

FACULTY SENATE MINUTES #79

John Jay College of Criminal Justice

September 30, 1992

Time 3:20 AM

Room 630 T

Present (33): Michael Blitz, James Bowen, Dorothy Bracey, David Brandt, Orlanda Brugnola, James Cohen, Edward Davenport, Peter DeForest, Vincent DelCastillo, Henry DeLuca, Robert DeLucia, Elizabeth Crespo, Lotte Feinberg, Robert Fletcher, Elisabeth Gitter, Robert Grappone, Lou Quinta, Dan Juda, Karen Kaplowitz, John Kleinig, Lawrence Kobilinsky, Tom Litwack, James Malone, Rubie Malone, Jill Norgren, Dagoberto Orrantia, John Pittman, Rick Richardson, Lydia Rosner, Olga Scarpetta, Antoinette Trembinska, Martin Wallenstein, Agnes Wieschenberg

Absent (5): Jannette Domingo, Gavin Lewis, Douglas Balane, Edward Bhaughnessy, Chris Suggs

AGENDA

1. Announcements from the Chair
2. Approval of Minutes #78 of the September 18 meeting
3. Report on a meeting between a delegation of the Faculty Senate and President Lynch and other administrators on Friday, September 25, about the faculty representation on the College Council
4. Senate Hearing on the Draft of the Middle States Self-Study Report: Invited Guests: Middle States Steering Committee: Senator Lydia Rosner, Professor T. Kenneth Moran, Dean Eli Faber, and Dean Mary Rothlein.

1. Announcements from the Chair [Attachment A]

The Senate was directed to written announcements [Attachment A].

President Kaplowitz reported that she gave copies of the budget impact report she presented at the September 22 meeting of the University Faculty Senate (which appears in Attachment A) to the Budget Planning Committee at a meeting earlier in the day and that she and Professors Goddard and Crosier will be writing to President Lynch to ask to meet with him to discuss student enrollment and full-time faculty lines and that a copy of the report will be attached to the request for a meeting. She asked if there were any

objections to this course of action and there was none.

Senator Richardson announced that the Senate's Committee on Adjunct Issues had met and has elected him chair. The committee is developing a proposed survey and is also preparing a statement for Middle States. He invited the senators to send any suggestions for either project to him.

2. Approval of Minutes #78 of the September 18 meeting

Upon a motion duly made and carried, Minutes #78 of the September 18 meeting were approved.

President Kaplowitz reported that Senator Kleinig has suggested that when Minutes are approved, the chair ask if there is any business arising from the Minutes. She said that his suggestion was prompted by the approval, at our last meeting, of Minutes #77 which accurately reported what was said at the Way 20 meeting: she and Vice President Blitz had reported at that meeting that Provost Wilson had agreed to arrange 24-hour access to faculty offices for faculty who request it but that although the Minutes reported this accurately, this has not, in fact, taken place. She said that the executive committee would once again pursue this issue and said that henceforth the question would be asked regarding whether there is any business arising from the Minutes.

3. Report on a meeting between a delegation of the Faculty Senate and President Lynch and other administrators on Friday, September 25, about the faculty representation on the College Council [Attachment B]

President Kaplowitz reported that prior to the College Council meeting on September 24, President Lynch had said that the faculty representatives would be seated. During the College Council meeting, when a Council member who is not a member of the faculty asked why the election of the Council's new executive committee had been removed from the agenda, President Lynch said the reason is because 80th Street has challenged the legality of some of the faculty representatives and that because this was initiated by 80th Street we must wait for them to resolve this. When questioned further, he said that the faculty representatives in question were being seated only for the September 24 Council meeting and may be removed afterwards if 80th Street so decides.

After the meeting, President Lynch went over to speak to a large group of faculty representatives and reiterated that this challenge had been initiated by 80th Street and that he personally wanted to resolve it. President Kaplowitz reported that she told him that it was not 80th Street who initiated the challenge but rather he who had done so by writing to the Vice Chancellor for Legal Affairs on August 18. He said that that was not true, that he had not written such a letter. When she gave him a copy of his letter, he expressed great concern and asked if she could meet with him the next day because this was too important to delay.

