

## **Faculty Senate Minutes #287**

### **John Jay College of Criminal Justice**

**Friday, December 9, 2005**

**9: 00 AM**

**Room 630 T**

**Present (26):** Teresa Booker, Danette Brickman, Marvie Brooks, Orlanda Brugnola, James Cauthen, Edward Davenport, Robert DeLucia, Virginia Diaz, Janice Dunham, DeeDee Falkenbach, P. J. Gibson, Yi He, Betsy Hegeman, Ping Ji, Karen Kaplowitz, Tom Litwack, Roderick MacGregor, James Malone, Evan Mandery, Nicholas Petraco, Valli Rajah, Rick Richardson, Francis Sheehan, Shonna Trinch, Thalia Vrachopoulos, Susan Will

**Absent (11):** Francisco Chapman-Veloz, Roddrick Colvin, Greg Donaldson, Robert Fox, Amy Green, Ann Huse, Mary Ann McClure, Dagoberto Orrantia, Edward Paulino, Raul Romero, Robin Whitney

**Guests:** Professors Ned Benton, Katherine Killoran

**Invited Guests:** President Jeremy Travis, Legal Counsel Rosemarie Maldonado

### **Agenda**

1. Announcements
2. Approval of Minutes #286 of the November 29, 2005, meeting
3. Nomination and election of a Co-Associate Recording Secretary
4. Proposed resolution of the College Seal and Logo issue
5. Invited guest: President Jeremy Travis
6. Update on the project to put the Faculty Senate Minutes on the John Jay Intranet
7. Consideration of proposed revision of John Jay's Personnel Committee Guidelines
8. Discussion of the agenda of the December 14 meeting of the College Council
9. Election of faculty members to the Committee on Student Awards, Prizes, Scholarships
10. Report on the work of the Research Advisory Committee
11. Pre-Law Task Force Report: Invited guest: Legal Counsel Rosemarie Maldonado
12. New business

### **1. Announcements**

President Kaplowitz reported that the December Convocation had been a tremendous success with several hundred in attendance and that Dr. Joan Wallach Scott, on the occasion of receiving an honorary degree, gave a brilliant talk for which she received a standing ovation.

She also reported that many candidates for the position of Vice President for Student Development & Enrollment Management had been interviewed at the College and that the Search Committee would soon be choosing a short list to send to President Travis.

**2. Approval of Minutes #286 of the November 29, 2005, meeting**

By a motion made and carried, Minutes #286 of the November 29 meeting were approved.

**3. Nomination and election of a Co-Associate Recording Secretary**

At the recommendation of the Executive Committee, a motion was adopted by unanimous vote that Senator Virginia Diaz be elected Co-Associate Recording Secretary and, thereby, elected to the Executive Committee.

**4. Proposed resolution of the College Seal and Logo issue [Attachment A]**

President Kaplowitz reported that immediately following the previous Senate meeting, on November 29, she emailed President Travis about the Senate's discussion about his proposed solution to the issue of the seal and logo, an issue which is on the December 14 College Council agenda. She included in her email a suggestion which occurred to her after the Senate meeting; this suggestion is a way of addressing the concern expressed by a number of faculty that none of us knows what will be contained in the statement President Travis plans to issue at the December 14 College Council meeting and we will not, therefore, have time to confer about it. And so she suggested to President Travis that he provide the Senate with a draft of his proposed statement by December 8, the day prior to today's Senate meeting, at which he is again our invited guest.

Her reasoning was that just as Senator Tom Litwack gave President Travis very ample notice of both his intent to raise this issue and the actual text of his proposed College Council resolutions, which gave President Travis time to think about the issue and to consult with various people and to get a legal opinion from Vice Chancellor Frederick Schaffer, in the same spirit of collegiality and as a way to move this issue to a successful resolution, it would be invaluable if President Travis would provide the Senate with a copy of his proposed statement to the College Council so that the Senate can think and confer about it prior to the College Council meeting. She also proposed in her email that if President Travis found her proposal acceptable, she would suggest to Tom that he withdraw his College Council agenda item. This, she had written, is with the understanding that if there is significant disagreement with the text of President Travis' statement, we would work with him to resolve any such disagreement prior to the College Council meeting but that if we were unable to resolve the disagreement, the issue could be raised at the College Council meeting under new business.

She said she is pleased to report that President Travis has agreed to her suggested approach and that he emailed a copy of his statement [Attachment A] to her last night which she emailed to

the Senate. She said that Senator Litwack had immediately told her that he found the statement to be excellent. She met again with President Travis this morning and they reviewed the status of this issue.

**5. Invited guest: President Jeremy Travis [Attachment A]**

President Jeremy Travis arrived and was welcomed. He praised the Faculty Senate on today's large turnout of its membership despite the immense blizzard that has been blanketing the area with snow since before dawn. Also welcomed was Ms. Rulisa (Lisa) Galloway-Perry, a member of President Travis' staff.

President Travis' statement about the College seal and logo, which he plans to read and distribute at the next meeting of the College Council under the first agenda item ("announcements") and which will be attached to the College Council minutes for future reference, was read to the Senate for those who had not yet been able to access the email which had been sent the previous night [Attachment A].

President Kaplowitz and Senator Litwack both called President Travis' statement an excellent resolution of the issue, a position with which the Faculty Senate concurred. President Travis said he has told Karen both electronically and in person that he considers this to be an excellent example of how by working an issue through together we can reach what he considers to be a great result and he said he wanted to acknowledge the role that Professor Litwack played in raising the issue, in bringing it to his attention and to the attention to other forums within the College. This is what we should do, this is how we work best, he said, adding that he considers this to be a case study of good consultation.

President Travis said he would like to update the Faculty Senate on several matters: the critical choices process, the affirmative action policy development process, and several other initiatives that will be coming to fruition in the spring, namely the international program and the pre-law institute.

