that Middle States was looking for from the colleges and universities it accredits, which is to have more extensive outcomes assessment. The response of Middle States to us – a copy of which can be obtained from Dean Rubie Malone – is basically supportive of us but asks us to do this additional piece which we had started and which we had recognized needed more work.

This is a welcome development from Middle States, he said, because we should be focused on what we do in terms of effectiveness, in terms of student-centered effectiveness. That's the gold standard: are we able to help students get through a program of study once they decide to come here. That is a Middle States activity but that is also a document that has actions attached to it. Dean Malone's Office, the Office of Strategic Planning and Assessment, has created a template to monitor whether we are making the progress we said we would make. Every action has a person and an office and a timeline assigned to it. We're serious about doing this. The overarching blueprint for where the College is heading is the Comprehensive Action Plan.

President Travis said he has also asked the people who report to him – the vice presidents and the executive staff – to begin a complementary process which is to have annual strategic initiatives. In other words, he wants the people who work for him to tell him the top five things each is focusing on this year and how these things link to the Comprehensive Action Plan. Those documents have been created and are in a form that is almost ready to be released. Again, these are commitments we are making to each other; they are not administration versus faculty things but rather things that the administration will be doing for the College. He said he was very, very pleased with the documents he received and he expects to make them available in a week or two. Every one of them, where possible, is linked to the Comprehensive Action Plan. So we are taking by a year – the college year – to say what we are intending to do as our top five priorities.

With counsel from Harold Sullivan he has sent a similar memo to the departmental chairs. During the chairs' annual assessment conducted this summer, he and Basil Wilson asked each chair what each wants to do this coming year. And so now the chairs are also being asked to be public in their commitments as to what they intend to do during the year. President Travis said he hopes this will be an annual process. It's a way to make sure we are moving forward, especially as we link these activities back to the Comprehensive Action Plan. In life we always risk being busy but not productive and he wants us to be productive as well as busy.

When the Strategic Priorities are ready he will share them with Karen and she can share them with the Senate. He has asked Sinead Keegan, who works in his Office, to create one-sentence summaries of each strategy so that there will be no need for everyone to read through lengthy documents. For example, the Provost has decided that one of his five top strategies is to focus on academic probation. Here's something where there's a faculty role, obviously, and so the question is what is the role each of us can play with regard to this strategy.

Then in addition to implementing the Comprehensive Action Plan, we have two mega-

undertakings that are looking at very important issues. One is the Advisory Committee on Critical Choices, which is looking at the questions identified during the [presidential] search process and that were identified formally by the Faculty Senate in the form of resolutions, which are liberal arts majors and the future thereof and the associate degree programs and the future thereof. The process we agreed to here – with the Senate – is that a committee is producing a background document which he hopes will be finished in a month or so and this background document will then provide the platform, the foundation, for a community-wide discussion on those two issues over the rest of the semester. And so we'll have some town halls, and discussions at the Senate, and debates. The Committee will advise him when they meet again in mid-October as to what they think the process should be but, again, this is something the entire College community has to be very deeply involved in. These are issues that people feel deeply about, there's a lot of history here, there's a lot of strong feelings that we want aired during the discussions. Then we will make decisions at the end.

The next document is a process plus document – a Strategic Enrollment Management activity – that is under way under the leadership of a national expert named Michael Dolence, and again there are a number of people involved in that, looking at both the Strategic Enrollment processes – how do we recruit students, how do we enroll them, where are they coming from – and secondly, what are the warrants, that is, what are we saying to people that they can get when they come here, what is that curriculum, that course of study.

Those two projects come to conclusion this semester and so by the end of the semester we will have tossed a lot of stuff up into the air and next semester we have to figure out where we want to take the College during the next decade. He said he recognizes, as he said to Betsy Gitter at that previous Senate meeting, that there's a lot of stuff under way, but that's the nature of where the organization can find itself. This is the way he likes to lead an organization, which is to ask a lot of fundamental questions, have a lot of people involved in asking and answering those questions, and then have a time when we settle on the direction of the College. There can be no more fundamental questions than the ones we are engaged in now. How we are going to do this work over the spring is that we will have a series of conversations, which he wants to engage the Faculty Senate in. He wants to have some sort of retreat to think where we want to be in the next ten years and, again, make this a very collaborative process. And at the end of the process we will make decisions as to where we want to be and how we will know we've gotten there.

The next topic is the budget. The last time he met with the Senate he used the phrase, in speaking about the budget, that the University had dodged the bullet. In Albany, where most of the relevant decisions are made, the good news is that New York State had an on-time budget but the bad news is that the budget treated CUNY very poorly, leaving a gaping hole in the University's budget, a hole that the Governor proposed to close with tuition increases but the Senate and Assembly had no proposals for closing the hole except that it was not to be closed through undergraduate tuition increases. The University then decided to raise graduate student tuition by a pretty hefty chunk and to undertake some other budget mechanisms to close what was a rather significant budget gap and so the University's budget situation was put into balance through cost saving actions and a very significant tuition increase for some, but not all, students. So without doing more the budget situation will be problematic again next year and the year after that. There are lots of rising costs, such as energy, that are also not covered by the State.

And so the Chancellor will be announcing during the first half of October something he is calling a Compact for CUNY. There are several components to this Compact: one is an increase in State funding, for CUNY's basic operating costs; another part is for the University to ask for – for

the first time ever – tuition increases for undergraduates rather than have tuition increases imposed by the budget process and this is to be a modest, very modest, increase of about 3% or 4 %; another aspect is a private philanthropy part of the plan; and there is also a cost savings part of the plan. The Chancellor is characterizing the Compact in a way that will mean a lot to us but won't mean anything to the outside world and that is that this is a chance to fund the University's Master Plan, which was adopted by the Board of Trustees, and which has a number of components to it, but the Master Plan is not now funded. Over the next four years, the Chancellor's Compact proposal would generate a half a billion dollars in additional revenue for CUNY. All this is wonderful if it happens. **So** we have to think about what if it happens, what if part of it happens, what if none of it happens.