The following morning, Friday, September 25, a

delegation of seven senators met with President Lynch and other administrators. The delegation consisted of Senators Dorothy Bracey, Orlanda Brugnola, Edward Davenport, Karen Kaplowitz, Tom Litwack, James Malone, and Martin Wallenstein. When the meeting resumed after lunch, Senator Wallenstein had to leave and Senator Rick Richardson joined the group. Senator Bracey suggested that the Senate be told which administrators were present: in addition to President Lynch, the administrators present were Eli Faber, Patricia Maull, Barbara Price, Mary Rothlein, Margaret Schulee, and Basil Wilson.

During the meeting President Lynch explained that two of his **administrators** had written and sent the August 18 letter on his behalf. President Kaplowitz reported that President Lynch had been very forthcoming and very responsive to the Senate's concerns. In fact, President Lynch told them that he had always understood that the Faculty Senate had meant to not only allocate but also to elect the at-large Council members and noted that had the Board of Trustees Faculty, Staff, and Administration Committee asked him this when the Charter amendment was before the Committee in January he would have said so, but he had not been asked.

As a result of the meeting with President Lynch, all the issues were resolved. It was agreed that John Jay's Charter of Governance empowers the Faculty Senate to allocate and elect faculty representatives to the College Council, as long as each academic department is allocated at least one seat to be filled by a full-time member elected by the department. Furthermore, any challenge to the membership of a Council member must be made in writing by a member of that constituency and must be submitted to the Judicial Committee for adjudication, as required by John Jay's Charter. Thus all 28 faculty members elected to the College Council last Spring for the 1992-1993 academic year have been recognized by the College administration, and specifically by President Lynch, the chair of the College Council, as duly elected voting members.

Immediately after the meeting concluded, the seven senators together wrote a memorandum of understanding summarizing the agreements. President Raplowitz reported that shortly before today's senate meeting, President Lynch left a phonemail message for her, saying that the memorandum of understanding accurately reports the agreements that had been reached [Attachment B].

Senators Norgren and Litwack praised the open communication by the President that enabled the resulting resolution of this matter.

4. Senate Hearing on the Draft of the Middle States Self-Study Report: Invited Guests: Middle States Steering Committee: Senator Lydia Rosner, Professor T. Kenneth Moran, Dean Eli Faber, and Dean Mary Rothlein.

The Middle States Steering Committee was welcomed as were the staff to the Committee: George Cockburn, Tom Fernandez, and Gail Hauss. Dean Rothlein said that she was speaking for the Committee members in stating their sincere

interest in receiving feedback on the document. She said it is the Committee's obligation to continue communicating about the report now that the college community has seen the entire report. She added that it was impossible to conduct this form of communication while the document was being produced although the Middle States Steering Committee did charge the self-study committees with reaching out and getting as much input and information as possible from the members of the College. She added that Professor Moran is unfortunately unable to be at today's meeting because he is attending a funeral.

Senator Norgren asked what the Steering Committee will do with all the information and feedback it receives. Dean Rothlein said that the Committee will synthesize as much as possible and will look for evidence of consensus. He said that what they have done to date was to take parts of the document, as presented to the College community, and made them into appendices. Senator Rosner said that the answer depends on the types of comments that the Committee receives. The first type of comments relates to discrepancies, which can be easily dealt with. Second are comments by people who are interested in particular areas: there are some who are very protective of their own territory. It is difficult, however, to make major revisions about reports that were two years in the making and that reflect the research and deliberation of various committees. Third, there will be a condensation of the text: the presentation is being changed without touching the content. Dean Faber noted that what is not happening yet is the writing of the last chapter. The letter from the Committee that accompanied the document asked for the ten most significant recommendations or directions for the College that each person suggests. There has not been much information received along these lines. He urged that attention be given to that. He explained that we need a final chapter that gives some sense of what we have learned and where we should go, as a College.

Senator Litwack asked whether we will get a chance to see the final document and whether we will have final input on the concluding chapter's list of priorities. Dean Rothlein said that the answer is yes, the document will be distributed again. Senator Litwack asked if there is any reason why ten recommendations are being requested: what if there are three or four major recommendations one wanted to make. Dean Faber said that ten is an arbitrary number and what is being requested is each person's or group's top priorities for the College. Senator Rosner suggested that the Senate propose what it sees as the most important recommendations for John Jay.

Senator Pittman asked whether it would be incumbent upon the administration to take action on the recommendations. Dean Rothlein explained that Middle States requires a periodic review five years after the reaccreditation process to see whether the recommendations have been acted upon. In five years some of the good ideas of today may appear as bad ideas but at least there will be a record.