First he wanted to report on the implementation of the Emeritus/Emerita policy that the Faculty Senate brought to the College Council. Six retired faculty have already written to him asserting their emeritus/emerita status and the status of each is being confirmed and he expects to hear from more of our retirees. Over time this will be our process for acknowledging our retired faculty and keeping a connection with them. This provides not just a way of honoring them, which can be done in many ways, but continuing the connection with them which is so valuable.

The two critical choices issues are the future of the associate degree programs at the College and the future of liberal arts majors at the College. The process for providing the basis of a community conversation has been a special advisory committee – comprising faculty, administrators, and students – and for each of these issues this committee is producing a discussion paper. These papers will not propose a set of recommendations but rather will set forth the data and the framework for thinking about these two issues. The committee is now about 98 percent through the first of the issues. The two reports will be issued ultimately as one document. The first report – the one on the associate degrees – will be issued before the holiday break. He said he has also asked the committee to give him recommendations as to what the process should be for engaging the John

Jay community in discussions about these issues.

The initial event will be a discussion led and hosted by the committee early in the spring semester because it is the committee that is releasing the report. That will be followed by a series of other events around the same topic and so there could be a discussion by the Faculty Senate, there could be a Town Hall Meeting, there could be a debate, there could be a student forum and, indeed, the upcoming student leadership retreat will include a discussion about these issues. And so his vision is that every relevant forum, and others that we create, will discuss these issues so that we have a really deep and broad community discussion for about a 6-8 week period. Then we will start thinking about where we are headed so that by the end of the semester we should have some sense of the future direction of the College with regards to these two issues.

He called the associate degree report a really excellent document, adding that the final version reflects the excellent work of Legal Counsel Rosemarie Maldonado and of Sinead Keegan, of his Office. He explained that he is refraining from revealing his reaction to the information in the document because he wants the Senate members to have their own responses before learning his. The report on the liberal arts majors is being revised and will be completed during January. The liberal arts report has much less data than the associate degree report which is replete with data but the assignment is the same for both: to set forth the parameters of the discussion.

He said he is choosing to not characterize the report because he knows the Senate members want to make up their own minds about it, but he cautioned that since the issues are so controversial there are bound to be some at the College who are disappointed. He is reporting on this now so the Senate can have ample time to decide how it will wish to engage in and debate the issues. His final observation is that these are issues that people hold deep and often divergent opinions about and that this is going to raise lots of questions. His plea is that as a community we be respectful of those differences. Some people will be disappointed but the data in the document will help us have respectful discussions.

As for affirmative action, this issue comes up at many forums, including at the Faculty Senate last May when Professor Jodie Roure made a presentation about it. President Travis said affirmative action is something he wants to look at, it is something that he cares about personally, but that he wants to look at it as a policy question: how do we do this work within the context of hiring practices, recognizing that faculty hiring practice is quite different from administration and staff hiring practice. He reported that we are taking advantage of a CUNY initiative that is giving some new emphasis – in ways that he appreciates – to affirmative action initiatives on the campuses and that is requiring the colleges to be more aggressive on this issue. The guidance will soon be issued by 80<sup>th</sup> Street and when it is issued we will follow the University's lead. We are in the process of revitalizing our College's Affirmative Action Committee and he already has a tentative agreement from one person to serve as the chair.

The idea is that this would be a committee that does not merely passively review data but rather is an active, role-your-sleeves-up committee that works on these issues within the College community. What that will mean for the faculty – this is a preview of coming attractions – is that there will be discussions with department P&Bs and with other faculty about how their departments are doing because we will be hiring lots of faculty over the next few years, if all goes well, and this is our opportunity to address this issue. He said he is not interested in looking at the results afterwards but wants instead a commitment at the front end for activating networks and consciousness. This is not Farris Forsythe's job; her job is to collect the data. Rather this is



everybody's responsibility.

We have done fairly well with our last round of hiring but we can do much better and some departments have to do lots better, he said. And so the data tells us where we have to do better and the Affirmative Action Committee, once established, will have a small staff and will be working at the faculty level of the department P&Bs to ascertain what each department P&B's affirmative action policy is. So we are going to be shifting some of the responsibility to where it rightly belongs, which is where recruitment begins, he said.

President Travis reported that one of the Spring initiatives includes the hiring of a director of international programs within the Office of Academic Affairs. This individual will be responsible for developing the international portfolio of the College, identifying funding opportunities, identifying student exchange opportunities, working with faculty who have ideas about research possibilities, and thinking about foundations that might support that. Professor George Andreopoulos chairs a very big, broadly based Committee on International Programs and that committee has worked very well on a number of international initiatives and it will continue to be the crosscutting entity on international issues because this initiative cuts across so many of our scholarly activities and so many of our student activities.

The other Spring initiative will be the launching of a pre-law institute, which is a recommendation coming out of a committee co-chaired by Legal Counsel Rosemarie Maldonado and Professor Anthony Thompson of NYU Law School. The committee's report is being released shortly. President Kaplowitz said that a copy of the draft report was included with today's Senate agenda packet and that Rosemarie Maldonado is coming to the Senate this afternoon to discuss the draft report with the Senate.

On the affirmative action hiring issue, Senator Teresa Booker asked about the possibility of departments receiving additional funding to place advertisements in journals of color, so that the departments do not have to expend their entire small budgets on recruiting efforts. President Travis said this is the kind of proposal that he would want faculty to make to the Affirmative Action Committee and to him so that departments could, in fact, receive the support they think would be helpful.