The good news in all of this, he said, is the University is making a commitment to distribute those new funds, should they come, using the Senior College Allocation Model, which is a way of rectifying historical inequitable funding among the senior colleges. One of the primary beneficiaries of that model is John Jay College because we have grown a lot in terms of student enrollment but our growth has been under an old allocation model. We're new, unlike City or Brooklyn, and so we don't have the historical funding base that they have. This is a step in the right direction and is a step that has been talked about for a long time.

President Travis explained that we are going to be asked by the University any day now to come back to them with a proposal as to how we would spend the monies that would come to us if the Compact became a reality, which for next year's budget would mean an additional \$2.8 million for John Jay. There are targets for academic programs, for student services, for academic support, and for various other areas. **So** when we get the document from 80* Street we will engage the sectors of our community in a relatively fun discussion, a "what if" discussion. But we have to remember that this is not how we will spend the money but how we *would* spend it if we were to get it. Then the "what if" document becomes part of the University's budget request that goes to Albany. Matt Goldstein is a politically astute man and he would not be doing this if he did not have a sense that there is some support for this idea in Albany. This wasn't said directly to him, President Travis said, but he has heard others say that this came out of last year's budget discussions, that some sort of understanding developed with the leadership in Albany. President Kaplowitz said that her understanding is that the discussions were with Shelly Silver. President Travis said if it is coming from the Assembly this is indeed very good political news so he thinks there is reason to be optimistic.

As for the College budget: we have had a windfall for a number of years in that we've received lease revenues from the garage that is next to T Bldg, a garage we are about to destroy for Phase 11, and those revenues have been a great boon for the College. It has been about \$1.5 million a year. And in a month those revenues will disappear when the garage is demolished. **So** at a minimum we have a gap of \$1.5 million. We have, in addition, a rise in expenses, some through faculty hiring, some through administration hiring, and some through just the normal increase in expenses. **So** we have a challenge, which is a nice way of saying we have to do some hard work. Until just a few minutes before the start of today's Senate meeting, we had a budget discussion between the leaders of the faculty and administrators – he was not at this meeting but was at the last one, a few days ago, and he will be at the next meeting, tomorrow – to talk about how we are to make ends meet. He sent out a memo today saying that a vacancy review process is now in place, that is, as non-faculty positions become vacant we will take a hard look at each position and at their costs. He added that last year the College spent \$300,000 on food, an amount which we have to reduce to help get our budget into line, which he said is one example of ways to improve our budget situation.

The budget situation raises some additional questions about enrollment, he said, which is one of the straightforward ways the College has historically been able to generate revenue and we have to have that conversation, whether that is something we want to do or not, that is, whether we want to further increase enrollment or not, as we did last year. So stay tuned for more on the budget, both on this exercise from the University – how we would spend money if we obtained it – and on this more real exercise of how to spend this year's budget allocation from the University. This all links and all influences our decisions about our enrollment picture.

President Travis recalled that when he was at the Senate in May, we had a conversation about affirmative action. He said he wishes to speak about his experience at the end of the hiring process for the College: he sits at the end of two processes, one is a faculty process, where new faculty are proposed to him by the Provost through the departments, and he ultimately makes yes and no decisions, and he also sits at the end of non-faculty search processes that are undertaken at all levels within the College, although in not all of them does he engage in an interview of the finalists but for many he does.

He has been disappointed on both fronts, on both administration hires and faculty hires, in terms of our success in meeting what he hopes most of us would agree to be reasonable affirmative action goals. There is a bit of passivity that he feels in his position at the receiving end of these searches and what he took away from the Faculty Senate discussion the last time he was here was a commitment by all of us to be much more proactive than we have been in the past. When he looks at the faculty hires, he sees only a single candidate and so he doesn't know the pool but he does know that some data are kept about this. With some or maybe all of the other search processes he sees three finalists for each position, on average, and the level of minority representation that he is seeing in all of those is very, very low. **So** he thinks we have a problem with our search processes. He thinks it's our problem, not a faculty only or an administration only problem.

President Travis reported that Legal Counsel Rosemarie Maldonado now oversees the affirmative action program for the College and he and she will be talking with the Senate soon about something that will be more aggressive and more engaging of a number of different sectors of the College in trying to do better. When the Provost and he had their meetings with departmental chairs he distributed as an assessment of their department their department's affirmative action profile, which is data in our Fact Book. He talked about it, pointed out under-representation in this category, in that category. That's the right thing to do, of course, but it's too easy to leave the conversation there. So what he wants us to commit to doing is to have a different process – especially since we're hiring – whereby we identify in advance the recruitment methods, the organizations, the individuals who are known to be mentors of minority candidates, in the world of practice people who head national organizations. At the front end we need to do better to increase the diversity within our pools that we are getting.

Saying he has never before been in a work environment that has a search culture, President Travis explained that this is, therefore, a little new to him and he asked the Senators to bear with him. This search culture builds in a passivity about the process which he is not happy about. Fortunately, what Rosemarie tells him is that the University is also coming out with some guidance with regard to steps that are to be taken before hiring decisions are made. He said he hasn't seen a copy but there is talk that such a document is being developed. President Kaplowitz said she has a copy of the draft document. He said that is great and that he wants to sit down with chairs and with various departments. On search committees, the way things work now is that we do the obligatory, we advertise in various places, but we don't do enough of the up-front work. So this is very much

on his mind.