Senator Pittman questioned whether the team making the site visit is charged with using our self-study report in making its assessment. Dean Rothlein said the visiting team is supposed to look at the College according to the way we

describe it in our self-study report. The way Middle States puts it, the reaccreditation review is not supposed to be idiosyncratic. The recommendations for our future should come from our own suggestions. They want the report to be reflective of the entire College community.

Senator DeLucia asked whether those of us who send comments about the draft of the report will be contacted about our suggestions before they are either printed or discarded. In other words, how will we know what is happening to our suggestions. Dean Rothlein said that everyone receives a letter acknowledging that the comments were received. But nothing will be printed with the commentator's name on it: the comments will not be printed as an appendix. Senator Rosner added that anyone who sends in comments may contact anyone on the Steering Committee to ascertain what effect the comments will have on the final report.

Senator Juda said that the problem is that the report suggests that we have reached a consensus as a College community about what appears in the report, as if the document reflects a community that has one opinion. He suggested that perhaps the final document should include an appendix of different views written by members of the College who write them for that purpose, knowing that they will be published and their authorship identified. He said that even the Supreme Court includes minority opinions and added that the appendix might in fact represent majority opinions whereas the report might reflect minority opinions.

Senator Jim Malone said that Middle States publishes a guide for the accreditation process which outlines what is necessary for a College to be excellent and how to measure the different aspects of a college. He said that the criteria are those generally agreed upon by all members of the academy.

Senator Juda acknowledged this but added that something that may be very important to one person may not be as important to someone else.

Senator Rosner said that this was a process that was designed to be very inclusive. Many committees spent a year just gathering information and another year writing a report. This report has not been the exclusive work of the Steering Committee. There was room for every person to participate and many people chose not to do so.

Senator Norgren asked what has been the response to the Middle States process by President Lynch. Senator Rosner said that just this morning the Steering Committee met with the President about the report and that previous to today he was kept informed about the self-study process by the Steering Committee. Senator Norgren said there seems little point to this report unless we have dialogue with the people who have a lot of power. Senator Jim Malone said that the purpose of the Middle States self-study report is to describe the College and especially the way that the administration functions and by describing ourselves accurately we are then supposed to analyze what changes we need to make and what things we should not change.

President Xaplowits said that the report clearly shows that a tremendous amount of work went into it. President Lynch said at the Cabinet last week that he was pleased that so many hearings are scheduled so that no one will be able to say in March when the visiting team comes that they were unable or had difficulty making their responses to the report known. She said that the open hearings do permit responses to the report. But the report itself is not necessarily reflective of the viewpoints of the community. Whereas there were efforts to obtain student opinions and attitudes through a written survey of 800 randomly selected students, there was no such process with the faculty or staff. Many chapters were written by one or two people who themselves may not be as knowledgeable about the topic as others. Furthermore, there is a tone to the report that is troubling when reference is made to faculty and to students.

Furthermore, she said, it is unfortunate to find that the report does not always accurately reflect what was said to the Steering Committee by the Faculty Senate when the Steering Committee met with the Senate on April 30, despite the report of the Senate's comments in Senate Minutes #75. For example, on page 19, the Report says that the faculty want to make policy yet the Senate minutes report the statement that faculty should make academic policy, which the Middle States report acknowledges is primarily the faculty's role when it quotes from the 1969 Board policy on page 13. Although some speculate that President Lynch's unavailability is in response to positions taken by the Senate in late May, the Senate minutes of the April 30 meeting report that the President is unavailable. This point was also raised during the meeting of the Council of Chairs with the Steering Committee. Yet the report characterizes the President as having an open door policy.

President Kaplowitz said that, on the other hand, the Senate minutes report fulsome praise of the President for creating and maintaining a culture of academic freedom which is not only praiseworthy but not to be taken lightly or for granted. Yet this very positive aspect of the College and of the President appears as an off-hand remark in a very brief sentence.

Dean Rothlein agreed that the issues of academic policy and of academic freedom are terribly important. Getting these types of comments in writing will make it possible to correct the report. Dean Rothlein noted that in many ways because of the people who are participating, the self-study is a self-correcting process. She added that she cannot guarantee that the Senate minutes were in hand when the governance chapter was being written.

Senator Kleinig expressed his feeling of frustration at being a participant in a process to shrink the document as it is. He said he has made marginal notes throughout the report but when he learned that the report is being reduced in size from 168 to 100 pages, he decided that there seems little point in writing up the comments. He added that there does not appear to be a point in commenting on the current document since the corrections may well be of sections that will ultimately be deleted and it seems unlikely that anything new will be added. All one can hope is to make general comments and express general concerns

such as the Benate did at its last meeting. Unless we had a vast document about which we could go at length, there appears to be little point.