President Travis also reported that, as the Faculty Senate knows, he created a task force on the role of department chairs, a task force which he chairs, and which is the only task force he chairs. The task force is looking at asset mapping, that is, organizational analysis whereby the assets of various units of an organization are mapped. And so asset mapping is being conducted for various academic departments to ascertain what their budgets look like, what their resource allocations look like, what their external funding looks like, what their organizational structure looks like in terms of deputy chairs or program directors. Out of this will be decisions in terms of general budgets and other assets for departments and for their chairs to make it easier for the chairs to do the work they need to do.

With reference to the international programs initiative, Senator Marvie Brooks asked about study-abroad possibilities and opportunities for internships for our students, which are so valuable. President Travis agreed that they are valuable, noting that those colleges that generally have very good international programs provide lots of opportunities for their students to study abroad and to be engaged in curricular offerings. One of our top drawing majors is International Criminal Justice, he noted, and so there is a lot of interest among our student body but we do very little in terms of

internships or study abroad initiatives. One of the tasks that Professor Andreopoulos' committee has taken on is surveying what the College is already doing in these areas and the committee will be producing a report that will educate all of us about what John Jay looks like through an international lens.

But, President Travis said, the explicit charge to the new director of international programs is to develop scholarship opportunities and funding opportunities and exchange arrangements with other institutions so that our students can benefit from an international experience. Many of our students, as we know, have international dimensions to their lives: they were born elsewhere, their parents come from other countries, and so this might be important to them for that reason. Having interviewed a number of finalists for the director position, he now knows there is a lot of federal funding available for these programs that we just have not taken advantage of. Five years from now he expects we will see a lot more student-focused opportunities than we have now. Senator Brooks noted that a number of our majors, in addition to ICJ, have international components and President Travis agreed, explaining that he cited the ICJ major as one indicator but that the international initiative is college-wide.

President Kaplowitz asked President Travis to speak about the leadership summit that is to be held the following week about the Chancellor's Budget Compact Proposal. President Travis explained those being invited to the summit on December 14 are the core components of the College. They have been invited so they can come together for a presentation about the Chancellor's Compact and for a Q&A session and for a discussion about what we should do to support this initiative. The leadership groups that have been invited are the Faculty Senate, the Council of Chairs, the Student Council, the HEO Council, the Alumni Association, the John Jay Foundation (our external fundraising entity), and the President's Cabinet. At our Town Meeting last week, students spoke about their wish to become involved in lobbying efforts to support the Compact even though, as they know, the Compact proposal has built into it modest annual tuition increases. Notwithstanding that fact they see the benefit to the College of having more funding for faculty and for student activities.

President Kaplowitz reported that the previous week the Executive Board of John Jay's Chapter of the PSC and President Travis and his senior administrators held one of their regular Labor/Management meetings. She noted that often issues overlap the purview of the PSC and the Faculty Senate and two such issues – class size and Phase II – were discussed at that meeting. She invited President Travis to report what had been agreed about those two issues. President Travis reported that he had asked the person who had made the presentation about class size, Professor Avi Bornstein, and also Harold Sullivan and Karen to work with data that Vice President Richard Saulnier has in order to look at the years since the College Council policy on class size was adopted in order to determine the extent to which the policy has been implemented and, in particular, to determine which courses have exceeded class size limits and by how much and for what duration. He wants a better understanding of the impact of the policy. This was agreed to and is a good way to move the discussion forward, he said.

As for Phase II issues, he reported that he asked Francis Sheehan, who raised issues that he had also raised at the Senate last May, to identify the top questions that require answers or elaboration and to run those questions through the Science Department because his own position about these issues is strongest when he talks to University and other officials when the primary voice is the voice of the Science faculty of the College. He added that both Jim Cohen from the PSC and Karen said that once these concerns are drafted they would ask the PSC and the Senate to consider

embracing that agenda.

Vice President Francis Sheehan said that, in addition, Vice President Pignatello agreed to look into a variance request made by the Dormitory Authority and CUNY for fume hoods in Phase II and to ascertain whether that request had been based on faulty data. President Travis said Rob Pignatello also asked that people who have complaints about rodent visits or infestations to direct that information directly to Elmer Phelon, the director of facilities. He said in this way determinations can be made as to where corrective action is needed, including his own office, he noted. As for the lack of a working fire alarm system in T Building, the latest news from DASNY is that the contractor will start next week and that the work takes three months.

President Kaplowitz said she wants to publically thank President Travis for his role in helping resolve the issue of the allocation of grant overhead recovery monies so that the PIs and the departments do not have a diminution of their shares of those monies. She praised the fact that to ensure there is no diminution to the PIs and departments and yet to also ensure that more of those overhead recovery monies are available to support faculty research, both he and the Provost reduced their shares of those monies.

President Travis said he thought this was important. He explained that when a college receives external funding, that funding is funneled through the CUNY Research Foundation, which charges an overhead, an indirect percentage that is attached to that money. That overhead money comes to the college and the question is how is that money divided up. There had been a historical allocation of that money but he had wanted to shift more monies for use by the faculty. President Kaplowitz explained that the College Budget Committee (the B of the P&B) adopted an allocation formula in 1990 whereby the president and the provost each received one-third of the overhead recovery monies and the PIs and the departments of those PIs each received one-sixth. President Kaplowitz noted that Senator James Cauthen is a member of the Research Advisory Committee (RAC) and later in the meeting he will be giving a report about the RAC.

President Travis noted that ever since becoming president of the College he has been on a hunt for a portrait of John Jay that could grace our College. A descendant of the Jay family is giving us a copy of the Gilbert Stuart portrait of John Jay as the first Justice of the United States Supreme Court. This portrait is being given to us as a five-year cost-free loan and we're also being given the Bible and papers of John Jay, which are being given to our Library. The event marking our receipt of the portrait and papers and Bible is taking place later today and he invited the Senate to attend. He wished everyone a wonderful holiday and a wonderful intersession.