President Kaplowitz called President Travis' presentation comprehensive, engaging, and important. She proposed that instead of having the planned for comments and questions by Senators, that we postpone this to the next Senate meeting and devote our time with him at that meeting to comments and questions from the Senate (and other faculty who may attend). She explained that the President is coming to our next Senate meeting because he has a schedule conflict with the date of the Senate's subsequent meeting and so this discussion would be postponed for only two weeks. She added that the Senate has a full agenda of additional and important business for today's meeting. President Travis supported this proposal but suggested that this not preclude conversations from taking place between now and then. President Kaplowitz said that of course it would not. President Travis said it means the world to him that these meetings with the Senate are taking place and he told President Kaplowitz how grateful he is to her for successfully communicating with the Senate his wish to engage in these discussions.

4. Report on the budget: Senators Tom Litwack, Francis Sheehan, Karen Kaplowitz and Professor Benton [Attachment A]

President Kaplowitz reported that last week, on September 22, Tom Litwack, Francis Sheehan, Ned Benton, and she met with President Travis, VP Pignatello, Budget Director Ketterer, Provost Wilson, and Dean Gray and that all met again today at 2 pm, a meeting which Harold Sullivan was able to attend but President Travis was not. And as President Travis just reported, the same group, including President Travis, is meeting again tomorrow. The subject of these past two meetings and of tomorrow's meeting is very, very important.

President Kaplowitz explained, as background, that John Jay has the fewest number of full-time faculty in relationship to the number of its student FTEs [full-time equivalent students] compared to all of the senior colleges. This semester's data are not available but last year we had only 40% of our undergraduate course sections taught by full-time faculty and only 60% of our graduate course sections taught by full-time faculty. The CUNY Master Plan, which President Travis spoke about, calls for at least 70% course sections taught by full-time faculty at both the undergraduate and graduate levels.

Referring to the draft Financial Plan [Attachment A] she noted that the number of full-time faculty since President Travis became President decreased from 321 to 318. And yet during this same time student enrollment increased. Furthermore, the President's commitment, which she said she thinks all of us support, to increase support for research and scholarship through increased released time for faculty, has resulted in more and more full-time faculty being released from their teaching responsibilities to engage in research. These three factors – the decline in the number of full-time faculty, increased student enrollment, and increased released time – means that our percent of full-time faculty taught course sections necessarily declined even further this year. And yet the President's draft Financial Plan for spending the budget allocation given to John Jay by CUNY for this year provides for the hiring of only 5 new faculty and yet the draft Plan also provides for the hiring of a very, very significant number of additional administrative personnel.

Senator Litwack said as recently as today's 2 pm budget meeting the faculty tried unsuccessfully to obtain a clear and definitive picture of the number of administrative hirings that

have been made during the past year as well as the number of administrative hirings proposed for this year. Senator Litwack said that although the numbers are not yet clear, we expect to have clarification of them at tomorrow's meeting. But, he added, since September 2004, since Jeremy Travis became President, approximately 30 to 50 additional administrative staff were hired or are slated to be hired but no additional faculty were hired last year and the draft Financial Plan for next year calls for hiring only five additional faculty.

Senator Litwack noted that, as he always makes sure to state, the biggest problem John Jay has is that *CUNY* underfunds our College so badly that if the *CUNY* senior college budget were distributed equitably, John Jay would have \$10 million to \$12 million more annually. And if we were funded equitably, none of this that we are reporting would be an issue. But *CUNY* doesn't do that and even in the proposed Chancellor's Compact spoken of by President Travis, if the Compact were to be funded, although it would provide us with significant additional dollars it would go only about 20% of the way toward equitable funding. And we need a lot more funding just to maintain where we currently are.

We are now spending \$3 million a year more than we receive as our base budget, Senator Litwack explained. We make up for that deficit by the lease revenues, which the president mentioned, and from reserve funds, which we have had because we enrolled so many students in the past. But those reserve funds are being spent and the lease revenues are about to stop. Looking at the budget documents [Attachment A] one can see that the budget projection is that at the end of FY2007 we would have no reserves and we can extrapolate from this that if the current spending and income were to continue in their current directions, two years from this spring we would be in a \$3 million deficit. The last time we had a huge deficit, the way we satisfied it was by not refilling faculty lines as faculty resigned or retired or left for other reasons and by non-reappointing all 19 full-time faculty who were on substitute lines.

Professor Ned Benton said that if we were to run out of money by FY07, solving the problem will happen during FY07 and a number of things could happen. If the Compact is funded, would we be using that money to cover the deficit rather than investing in the areas that we really need to invest in? Alternatively, if the Compact doesn't get funded are we going to be faced next year with having to do a financial plan that gets us into balance the following year, which really requires finding \$1.5 million or more plus whatever increases we incur in our operating costs? The way we do that is by a hiring freeze, which means that we don't fill faculty positions as they become vacant. That is what happened when we got into budget trouble five years ago: administrative hirings led us to expend far more than our revenue and, as Tom noted, the full-time faculty subs were not reappointed and a hiring freeze on full-time faculty was imposed.

President Kaplowitz said that the reason these issues are being raised today is that the *CUNY* Central Administration requires an annual Financial Plan from each college, which has to be sent to the University, specifying how the college will spend and manage its current year's budget allocation, which was received in August from *CUNY*, and these Financial Plans are due within two weeks. Although the allocation was made to the College in August, the first meeting on the budget that faculty were invited to was this past Thursday, less than a week ago. She reviewed the fact that Tom, Ned, and she had reported to the Senate at each meeting of this semester that they had not been included in any budget meetings since May although they had written regularly asking for such meetings, knowing that a Financial Plan would be due soon.