Dean Rothlein said that the Committee would be happy to receive marginal notes (on the report itself or on photocopied pages of the report) if he or anyone else would like to send comments in that form. She added that Middle States mandates that the report not exceed 200 double-spaced pages.

Benator Litwack said it is important that the Faculty Senate should see the final draft and have ample time to discuss it before it is sent to the visiting team. He noted that it would be terrible if a document were presented with which the faculty did not agree. He asked whether there is any reason why a minority viewpoint can't be added. He said he agrees with Senator Juda's earlier comments about this.

Dean Rothlein said that the report is filled with different points of view. But one of the central Middle States guidelines is that the report must reflect the way the College views itself. Senator Litwack said he is only suggesting a compendium of minority comments, even if the compendium is not included as part of the report. He asked whether such a compendium, either appended to the report or published separately, is permitted by Middle States.

Dean Rothlein said that she saw no reason why this could not be done. Dean Faber, however, suggested that the matter has to be checked with the appropriate staff person of the Middle States Commission.

Benator Juda said that if the faculty were informed that their views would appear in print somewhere it would be very empowering. It would also add to the power that the College derives not only from consensus but also from disagreement.

President Kaplowitz said that if Middle States does not permit such a compendium, the Faculty Senate could publish such a document and could invite written, signed comments about the final draft of the Middle States report.

Senator Litwack reiterated his question about whether the Senate will get a copy of the final draft of the report in time to comment upon it before it is sent to the Middle States visiting team as he has suggested. Dean Rothlein said that this is a question that the Steering Committee will have to discuss. She explained that a Steering Committee meeting is scheduled for October 15 to discuss the report. That is the date by which all written comments must be received by the Steering Committee. Senator Litwack said today's meeting with the Faculty Senate would be meaningless if we do not have an opportunity to see the final report.

Senator Brugnola questioned why with 49 percent of all course sections being taught by adjuncts, no self-study committee was established, when this process began, to study this crucial aspect of the College. She said that throughout the report there are only isolated comments about adjuncts and the reliance on adjunct faculty.

Senator Guinta said he was the chair of one of the committees and everyone on the committee worked very hard. The committee met weekly and interviewed many people although no survey was done. He asked President Kaplowitz as a point of information whether she was ever solicited to participate on or to be interviewed by any of the committees. Be noted that he interviewed her for his committee's report on the physical plant. President Kaplowitz said that she originally had been a member of the self-study committee on governance, administration, and organization but that both she and Professor Crozier resigned from the committee in August 1991, after serving on the committee for a year. She said that she felt that a survey of the faculty and staff was necessary for that committee's report but that the majority of the committee members did not agree. She said that faculty opinions (and others' opinions) about the effectiveness of the governance structure and of the administration and organization of the College could only be accurately ascertained through a survey of the faculty and staff.

Senator DeLucia asked whether the record of the open hearings would be helpful to faculty in further developing their responses. Dean Rothlein said the hearings are taped and the tapes are available to those who want to listen to them.

Dean Faber said that the open hearings are an example of the kind of problems one faces. The views expressed by faculty at the hearings were contrary to what some of the self-study committees wrote. He asked what one does with such contradictory reports. It becomes very tricky to define what is the consensus. He explained that the steering Committee opted to not adopt specific recommendations but to include various recommendations in the hope that groups such as the Senate and the Chairs would present priorities for the College. Yet there continues to be a discontent because particular points of view are not expressed. In some cases the Steering Committee urged the self-study committees to be more forceful in their criticism. He said that, to him, the multiplicity of points of view is precisely what should be expressed throughout the study.

Dean Rothlein concurred and noted that the report is not supposed to solve the problems of the College. Some people feel that the report is successful because it raises the issues that we have not fully talked about before now. If there is consensus, then it may be that only a few are speaking for the College.

Senator Wallenstein said that the Senate first discussed this report at a Friday meeting two weeks ago. Many other committees meet on Fridays. The Senate members had concurred that the comments about a two-day faculty misrepresent the actual situation. President Kaplowitz agreed that this was an aspect of the report that dismayed virtually everyone on the Senate. She noted that unlike faculty at other CUNY schools, we teach from early morning to late evening and as a result we are at the College for long stretches of time and are, therefore, very available to students. Students who transfer here or who transfer away and come back to visit invariably recount how much more available John Jay faculty are than those elsewhere. She said faculty at other

schools may teach three days but many leave the campus when their classes are over.