#### **6. Update on project to put Faculty Senate Minutes on John Jay Intranet**

The Faculty Senate Minutes will be posted on the John Jay intranet. Anyone who is off campus who has a John Jay email account and access to the internet will be able to access the Senate Minutes. Anyone on campus, whether the person has a John Jay email account or not, will be able to access the Minutes from any computer at John Jay. The person who is making all this possible is Professor Bonnie Nelson, who is directing this project. However the intranet is not searchable at this time. Senator Davenport made a motion proposing that the Senate urge the administration to purchase a search engine for the John Jay intranet. The motion was adopted.



**7. Consideration, for information purposes, of proposed revisions of John Jay's Personnel Committee Guidelines**

President Kaplowitz explained that today we are reviewing, for informational purposes only, proposed revisions of the College's 1992-1993 Personnel Committee Guidelines and that after future discussions and revisions, a revised document will be presented for a vote by the Faculty Senate, by the Council of Chairs, it will be vetted by the administration, and then vetted by the Personnel Committee, and ultimately the document will be voted on by the College Council by April or May so that it can become College policy.

Last year the Council of Chairs and the Faculty Senate decided that both the Personnel Committee and the general faculty need updated Personnel Committee Guidelines and that the Guidelines should be made College policy and so they established a joint Senate/Chairs task force to revise and update the 1992-93 Personnel Committee Guidelines. She provided background about the document: in the early 1990s, because no guidelines existed at John Jay, the Senate and Chairs established a joint task force to draft Personnel Committee Guidelines and those Guidelines were adopted by the Senate and by the Chairs and then by the College Personnel Committee: this happened in 1992-93. But the Guidelines were not transmitted to the College Council for action because no need to do so had been recognized. As a result, the following year, and years subsequent to that, because the procedural decisions of the Personnel Committee in any given year are not binding on the Personnel Committee in subsequent years, the provisions of the Guidelines were sometimes followed but other times were not.

Senators proposed various revisions. It was agreed that the Senate members would further review the document and would email suggested changes to President Kaplowitz who would then share them with the Senate/Chairs Task Force, which will consider them. Each iteration of the document will be vetted by the Senate and by the Chairs. The Chair of the Senate/Chairs Task Force is Professor Harold Sullivan. The other chairs on the Task Force are: Professors Chevy Alford, Ned Benton, and Susan Larkin. The Senate members, some of whom are not on the Senate this year, are: Senators James Cauthen, Karen Kaplowitz, James Malone, and Professors John Matteson and Alisse Waterston.

**8. Discussion of the agenda of the December 14 meeting of the College Council**

The agenda items are: proposed changes to the MA Program in Forensic Psychology; courses proposed by the Committee on Graduate Studies; proposed revisions to the undergraduate course in biochemistry; and, at the request of the Faculty Senate, a report on plans for the June 2006 commencement ceremony.

**9. Election of faculty members of the College Council Committee on Student Awards, Prizes, Scholarships**

Senators Danette Brickman and Valli Rajah and Professor Dara Byrne were nominated to be the three faculty recommended by the Senate for election by the College Council to the Council Committee on Student Awards, Prizes, and Scholarships. This was approved by unanimous vote.



**10. Report on the work of the Research Advisory Committee: Senator James Cauthen**

Senator James Cauthen, a member of the Research Advisory Committee, provided an update on the Committee's work. The chair is Dean James Levine and the other members are a good cross-section of the College. The Committee has met three times this semester, but at the moment no specific proposals are pending before the committee. The committee hopes to implement its recommendations using monies from the overhead recovery funds, about which President Travis spoke today: a portion of the overhead recovery funds that has traditionally been allocated to the President will support faculty research.

Professor Ned Benton said it is good that we will have at least a small amount of money to distribute within the college, money which could support research which might eventually attract additional external funding.

Professor Benton spoke about the problem of recruiting faculty to meet the University's goal of 70% course sections taught by full-time faculty. He said one problem is that at John Jay faculty are expected to teach seven courses or their equivalent each year and that this is more than is required at most other colleges and is not even required at all CUNY colleges. This teaching load, he said, interferes with our recruiting full-time faculty who may have the chance to teach elsewhere where the working conditions are less onerous. But by having funds to provide reassigned time for research, we will be better able to recruit and retain research active faculty.

Senator Tom Litwack asked Senator Cauthen whether the Research Advisory Committee is considering ways to obtain enough space to meet faculty research needs or whether that is beyond its purview. Senator Cauthen said this topic may have been mentioned but he has heard no formal proposals.

Senator P. J. Gibson recommended that the Committee consider finding ways to supplement travel funds needed to conduct research. Senators Susan Will and DeeDee Falkenbach raised the issue of inadequate space for storing files. Senator Will asked what is the relationship between the Research Advisory Committee and the Centers and Institutes, which are taking up space and resources at the College.

Senator Litwack cautioned that when considering the space issue we should remember that it is a very complex issue and could involve us with such other questions as whether we want more classes on Fridays or weekends, which might free up classroom space which could be used for other purposes.

**11. Pre-Law Task Force Report: Invited guest: Legal Counsel Rosemarie Maldonado  
[Attachment B – Figure 1 & Figure 2]**

Legal Counsel Rosemarie Maldonado was welcomed. She expressed her appreciation at the opportunity to meet with the Senate today to talk about the final draft report of the Pre-Law Task Force and thanked the faculty who are on the Pre-Law Committee and who helped her prepare the report, including Senators Danette Brickman, Evan Mandery, and Jodie Roure (who is on maternity leave). The other faculty are: Professors Adina Schwartz and Jon-Christian Suggs. The non-faculty members are Patricia Sinatra and Paul Wyatt. Anthony Thompson, who is on the faculty of NYU

School of Law, served as her co-chair.