She explained that the faculty members do not want to be in a position tomorrow at the next

budget meeting with the President and other senior members of our administration to be representing only themselves. We want to be able to say either that the Senate directs us to communicate that adding five additional faculty is not sufficient or, if the Senate thinks that five additional faculty is sufficient, that the Senate directs us to communicate that the draft Financial Plan as written is acceptable. In other words, she said, she, Tom, Francis, Ned, and Harold need to be directed by the Senate as to the priorities of the Senate, which is the official voice of the faculty.

President Kaplowitz noted that the Chancellor's mantra is that the core mission of the University is teaching students. He says over and over that the core strength of the University is the faculty and that the most important of the CUNY Master Plan goals is having at least 70% of all course sections taught by full-time faculty and that the core investment has to be in hiring full-time faculty. But John Jay's draft Financial Plan, as proposed, does not incorporate or reflect these values.

Senator Litwack said that last year the Senate adopted, by Resolution, the position that the number one priority of the budget must be hiring additional full-time faculty and maintaining proper class size according to the Class Size Policy proposed by the Faculty Senate and the Council of Chairs and approved by the College Council. And based on that the faculty have taken the position so far, and very strongly so, that the current Financial Plan provides for many additional administrative hirings on top of the administrative hirings which took place last year but provides for only five new faculty hirings at a time when our enrollment is being significantly increased, and that this is, therefore, a Financial Plan that is way out of balance and we have said that such an unbalanced plan is unacceptable.

President Kaplowitz warned that the faculty will hear something that will seem to contradict what is being said here by her and Tom, and Ned, and so an explanation is essential. Last year the College had 45 full-time substitute faculty. In the Financial Plan that the College sent to 80th Street a year ago, a commitment was made to convert 15 substitute faculty positions into tenure track positions each year for three years. That commitment is being kept by the administration and it is those converted sub lines – converted to tenure-track lines – that are being searched for now or are about to be searched for now by departments, but this represents a zero net increase because the number of full-time faculty remains the same – it is only the status of those faculty that is changing. (Many departments will also be searching for replacements of faculty who have retired or resigned, which also means no net increase in the number of total full-time faculty at the College.) And so this year's Financial Plan which calls for 5 additional faculty would mean that between last year and this year there would be a plan to have a total net increase of only 5 full-time faculty.

She reported that at the budget meeting with President Travis last week he asserted that the College is hiring 20 new full-time faculty this year but the faculty at that meeting protested that is a distortion of the situation: although 20 tenure-track positions are being added, the number of additional faculty bodies will equal only five. And the faculty pointed out that whereas there were 15 subs each teaching 8 courses annually they are being replaced by 15 tenure-track faculty who will be teaching a maximum of 7 courses annually and so the teaching power will necessarily be reduced because of this. She noted that same assertion, that 20 new faculty will be hired this year, was made by the budget people at today's meeting, which was met by the same reality check by the faculty. And to make the situation even less fair, we have those 45 subs because when the College administration overspent its budget by \$4 million in 2000, we had to non-reappoint 19 full-time faculty subs and have a hiring freeze of faculty and so these conversions are to tenure track lines that should have been filled with tenure-track faculty five years ago.

Senator Litwack said that at these budget meetings the faculty haven't questioned the hiring of administrative personnel that the administration has proposed nor administrative hirings that have already been made but rather the faculty have said, instead, that the Plan is out of balance, that we need to have more full-time faculty in the Financial Plan, and the administration needs to come up with creative ways to fund administrative lines if these positions are that important. And so because of the looming deficit and because of the gross disparity between recent and proposed administrative hiring and faculty hiring and increased enrollment and, as Karen pointed out, our terrible faculty to student ratio, our position has been that the currently proposed Financial Plan is out of balance and that the Financial Plan should include the hiring of substantial numbers of full-time faculty.

Professor Benton said that consultation and transparency are important for the fiscal health and viability of the institution. He noted that three documents led to everyone at the meetings agreeing that they were not sure how many administrative positions have been added and are proposed to be added and that the faculty are looking forward to the next day's meeting when we hope those numbers will be reconciled. He recalled that the previous year, Tom, Karen, Harold, and Kirk Dombrowski (the then Senate vice president) were shown the Financial Plan the day before it was due at 80th Street and so they could not have any input at all. This year there's been some improvement in that the meetings began about three weeks before the Plan is due but it is still too late a start for such an important process and for such an important college plan.

Senator Robert Fox asked Senator Litwack what kind of action is wanted from the Senate. Senator Litwack said the Senate should reaffirm its Resolution of last year that the hiring of more full-time faculty is the Senate's top priority. Vice President Francis Sheehan said that having attended the two budget meetings so far, he wants the faculty to know what knowledgeable and resolute advocates and representatives of the faculty Karen, Tom, and Ned are.

The following motions each was moved, seconded, and adopted by unanimous vote:

That it is the position of the Faculty Senate that during consultations with the College administration about the budget, about the Financial Plan required by 80th Street, and about the proposed Compact that the Chancellor has announced, the elected faculty leadership speaks for the Faculty Senate and, thus, for the faculty. This motion was made by Vice President Francis Sheehan.

That it is the position of the Faculty Senate that the highest budget priority for the College is the hiring of additional full-time faculty. This motion was made by Senator Robert Fox.

That it is the position of the Faculty Senate that adjunct sections not be reduced and that the College Council Class Size policy be fully implemented. This motion was made by Senator Amy Green.

That it is the recommendation of the Faculty Senate that chairs of academic departments be urged to list as their top strategic goal, in the document required by President Travis, the hiring of more full-time faculty. This motion was made by Senator Shonna Trinch.