President Kaplowitz noted that another aspect of the report prompted universal disagreement by the Senate: the comments that assert that the student takeovers were the result of differences in background between the faculty and staff and the students. He said that such undocumented statements do not belong. Not putting the takeovers in the context of CUNY-wide protests and the CUNY policies of the time is very misleading.

Senator Guinta agreed that the claim that the difference in backgrounds between faculty and students caused the student takeovers is unfounded. He said he found it personally insulting and said that it also puts into question our ability to teach. He said he believes he is an effective teacher and that he and his students respect each other and that his and their backgrounds are totally irrelevant. He said that for some of us that was a very painful comment.

Senator Litwack said that the statement that the activities of the President are more important than those of the faculty is also a misrepresentation. He also noted that although no formal survey was done of the faculty, the Middle States self-study committee on the budget on which he served did interview leading members of the administration and of the faculty regarding how the College should be improved. However, he added, even though he was an active member of the committee. he never saw a draft of the report before it was transmitted to the Middle States Steering Committee and that the committee chair had been the sole author. He added that he does not have grave disagreements with the chapter and for that reason is not as disturbed as he would otherwise be about not having had an opportunity to review the report before it was submitted. One other comment concerning the College's strengths: in the mission chapter we state as our goals many things that we are already doing. The inclusion of those goals implies that we are not doing them whereas their inclusion is obviously meant that whether we are or are not doing them we should be. An example is the goal that states we should provide assistance to criminal justice agencies: if there is one thing the College does do it is this. Dean Rothlein agreed that a differentiation has to be made between those goals that are plans for the future and those that we are actually doing.

Dean Rothlein said that when the Steering Committee met with President Lynch earlier today, he said that one of the items on his list of top priorities is the heavy reliance on adjunct faculty. He also considered the praise of him to be inappropriate and a bit one-sided.

Vice President Blitz said that in the chapter about the faculty the information about publications is inaccurate. He said that many more books and articles were written than are reported in the section. He asked what he is supposed to do as a faculty member who knows this is inaccurate: is he supposed to research it and report the correct number. Dean Rothlein said that once something like this, an error, is pointed out by a reader of the report, it is up to the

Steering Committee to ascertain the correct information.

Vice President Blitz asked how can one raise the issues that need to be raised, such as faculty publications, if information is not accurate. Dean Faber suggested that making the discussion part of the minutes of this meeting would indicate the concern. It is incumbent upon the Steering Committee to see that the issues are incorporated.

Senator Kleinig said that in many universities there are prepared bibliographies of faculty publications which are made part of the yearly report. Here we only have the President's award ceremony to which many of us may not care to respond. Dean Rothlein said that her quick response is to go to the Provost and ask his Office to correct the data with information that might be available to them. Dean Faber said we would have to say that the list of publications is at best incomplete and recommend that the College go about gathering this information. Vice President Blitz said that the reputation of a College is largely based on publications. In his own department, English, there are many publications that are never known about. The same is true of adjuncts, many of whom have published books and articles. The report does not present the faculty in a very good light. The President's outreach to agencies is highlighted, while the faculty is presented negatively.

President Kaplowitz said that the report is vigorous in its criticism, in many important areas, but that in not showing what we are good at we are misrepresenting ourselves not only to Middle States but to our own College community. This is the document that everyone is reading and we are giving an almost unrelievedly negative portrait of ourselves.

Dean Faber said that the most consistent thing the Steering Committee has heard is that the report is honest but that it does not stress the good things we are accomplishing. It would be very helpful if the Committee were to receive a list of positives to supplement its own such list.

Dean Rothlein said that hearing Vice President Blitz talk about the inaccurate portrayal of the faculty says a lot more than about the specific number of publications; it says much about how people feel about fellow faculty members, about John Jay, etc. The dialogue around the report is forcing us to share our feelings and perspectives with each other. It can help us to solve problems. President Kaplowitz agreed and reported that at the beginning of today's meeting, the Faculty Senate had been very pleased to hear that President Lynch had met with a Senate delegation to resolve the issue of faculty membership on the College Council and that they had seen this as a positive sign of what is hoped to be a resumption of open and regular communications between the President and the Senate.