Ms. Maldonado explained that President Travis had convened the pre-law task force as a result of his conversations with students, many of whom expressed their wish to become lawyers and so he wanted to learn what our College is doing to help prepare our students and where we stand in our level of success. The first task was to gather facts and so to do this in a systematic way they collected data from the Law School Admissions Council; they organized a number of student focus groups; they distributed student and faculty questionnaires; and they conducted a number of interviews of faculty members and also of some deans at law schools – at Hofstra and at NYU.

The surveys of freshmen revealed that as many as 29% of John Jay's first year students want to become lawyers and, yet, only 3% of seniors applied to law school in 2003 and only 1% were admitted. The facts gathered from the Law School Admissions Council (LSAC) were somewhat surprising: the LSAC reported that there were 241 John Jay law school applicants in 2003 of whom 38% were seniors and of whom 203 were alumni applicants. Of the alumni applicants, 50% applied no more than three years after graduating from John Jay but as many as 15% applied six years after graduation. Older students in law school is a trend and, indeed, the average age has been creeping up but she said that this is true of our students in a disproportionate amount.

The task force also tried to compare John Jay's admission rate to that of other colleges. They learned that John Jay's admission rate in 2003 was about 24% as compared to a national average of 57%. Furthermore, this gap has been fairly consistent since 1991. The LSAC report revealed that the average LSAT score for John Jay applicants is 143 compared to the national average LSAT score of 152. Because the LSAT is scored on a scale from 120 to 180, that 9-point difference is really significant and it places the average John Jay applicant in only the 15<sup>th</sup> percentile. There is also a gap with respect to the GPA: the GPA of John Jay applicants is 2.9 compared to the national average GPA of 3.19. These LSAT and GPA gaps have also been persistent since 1991.

The task force looked at who was admitted to law school and found that in 2003 no John Jay applicant with a GPA under 2.5 or an LSAT score below 140 was admitted to law school. Ms. Maldonado noted that she had been surprised to see that a 2.5 GPA was the cutoff. Some of our Mathematics and Science faculty provided computations for her and found that, basically, there are three groups of John Jay applicants [Attachment B – Figure 1]. The first group had a LSAT score below 140, which is where the majority of John Jay applicants ranked. Only 1 of 72 applicants in that category was admitted to law school. The middle area comprises John Jay applicants with LSAT scores between 140 and 150 and with a 2.75 GPA or higher and in this group about 52% of our applicants (20 applicants out of 38) were accepted to law school. Then there are John Jay applicants who have LSAT scores over 150 and at least a 2.50 GPA and of the 22 applicants in this category, 77% (17 out of 22 applicants) were accepted to law school. Ms. Maldonado said it is important to note that these numbers are based on students who gave the LSAT company permission to send their scores to us and that is why the numbers do not add up to 240; we have a 50% response rate in terms of the scores sent to us.

The task force looked at the law schools where our students were admitted and decided to group them according to those schools that admitted three or more John Jay applicants. About 54 law schools admitted John Jay students but only 14 admitted three or more of our applicants. And so this chart [Attachment B – Figure 2] gives a sense of the admissions rate and also the mean LSAT score as well as the mean GPA for those John Jay applicants who were admitted into each of these law schools. As a result we can see what our students' potential acceptance is in terms of these law

schools.

Ms. Maldonado said the task force's major finding was that the pre-law resources at our College are really fragmented, inconsistent, and somewhat inaccessible to our students. Many, many people and especially many, many faculty members have been working diligently with our students to mentor them, to help them go through the process, to help them decide whether law school is a viable or a good option for them. But there were just too many fragmented bits and pieces throughout the College and so if a student didn't have a mentor or a class with a professor with an obvious interest in law it was very difficult for that student to get the necessary information.

Consequently, they found, many of our pre-law students were poorly informed about what they had to do to be admitted to law school. One of the examples that was significant to her is that although 50% of seniors participating in the task force's focus group were aware of the LSAT, they were totally unaware of the schedule and of the deadline. There were many seniors coming to her in December and in January saying they want to go to law school the following year but by then it was too late for that to be a realistic option. Approximately 70% of these students did not know that John Jay had a designated pre-law advisor. Students were not alone in their lack of information; there was only one faculty member of those who responded to the survey who knew that we had a pre-law advisor. So it was almost as if it was a secret that we had a pre-law advisor in Career Services.

The task force had a number of very frank and candid discussions with administrators at NYU Law School and at Hofstra Law School, who were very helpful. Basically they said that increasing the LSAT score is a really important part of increasing our students' chances of being admitted to law school. They emphasized over and over again that this is a very sophisticated process and that students should not take the test without intense preparation – that was their phrase: "intense preparation." They have to take a preparatory course and do the work consistently over a period of time. The administrators recommended that to support our students the College has to expose them to the LSAT early in their undergraduate career and they emphasized, as we all know, that these preparatory classes are very expensive: the average cost these days is about \$1300 which makes it inaccessible to many of our students.

Also discussed in the report is a general scepticism on the part of the law school administrators about John Jay's curriculum. She described this as "friendly fire" because it was not easy for these admissions officers to speak to the task force members in this way, but they were very open and candid. The admissions officers basically stated that there is a perception that John Jay provides more of a vocational experience than a liberal arts education and there is a level of discomfort with the majors or courses that they deem to be technical in nature. So we have a lot of work to do, she said, in terms of educating admissions officers about our curriculum.

Ms. Maldonado and the pre-law task force is recommending that the College establish a Pre-Law Institute, which would be a centralized and pro-active institute dedicated to supporting students as they navigate their way to law school or their way as they decide to not go to law school, because both are legitimate options. The purpose is to enable students to make informed choices. The institute would have a full-time director dedicated to not only advising but also to advocacy and to making connections with law schools. Also being recommended, in addition to a director, are two part-time faculty advisors to help with the advisement process particularly at this time of year when students are preparing their applications.