That it is the position of the Faculty Senate that data about this semester

is immediately needed and formally requested about the percentage of course sections taught by full-time faculty in the undergraduate and graduate programs and that these data be provided by department and by course level. This motion was made by Senator Tom Litwack.

That it is the position of the Faculty Senate that full funding is necessary to conduct searches for faculty and that full funding include monies for travel costs and hotel stays for candidates. This motion was made by Senator James Cauthen.

That it is the position of the Faculty Senate that faculty positions be open in terms of rank or include positions at the rank of associate professor or higher to ensure a wider pool of applicants. This motion was made by Senator James Cauthen

That it is the position of the Faculty Senate that consultation about budget matters must be timely and transparent. This motion was made by Senator Amy Green.

5. Discussion about the distribution of grant overhead recovery monies: Executive Committee

In 1990, the College Budget Committee (the B of the College P&B) adopted an allocation formula for grant overhead recovery monies whereby one third goes to the President of the College for his or her priorities and initiatives; one third goes to the Provost for his or her priorities and initiatives; and the last third is divided equally, with a sixth going to the faculty member who is Principle Investigator (PI) of the grant and the other sixth going to the department in which the PI is a member. This allocation formula, which was proposed in 1990 by Professor Tom Litwack, who was a member of the College P&B at the time, has been in place and operative ever since.

But now the College administration is unilaterally trying to change the division of the overhead recovery monies, by taking the allocations away from the PI and from the PI's department. Last year the overhead recovery monies from grants equaled about \$800,000. The administration's plan to change the formula is for a purpose that many find admirable, which is increased support for faculty research.

But the unilateral nature of the action and the targets of the reduction are not acceptable, with the latter already leading to assertions by some major PI's that henceforth they will have their grants administered at an institution other than John Jay and by the anticipated disincentive to faculty to engage in the tremendous work of writing grant proposals.

The Council of Chairs has asked the Senate to join in their Resolution, adopted the previous day, that the existing division of the overhead recovery monies using the 1/3, 1/3, 1/6, 1/6 formula be confirmed as the operative formula and that if there is to be any change in this formula it has to be made by an affirmative vote of the College Budget Committee at a meeting to which the Senate leadership is invited.

Senator Orlanda Brugnola moved that if such a Budget Committee meeting were held, that the Senate supports changing the allocation model only so far as to provide a portion of the grant overhead recovery monies to the library. Senator James Cauthen objected to the motion, saying that while he supports better funding for the library, he thinks the motion confuses the question about whether we want to keep the existing model for the allocation of grant overhead monies, which we do, or whether we want to change the model, which we do not want to do. Senator Brugnola withdrew her motion.

The following motion was made and approved by unanimous vote:

It is the position of the Faculty Senate, as it is of the Council of Chairs, that the formula for allocating grant overhead recovery monies was established by the College Budget Committee, an official body of the College, in 1990 and remains in effect until such time as the formula may be revised by an affirmative vote of the College Budget Committee, at a meeting to which the leadership of the Faculty Senate is invited.

**6. Proposed modification of the Resolution from the Department of Counseling faculty:
Senators Robert DeLucia and James Malone [Attachment B]**

Senator Robert Delucia reported that the Resolution of the faculty of the Department of Counseling that had been endorsed by the Faculty Senate at its last meeting requires revision. He thanked Karen Kaplowitz for researching the CUNY Bylaws [Attachment B] and for providing advice on the need for a revision and for providing suggestions for the revision, which is on today's agenda for endorsement by the Senate. Senator Robert Fox asked why any Resolution on this matter is necessary.

Senator DeLucia explained that an interim chair of the Department of Counseling had been chosen who does not have faculty rank and that the Senate would be providing advice through such a motion to the Search Committee about the importance of this issue when considering candidates. Senator Delucia added that President Travis has been very responsive to the Counseling Department faculty on this issue. The following Resolution was moved by Senator DeLucia, seconded by Senator James Malone, and was approved by unanimous vote:

Resolved, That the Faculty Senate endorses the position of the faculty of the Department of Counseling that the person recommended by the President of the College for appointment by the CUNY Board of Trustees for the permanent position of Vice President for Student Development and Enrollment Management be a member of or be appointed to the position of full professor, associate professor, or assistant professor and that the appointment be with tenure in an academic department.

By a motion made and carried, the meeting was adjourned at 4:50 PM.