Senator Litwack reiterated his opinion that a compendium of dissenting opinions of the final draft should be compiled, even if it cannot be submitted to Middle States. It should only include statements that have been specifically submitted for that purpose. President Kaplowitz said that perhaps people should be invited to write their comments for this purpose. She again noted that if the Steering Committee

cannot issue such a compendium, the Faculty Senate right wish to do so.

President Raplowitz added that it is difficult to develop a list of top priorities for the College based on the self-study insofar as the report itself is contradictory about one of the most aentral issues: whether we have control over our admissions policies. Asked by Dean Faber to be more specific, she quoted from the Introduction, on page 2, which questions whether we should change our admissions policies and then quoted the statement from the Governance chapter, on page 12, that the "University's mandate to maintain current levels of enrollment prevents the College from seeing a smaller student body as the solution. . . ." She said that a person reading the report would not know that each CUNY college does have control over its admissions policies. She pointed out that Queensborough Community College this semester downsized its enrollment by 1,000 students even though community college budgets are determined by enrollment, which is not true of senior college budgets. Furthermore, each college has control over its admission standards, something we have long been led to believe is not true. Dean Faber concurred that each college has some control over the number and the qualifications of the students it admits and expressed his appreciation that this important contradiction in the report was being pointed out. He gave examples of ways John Jay has established enrollment and admissions policies in the past, noting that the decision many years ago to request a waiver so that students could enter John Jay with less than the average or class standing required for admission to other senior colleges is a noteworthy example.

Dean Rothlein explained that the statement about enrollment on page 12 reflected a policy directive during the last budget year about negative budgetary consequences if enrollment were to decline, but she added that such a directive is different from the issue of a college's right to set its own policies. President Raplowitz said that we need an analysis of the consequences, budgetary and other, of the different options that are open to us. Without both that and accurate information about CUNY policies we cannot make informed plans for the next ten years. Senator Litwack noted that Middle States is not the forum for making those decisions: it is, rather, the way to get the information needed for making those decisions.

The Senate thanked the Steering Committee for coming to today's meeting and Dean Rothlein expressed the Committee's appreciation to the Senate for having extended the invitation.

The meeting was adjourned at 5:45 P.M.

Respectfully submitted,

Olga Scarpetta  
Recording Secretary

**ATTACHMENT A**

**Announcements from the chair**

**Report on impact of budget cuts at John Jay**

At the September 22 meeting of the University Faculty Senate, campus reports were given by a delegate from each CUNY college about the impact of the budget cuts on her or his college. Professor Kaplowitz gave the report about John Jay College. She compared the Fall 1988 semester (or when those data were not available, the Fall 1989 data) with the Fall 1992 data. In this way the current semester was compared with the period before the first of the two early retirement initiatives took place, that is, the period just before the budget crunch hit:

**Table I  
Enrollments**

Number of students undergrad grad	Fall 1988	Fall 1992	
	6770 542	7936 681	+17% +26%
total	7312	8619	
FTEs	5073	6198	+22%
entering freshman	1295	1366	+5%

**Table II  
Course Sections/Adjuncts**

	Fall 1989*	Fall 1992	
course sections	1960	2122	+8%
Number of adjuncts	234	330	+20%

**Table III  
Adjunct Sections**

	Fall 1988	Fall 1992	
Number of sections taught by adjuncts	295 (34%)	505 (49%)	+44%

\* data not available before Fall 1989

Budget report (cont)

Table IV  
Full Time Line Distribution

	FY 1988-89	FY 1989-90	FY 1992-93
Teachers	241	226	196
Academic Support (Provost Non-Teachers)		72	63
Student Services		58	50
Institutional Support		160	142
Total	536	516	451

The above tables show that since 1988-89, John Jay has sustained a cut of 90 full-time positions out of a total of 536 (17% reduction). Of those 90 positions cut, 40 have been teaching faculty (N.B. 50 were teaching faculty but we have hired 9 faculty this semester).

We have taken a cut of \$5 million in budget reductions since 1988-89 on a base of \$29 million (17% cut). In other words our resource power is down 17%. Yet at the same time our student workload as measured by FTEs is up by 20%.

Table V  
Adjunct Sections/Department\*\*

Percent of adjunct taught sections	1989-90*		1991-92
	Math	50 %	67 %
Engl	30 %		62 %
Sp & Th	53 %		58 %
AMP	20 %		42 %
Law & PS	25 %		39 %
Gov	46 %		56 %
Soc	22 %		50 %
Psych	15 %		51 %

\* Data not available prior to Fall 1989  
 \*\* These are the eight largest departments. Data for all departments are being compiled for a follow-up report.