The institute would also work with a pre-law advisory board composed of faculty and administrators and alumni who have expertise and interest in this field because this is a good way to centralize information and ensure that all of us are on the same page. Another recommendation is that pre-law student organizations be integrated into the institute's work and, it is hoped, integrated into its physical space. She noted that Professor (and Senator) Danette Brickman is the faculty advisor of a very enthusiastic pre-law student society which has between 30 and 50 students attending each meeting, students who are very eager and very organized and who are willing to do some of the legwork that is needed to put together this program.

The institute would also help coordinate or recommend the following initiatives: the first on the list of initiatives is LSAT preparation, which is something they discussed at length and negotiated with Kaplan, Princeton Review, and a few other prep courses to see what types of discounts would be offered to us if they were provided with free space at the College. It was interesting to her that Kaplan's statistics show that last year 80 John Jay students took Kaplan LSAT prep courses, 20 in Manhattan and the rest taking it at satellite locations in the boroughs and in New Jersey and Westchester. So far Kaplan has offered to give our students a 25% discount but the negotiations are ongoing. One of the things they grappled with is what is the best approach: what are the pro's and cons of having a prep course on site versus having discounts for students for whom it might be easier to take the prep course nearer their home or work.

They are also recommending establishing learning communities during freshman year or identifying courses during intersession that pre-law students could take together so they can develop a community whereby they can help each other and also create study groups. Alumni outreach is another approach not only to have our alumni speak to our students and to give them internships but also to reach out to our alumni who are applying to law school because that is a very important part of our applicant group and they, too, are a reflection of our College. So part of the institute director's job will be to reach out to alumni who are interested in applying to law school and offering assistance to them. As the NYU dean of admissions said, all applicants for admission reflect upon the college.

Another interest is a communications skills program consisting of classes or extracurricular activities, such as moot court, moot trial, debate, and mediation, which is a very important skill that people don't often think about when they think about lawyers but the reality is that mediation – or negotiation – is a lot of what lawyers do. Summer immersion programs are another possibility. This summer, our Puerto Rican/Latin American Studies Department joined with St. Johns University Law School to have a one-week summer program for pre-law students; we sent 10 students to that program. During that week they were immersed in law school classes: they studied torts and civil rights and did some LSAT prep. It was a wonderful experience for them. Other initiatives being proposed are a speakers series, a website, and fundraising efforts with law firms.

The task force also addressed certain academic issues that the task force members believe are important for the College to think about; this is mostly based on their discussions with the law school deans. One of the points is that the College must consider long-term pedagogical strategies to prepare students for the rigor of the LSAT and for a legal education; the students must also be provided with diverse educational experiences which allow them to demonstrate, as we all know, excellence in analytic thinking, communication, and writing abilities. The following quote from the American Bar Association is very instructive: "The individual who comes to law school without ever having undertaken a project that requires significant library research and analysis of large amounts of information obtained from that research will be at a severe disadvantage."

The report of the task force includes a sketch of what a pre-law program might look like starting in the first year of college and going through the senior year: we would start immediately with freshman orientation to identify the 30% of the class that is interested in law school; have them register, perhaps, for certain writing-intensive courses and target them for those; and we would allow some students with a 3.0 GPA or above to participate in internships. The most important point is to start early, in the freshman year, so students are introduced to the legal profession, so that they know from the very beginning that every time they sit for a test, every time they write a paper, that is part of their law school application. We want them to understand how difficult the LSAT is and how important it is and to realize from the beginning they shouldn't avoid those "hard" professors or those "hard" graders, that they should take difficult and challenging courses.

Senator Robert DeLucia said that students always ask him and the other counseling faculty what major they should choose and the counseling faculty hear different opinions about this from different academic departments. He asked whether the task force looked into this question. Ms. Maldonado said the task force debated this question and whether to address it and decided not to because the ABA and the ABA Guidelines do not recommend particular majors. Rather, the ABA puts emphasis on a course of study that is characterized by diversity, by a full range and spectrum of courses, and what is of concern to the ABA is the type of work the student does in each course, that the course requires the student to write, research, and read and, especially, that the writing, researching, and reading are challenging. Students don't want to hear this, she added.

Ms. Maldonado said students should study and major in what they love because they are likely to do well if they are studying a subject they love. President Kaplowitz said that English is a good major to prepare for law school. Ms. Maldonado agreed that recommending that students take a set of English courses or an English minor is a helpful guidepost. Senator Litwack said Government is also a good major for pre-law students. Senator DeLucia said that many of our students think that the major they should choose is Legal Studies. Ms. Maldonado said she knows this and that such advice is not necessarily true, that it depends, rather, on the classes students take and the work they are doing.

Senator Janice Dunham asked what it means that students do not want to hear that they have to take courses in which they have to write, do research, and read. Do they not believe what they are told, she asked, or do they not want to do the work? Ms. Maldonado said she could give an illustration of what happened when students were told the opposite: one professor told students that a particular major was the way to get into law school and if they weren't in that major they were in trouble. That particular major, she added, is a wonderful major and the professor is absolutely right because that major is one of the vehicles by which students can get the academic experience that they need to prepare themselves. But the result was chaos. Students were crying in her office because that was not their major and they didn't know what to do because they were already juniors.

Senator Danette Brickman reported that a group of students had asked her to be the advisor of a new student club, the John Jay Law Society. Between September and November more than 400 students joined and it is now one of the largest, if not the largest, student organizations on campus. At every event there's a packed room. What is happening is that the first questions are: what courses should they take and what should they major in. Because we have had no program to guide them, all of a sudden we have students in their senior year who are distraught upon finding out at this late point that they have totally messed up in terms of their grades and LSAT scores. We know what writing intensive means but students have no idea. That is the reason for the task force's focus on the freshman year, she explained. Ms. Maldonado agreed and pointed out that every faculty

member can help by advising students who say they want to be a lawyer.