Submitted by

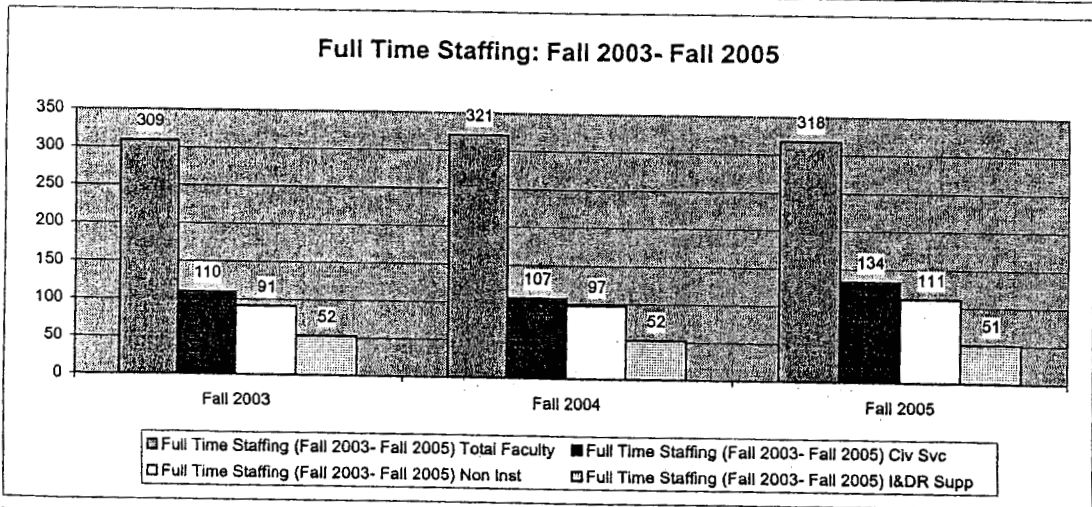
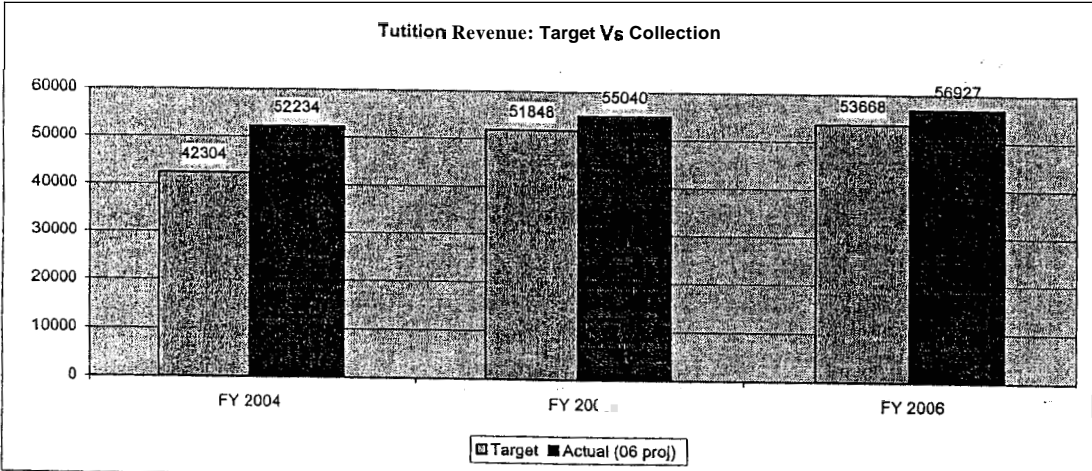
Edward Davenport
Recording Secretary

&

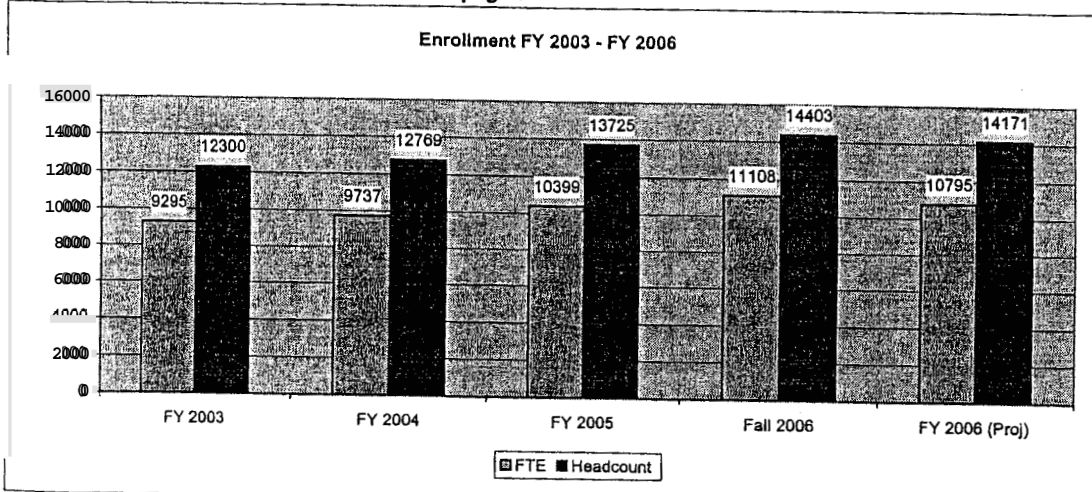
James Cauthen
Associate Recording Secretary