Note: The Mathematics Department now has 13 full-time and 46 adjuncts, each of whom teaches two sections. The English Department's writing program is characterized by 75% of its

Budget report (cont)

sections taught by adjuncts. The Law and Police Science; Government; Sociology; and Psychology Departments are four of the six or seven departments that offer majors and interdisciplinary majors. The forensic psychology and criminal justice (and related majors) are the only such programs in CUNY.

The Forensic Science Department has had no budget to buy or replace science equipment for the past two years and has none this year; this is the only forensic science program at CUNY. Counseling has 9 counselors for 8600 students. Financial Aid has 6 full-time staff for 6800 students on financial aid received through eleven different programs. The Writing Center may have to curtail tutoring because the director, who is on leave, has not been replaced. The Library acquisition budget is down 37% the last two years and no acquisition is possible this year. 339 reference and serial titles have been cut of which 118 were periodicals out of a total of 1100 periodicals.

Budget update

CUNY Central has said that each college can hire back 20% of the number of faculty who took early retirement. John Jay lost 10 faculty to ERI and therefore we can hire two faculty (presumably substitutes). CUNY Central has set a line ceiling at each college and at John Jay the ceiling is 210 faculty and a total of 446 lines.

September 22 University Faculty Senate meeting

Professor Robert Picken, UFS chair, reported on the situation at CUNY. A total of 351 took early retirement: 284 at the senior colleges and 67 at the community colleges (which were not credited toward the mandatory target of 225). Of those 351, 256 are teaching faculty and nearly 100 are administrators.

The full-time teaching faculty at CUNY is now 5,920. A total of 510 positions were cut from the instructional staff (through early retirements, non-reappointments, and retrenchments) which had numbered 9,666 on June 30 (this is a 5.25% cut). This includes 60 HEOs who have been or soon will be retrenched and approximately 100 HEOs who were not reappointed in April (many of whom presumably would have been reappointed had there not been a budget crisis). Seven tenured faculty have received retrenchment notices, all at CCNY; one case looks as if it will be favorably resolved and the others may be resolved. CUNY has 10,000 part-time employees by head count (adjuncts, college assistants, etc.)

The number of students, by headcount, is 205,000. The number of FTEs is 144,274. Admission is up 7.1% over Fall 1991: 60,582 students were admitted this semester compared to 56,585 a year ago. At the senior colleges, the increase is 3.6%, with new freshmen admits up 2.2% and transfer students up 7.0%. At the community colleges, admission is up 13.1%, with new freshmen up 5.7% and transfers up 24.1%.

A \$15 million grant, over a five-year period, is being given to CUNY for an applied science institute. This will be a multi-campus project housed at the Graduate Center. It is part of NYS's \$74 million high technology initiative.

Governor Cuomo has asked for a literate workforce educated for the 1990s. Last week in speeches in Albany and in Buffalo he said higher education is one of his higher priorities and that next year SUNY will not have the budget cuts of the past and mid-year cuts will probably be avoided.

September 22 University Faculty Senate meeting (cont)

The Governor's aide, Cornelius Foley, told Professor Picken that CUNY can expect that the same promises for SUNY will hold for CUNY.

On August 4, the New York State Regents named 18 people to a Commission, headed by Victor J. Riley, CEO of KeyCorp, an Albany-based financial services company. The Commission is charged with making recommendations on the future organization and funding of higher education in New York State: what do people need from education; how can we achieve equity and excellence. Professor Picken said it is distressing that most members are connected to private higher education or to private industry, rather than to public higher education. None of the members is currently connected to CUNY or SUNY. The recommendations of a similarly constituted commission, the Bundy Commission, were taken very seriously and we have suffered as a consequence. Professor Picken urged all faculty to write the Regents to protest the unrepresentational nature of the Commission and to urge that this be rectified.

On December 4, the UFS is presenting an all-day conference on "Strengthening Campus Governance." Professor Kenneth Anderson, a former first vice president of AAUP, will be the keynote speaker. All UFS delegates are invited. In addition all faculty senate chairs are invited. In addition, the faculty senate of each college is being asked to select eight additional faculty to attend. The conference will be held at John Jay.

An ad hoc committee of faculty knowledgeable about institutional research is being formed to monitor CPI. At

CCNY, two departments were disbanded: the Department of Germanic and Slavic Languages and the Department of Speech. In each case, all faculty took early retirement, except one member of each department who transferred. A delegate from CCNY said that those two departments were targeted largely because all the faculty members were eligible for early retirement, although not all wanted to take early retirement.