Senator James Cauthen asked about the search for the pre-law institute director. Senator Brickman said she is on the search committee and that the committee has narrowed the search to three individuals whose names were forwarded to Interim Vice President [for Student Development and Enrollment Management] Richard Saulnier about three weeks ago; the hope is that the director will begin in the spring semester. President Kaplowitz asked whether members of the community will have the opportunity to meet with the finalists. Senator Brickman said she does not know; her understanding is that VP Saulnier will select a finalist whose name he'll forward to President Travis, who will interview that person. She added that the search committee included a student, the president of the student Pre-Law Society.

President Kaplowitz praised the task force's draft report, saying it is excellent. But she asked about the recommendation, on page 12 of the report, that: "To underscore the importance of early intervention and continuity of services, we recommend that the [pre-law] Institute be established under the auspices of the Vice President for Student Development and Enrollment Management." She said her understanding is that this is an academic position and an academic endeavor and, in her opinion, should be part of the Office of Academic Affairs and that the director of the pre-law institute should, therefore, report to the provost or to the dean of undergraduate studies. She noted that the dean of undergraduate studies is responsible for the CUNY Coordinated Undergraduate Education (CUE) initiative, which not only provides funding from 80<sup>th</sup> Street but has as its philosophy the need to coordinate the academic offerings and academic support services, one of which would be the pre-law institute. She added that, as it happens, Jane Bowers, who is the dean of undergraduate studies, taught the Writing for Legal Studies course when she had been a faculty member at this College and had been very involved in mentoring students for law school. President Kaplowitz said this report rightly focuses on curricular issues and academic advisement, all of which make it clear to her that the proper fit for a pre-law institute is the academic side of the College rather than the student development side.

Ms. Maldonado agreed that much of the plan is academic and said that Dean Bowers has seen the report and, in fact, had highlighted that very passage when the two sat down to talk. Dean Bowers also had told her that this initiative fits very nicely with CUE. She added that the two have been working together informally.

President Kaplowitz said that the faculty need guidance about what to say to students who ask for letters of reference from us but who have LSAT scores of 140 or below and GPAs of below 2.5. She suggested that all faculty be provided with a FAQ sheet that they can give students who speak to them about law school; such a sheet could include two of the graphs in the report [Attachment B – Figure 1 & Figure 2]. Ms. Maldonado agreed that students need to see those two charts, adding that they are included in the report not only as information for faculty but as a tool to advise students. And while such students may need to hear that their goals are unlikely to be achieved right now, we should not shut the door completely. A number of people who do not do well as undergraduates eventually return to school and do very well. She spoke about her brother who became a cardiologist despite a disappointing undergraduate record; after not being admitted to medical school, he worked in the medical field, then went back to school, and five years after having graduated from college he was admitted to medical school. She said that we should tell such students that law school is not a likely possibility for them now but also tell them what steps they can take to make it a possibility in the future.



Senator Brickman said she has prepared a website for the student law club and this website has various links, one of which is to a website that invites students to enter their LSAT score and GPA and they then see a list of law schools they might be able to be admitted to. She said when a student comes to her with a LSAT score of 138 and a 2.1 GPA, as happened just this week, she goes to the website and enters the scores and shows the student what options, if any, are available. [The url for the John Jay law student club website is <http://www.ijaylawsociety.homestead.com/> A link at the bottom left of the page, "Match GPA and LSAT," takes the viewer to a page run by Boston College where students can learn which law schools they might qualify for.]

Senator Delucia said many students who want to attend law school but who do not have the credentials can be advised to enter other fields. He said many, for example, when asked why they want to become lawyers say they want to fight for victims' rights but there are other careers they could prepare for which would allow them to do that work. Senator DeLucia also noted that students who have attended law school report to many of us that certain courses helped them in law school, one of which is Government 431. He asked whether a list of such courses will be compiled. Ms. Maldonado said that although such a list will prove controversial, the answer is yes, that this is something she will be looking into with the director of the pre-law institute. Another such course is the philosophy course which teaches students to do logic games which helps with the LSAT.

President Kaplowitz said it would be really useful for all of us to know how our students and alumni fare once they are admitted to law school. Ms. Maldonado agreed but said it is extremely difficult to get that kind of information. She added that because students have to come back to the College for records when they are applying to be admitted to the bar, that occasion could be a chance to capture some information. Ms. Maldonado again thanked the Senate for inviting her.

## **12. New business**

Senators spoke about their students' worries about the potential transit strike which could disrupt final exam week. Senator P. J. Gibson urged that notification of procedures in case of a strike be sent by global email and be posted on the John Jay website and around the campus. The Senate directed the President of the Senate to communicate with the College administration the need to immediately develop and announce contingency plans in case a transit strike takes place and to develop those plans in consultation with the elected faculty leadership. The motion was approved by unanimous vote.

Senator Virginia Diaz spoke about her concern that some faculty are scheduling final exams during the final week of classes, which is robbing students of the two-hour exam time and also of that final class session. Senator P. J. Gibson said other faculty are scheduling exams during final exam week but not on those days and times that the Registrar has assigned them, which is creating impossible conflicts for students who find they have two or more exams scheduled at the same time.

Senator James Malone made a motion that the Senate request that the Provost send a memo to all faculty reminding them of their obligations. Senator Teresa Booker suggested a friendly amendment whereby the students be fully informed about College policy. Senator Litwack said a clarification is in order: the requirement is not that a final exam has to be given during the scheduled exam period, but that the class must meet during that two-hour period during final exam week, whether or not an exam is given. Senator Malone's motion was amended to direct the

President of the Senate to communicate with the faculty by email about the requirements involving final exams and also directing the President of the Senate to request that the Provost communicate with the faculty and also inform students about College and University policy. The motion was approved without dissent; two abstained.