ATTACHMENT A - p.1

John Jay College FY 2006 September Budget Presentation Budget Charts

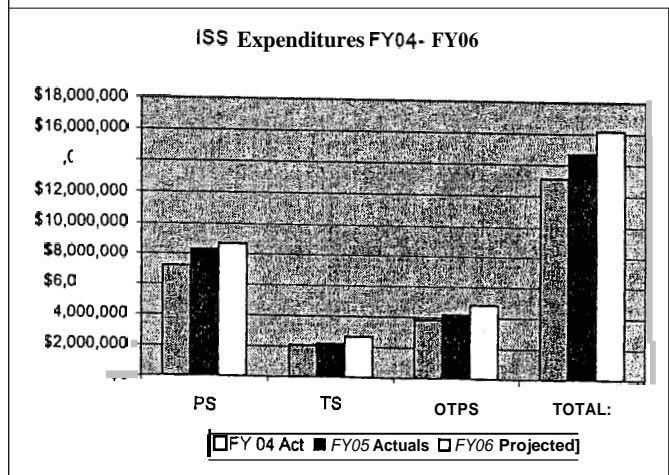
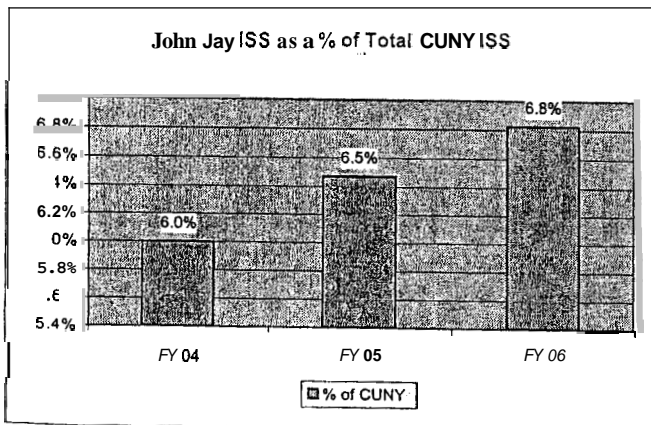
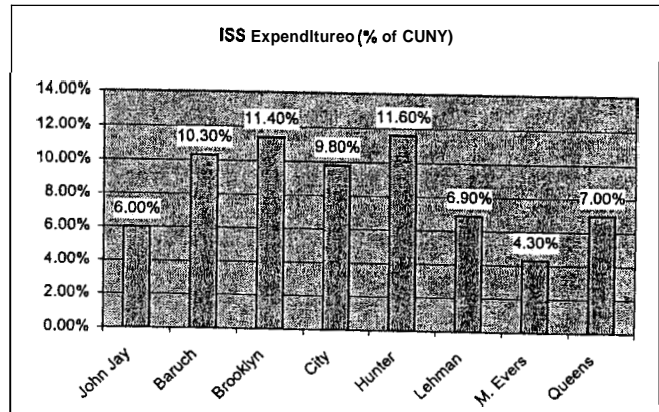
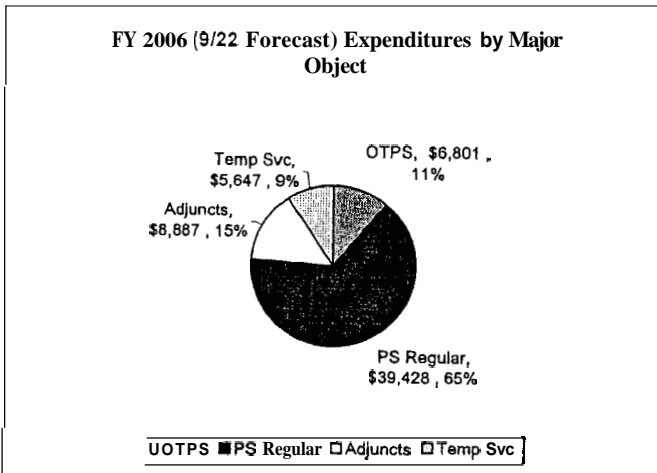
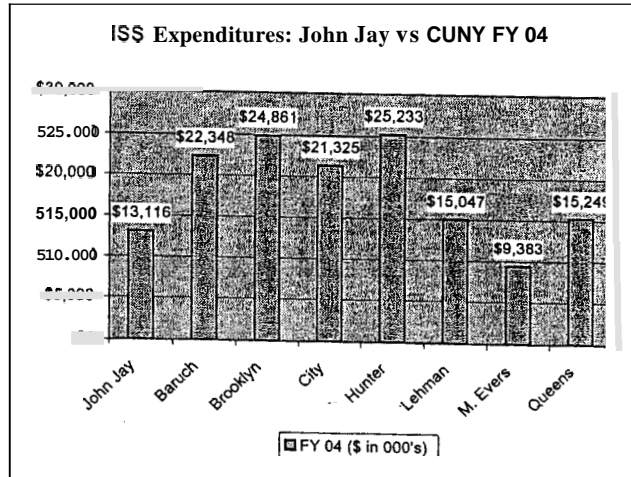
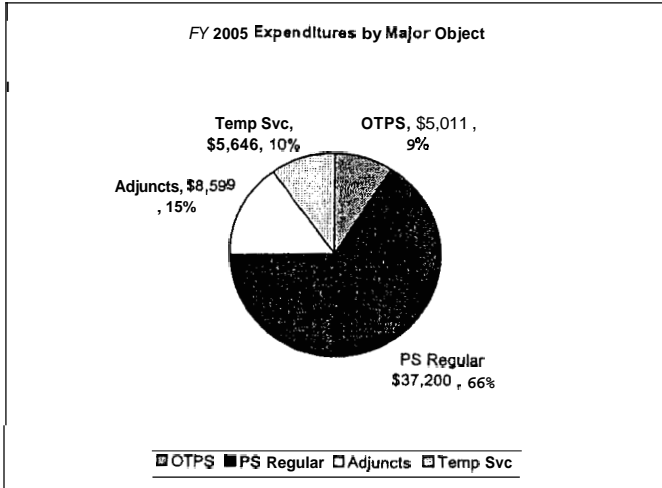


Note: Full Time Staffing includes all hires on page 7



ATTACHMENT A - p.2

**John Jay College
FY 2006 September Budget Presentation
Budget Charts**



John Jay College
 FY 2006 September Budget Presentation
 3 Year Budget Review and FY 2006/FY 2007 Forecast
 September 22, 2005