By a motion made and carried, the meeting was adjourned at 4 pm.

Respectfully submitted,

Edward Davenport  
Recording Secretary

&

James Cauthen  
Associate Recording Secretary

&

Virginia Diaz  
Associate Recording Secretary



## ATTACHMENT A

---

### JOHN JAY COLLEGE OF CRIMINAL JUSTICE The City University of New York

*Office of the President*

December 14, 2005

#### STATEMENT FROM PRESIDENT JEREMY TRAVIS

Over the past several months, the John Jay College community has been engaged in a number of interrelated activities designed to enhance our internal and external communications strategies. There have been consultations with faculty, students, alumni and staff on the College's message, look, and ways of integrating the message and look into our communications with the extended community. This effort, commonly called "branding," has included discussions about the letterhead and logo of the College. In this context, questions have been raised about the place for the College's traditional seal (the back-to-back J's in a circle) in the new communications strategies.

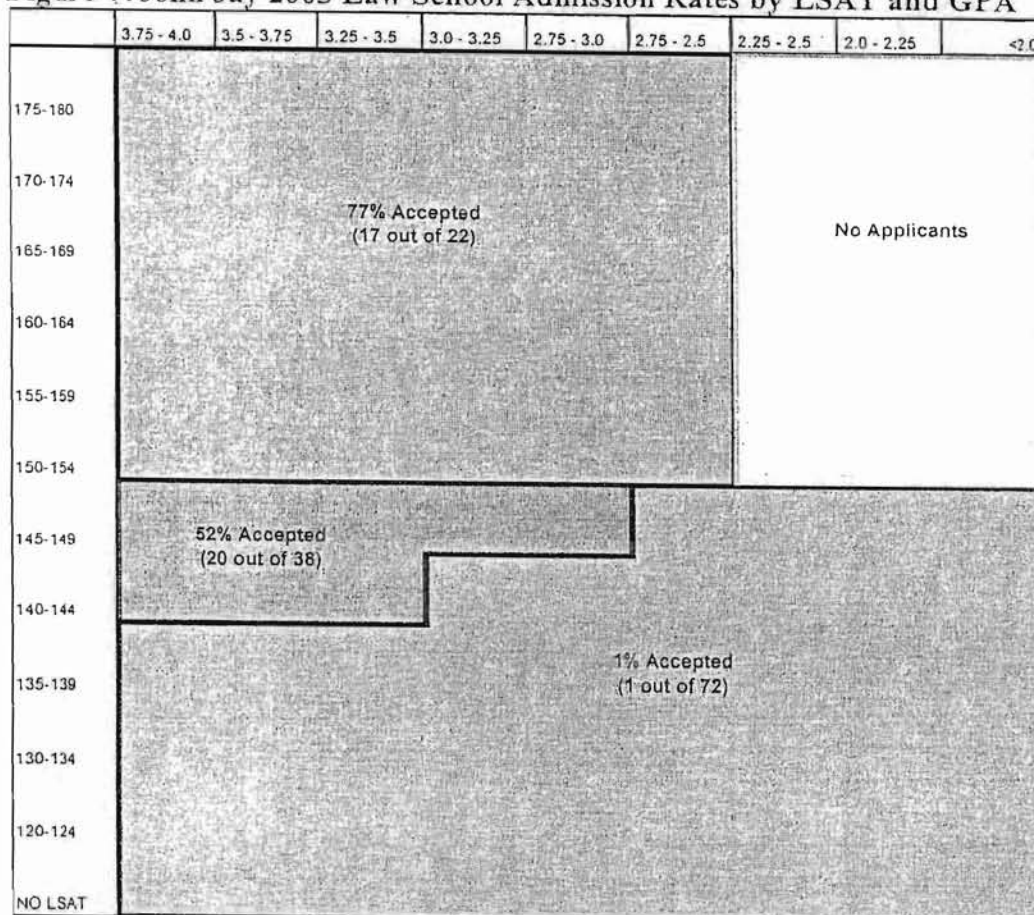
Following consultation with many individuals and groups, including particularly the Faculty Senate, I have decided that the College's traditional seal should be preserved in its current form as the official Seal and Emblem of John Jay College of Criminal Justice. This means that it will be used for official purposes, including, for example, College diplomas, class rings, the College flag, and Presidential medals. In this way, we will preserve and honor the symbol that has served the College well during our history, while simultaneously allowing for the development of other graphics that can represent the branding statement of John Jay College of Criminal Justice.



## ATTACHMENT B

From the Final Draft Report of the Pre-Law Working Group at John Jay College

**Figure 1: John Jay 2003 Law School Admission Rates by LSAT and GPA**



Source: Law School Admission Council 2003 Data

[N.B. This graph is Figure 6 in the Final Draft Report]

**Figure 2: Successful John Jay Applicants**

Law School	JJ Applicants	JJ Admitted	JJ Mean LSAT	JJ Mean GPA
Albany	17	3	Not Available	Not Available
Brooklyn	79	3	Not Available	Not Available
CUNY	76	7	147.9	3.43
Fordham	51	3	Not Available	Not Available
Hofstra	64	9	155.6	3.33
New York Law	101	10	156.8	3.37
Pace	37	7	154.4	3.32
Penn State	8	5	146.2	3.39
Quinnipiac	20	5	149.6	3.24
Rutgers	35	7	154.6	3.51
Saint John's	74	10	154.4	3.27
Seton Hall	28	7	156.9	3.19
Cooley	30	6	143.3	3.06
Touro	52	6	153.2	3.24

[N.B. This graph is Figure 5 in the Final Draft Report]