BUDGET ALLOCATION AND REVENUE

	FY 2005	FY 2006	FY 2007
Enrollment	10,475 FTE	10,795 FTE	10,795 FTE
Base Budget	\$ 47,149,700	\$ 47,466,000	\$ 47,466,000
Base Budget Encumbrance by CUNY (2%)	\$ (943,000)	\$ -	\$ -
Base Budget reduction for Fringe Benefits	\$ (794,100)	\$ -	\$ -
Base Budget Reduction on Discretionary Spending	\$ -	\$ (226,600)	\$ -
Base Budget Reduction for Capitalization of OTPS Expenses	\$ (1,441,689)	\$ -	\$ -
Lump Sum Allocations	\$ 6,925,600	\$ 7,409,800	\$ 7,409,800
Additional Lump Sum Allocations	\$ 888,300	\$ -	\$ -
TOTAL BUDGET ALLOCATION:	\$ 51,784,811	\$ 54,649,200	\$ 54,875,800
Lease Revenue	\$ 3,125,000	\$ 375,000	\$ -
Westport Lease Payment	\$ -	\$ (625,000)	\$ (625,000)
Current Year Gross Tuition Revenue expected above CUNY Target	\$ 3,192,000	\$ 3,402,763	\$ 3,402,763
CUTRA Balance from Prior Fiscal Year	\$ 5,107,063	\$ 6,392,044	\$ 3,431,980
TOTAL CUTRA:	\$ 8,299,063	\$ 9,794,807	\$ 6,834,743
TOTAL ADDITIONAL REVENUE (Lease & CUTRA):	\$ 11,424,063	\$ 9,544,807	\$ 6,209,743
TOTAL OPERATING BUDGET	\$ 63,208,874	\$ 64,194,007	\$ 61,085,543

EXPENDITURES

Personnel Services (PS)	\$ 37,380,475	\$ 39,427,851	\$ 40,240,040
ERI Payment	\$ 180,000	\$ -	\$ -
Adjuncts	\$ 8,599,198	\$ 8,886,645	\$ 8,776,895
Temp Services:	\$ 5,646,597	\$ 5,646,597	\$ 5,646,597
TOTAL PS:	\$ 51,806,270	\$ 53,961,093	\$ 54,663,532
OTPS	\$ 6,452,249	\$ 6,800,934	\$ 6,389,571
UBO Adjustment	\$ (1,441,689)	\$ -	\$ -
TOTAL OTPS:	\$ 5,010,560	\$ 6,800,934	\$ 6,389,571
TOTAL FINANCIAL PLAN EXPENDITURES:	\$ 56,816,830	\$ 60,762,027	\$ 61,053,104
YEAR-END BALANCE:	\$ 6,392,044	\$ 3,431,980	\$ 32,439

John Jay College
 FY 2006 September Budget Presentation
 Forecast Assumptions

Enrollment	Enrollment will remain at 10,795 FTE and will not grow
Revenue	Assume spending of lease revenue in FY 06/FY 07
PS	The payroll includes all on staff as of 7/25/05 and increases every year for the following: \$400k for PSC mandatory July/January steps (adjusted upward by 4% in FY 08) \$150k for conversion of 15 sub faculty to tenure track status (FY 05, 06, 07) total subs converted = 45 Includes all hires listed on pg 7 Assume replacement of every retirement or resignation. CUNY will fund collective bargaining increases Assume 5 new Faculty Hires in FY 07 Assume \$200k one time savings in FY06 due to vacancy review There are no assumptions re: faculty released time or sabbaticals or leaves without pay since FY 0203 College Assistant expenditures remain the same throughout the 3 years The Fringe benefit surcharge For FY 05 was increased to \$794.1 due to increased headcount. Forecast does not include an estimate for FY 06/FY 07 although surcharge is expected. Amount to be negotiated with UBO All additional FTE students will be taught by adjuncts in FY 06 and combination of 5 Full time + adjuncts in 07
PS - Fringe	
PS - Adjunct	
CUTRA/Lump Sum	All Full time hires must be included in base and therefore CA/OTPS base has been reduced. Grad Investment Funding was split 50% PS & 50% OTPS. This can be revised when program details are known. Any additional Lump Sum allocation will be completely expended on the dedicated purpose and will not provide additional surplus. College NOW distribution reflects program desire for F/T staff.
OTPS	OTPS fluctuates modestly due to deferral and rollover of one-time projects to FY 06 and 07 respectively. Reduction to FY 05 actual expenditures due to reduction for one time purchases (net savings \$214k) Inflation increase of 4% included in OTPS forecast \$100k can be charged to non-tax levy programs and grants (split 50k PS and 50K OTPS)
Other:	

ATTACHMENT B

The Board of Trustees of The City University of New York Bylaws:

ARTICLE VIII - ORGANIZATION AND DUTIES OF THE FACULTY

Article 8.1. DEFINITION OF FACULTY RANK.

The presidents, vice presidents, deans, associate and assistant deans, the business managers and all persons who are employed full-time on an annual salary basis in titles on the permanent instructional staff, except college laboratory technicians, shall have faculty rank. All persons having faculty rank shall have the right to vote both in the faculty of which they are members and in their respective departments provided, however, that they have not received notice of non-reappointment, or submitted a resignation. A person with faculty rank who is retiring shall retain his/her voting rights during his/her last year of service. Members with faculty rank in the Hunter College High School and the Hunter College Elementary School shall be subject to the limitations in section 8.3. which refer to them.

Article 8.2. DEFINITION OF FACULTY STATUS.

Persons employed in the titles of instructor or lecturer (full-time) who have been reappointed on an annual salary basis for a third or later year of continuous full-time service shall have faculty status. All persons having faculty status shall have such voting rights as they are entitled, provided, however, that they have not received notice of non-reappointment, or submitted a resignation. A person with faculty status who is retiring shall retain his/her voting rights during his/her last year of service.

ARTICLE IX - ORGANIZATION AND DUTIES OF FACULTY DEPARTMENTS

Article 9. 1 DEPARTMENT ORGANIZATION.

The executive officer of the department shall be the department chairperson who shall be a professor, associate professor or assistant professor elected by secret ballot for a term of three years, except as provided below, by a majority vote of all the members of the instructional staff of the department who have faculty rank. Proxy or mail voting shall not be permitted. The department chairperson must be tenured or have been approved by the board for tenure at the time of his/her election