Vice Chancellor Rothbard reported to the UFS. There are three good things: three community colleges received \$1.5 million for new building openings and the amount will go up to \$2 million in 1993-94; a \$1.5 million grant for laser technology under the leadership of Professor Halpern (Brooklyn); for the 1992-1993 budget, the 1% set aside has been waived for CUNY (this is a \$6 million item for CUNY).

Non-degree enrollment is down across the board: transfers into community colleges from outside CUNY is up by 15%; the enrollment target of 205,000 is being met.

The downward trend of tax levy support by the state is clear: in 1988-89, state aid was 75% of CUNY's total budget. For 1992-93, state aid is projected to be only 62% of the budget. On the other hand, tuition has gone from 23% to 35% of the budget. In 1988-89, state support was \$6,460 for each FTE; for 1992-93 it is \$4,900 for each FTE. That is a 24% decline. At the senior colleges, state support has gone from \$7,240 to \$5,660, which is a 22% decline. At the community colleges it has gone from \$4,860 to \$3,480, a 28% decline.

The Chancellor's strategies are: aggressive pursuit of Federal support; an updating of the 4-year master plan for the State Education Department (SED) in which such things are

September 22 University Faculty Senate meeting (cont)

being proposed as conversion of adjuncts to full-time lines); educating the Riley Commission about public higher education; educating the City Council; development of education of a city workforce, which is to be the key to the 1993-94 budget proposal. Vice Chancellor Freeland (Academic Affairs) and Vice Chancellor Rothbard are working with some campuses to develop initiatives for developing the NYC workforce (this is the Governor's emphasis).

The October meeting of the Board of Trustees will have on the agenda CUNY's proposed budget request, which will include: adjunct conversions because we are getting to the mid forties at the senior colleges and to the high forties at the community colleges in terms of percentage of adjunct taught sections on the undergraduate level; renovation of facilities; responding to the impact of ERI. Retrenchment guidelines are still in effect; the Board's declaration of fiscal exigency is in effect CUNY-wide because CUNY's guidelines on retrenchment do not provide for specific timetables; therefore, some campuses might still have to retrench or form retrenchment committees.

Vice Chancellor Donal Farley addressed the UFS: he has taken early retirement, effective in several months. He said condition surveys are taking place on every campus (outside companies have been hired to do this) and a prioritized projects list is expected in a year. The Building and Equipment Discretion Fund provides monies for CUNY to conduct comprehensive analyses of problems as well as money to solve physical plant problems (such as air conditioning systems).

President's Cabinet: September 23

Enrollment figures are not final but we will have approximately 8600 students; in the Fall 1991 we had 8529. We are about 150 FTEs ahead of last year but we do not have the final figure because students are still dropping classes. Admission of freshman Associate Degree students was cut off in May and regular freshmen admissions were stopped in July.

The Fire Academy satellite program has only 30 students. The offerings were cut from six to three courses: two in fire science and one in speech.

The Student Leadership retreat was reported to have gone very well. Between 50-60 students attended as did many administrators.

We are offering more sections than last semester: Spring 1992: 1048 sections; Fall 1992: 1096 sections. Provost Wilson reported about his plans regarding strengthening a culture of teaching at John Jay.

Metal detectors were used at a recent dance at John Jay and will be used at such events from now on.

Phase 11: there is no news but the property has not been sold yet. The Chancellor has put this in the budget request.

A dinner will be given for retirees, their spouses, and their department chairs. This was done for last group of retirees.

Students of color at John Jay were reported to score in the bottom 20% on the LSAT. Three JJ graduates were among 21 taking a special law school preparatory course this summer.

13 John Jay students studied for two weeks in the Caribbean, one week each in the Dominican Republic and Puerto Rico. A formal relationship has been signed between John Jay and InterAmerican University.

College Council September 24 meeting

All agenda items were approved except election of student members to the Judicial Committee because the student members had submitted five names for four positions but no ballots had been prepared. [The situation about the faculty representatives to the College Council will be reported to the Senate on Sept 30]

Council of Elected Faculty Governance Leaders: September 11

The Council of Elected Faculty Governance Leaders met on September 11 with the Executive Committee of the University Faculty Senate at the Mount Sinai School of Medicine.

Professor Kaplowitz attended along with delegates from fifteen other CUNY colleges. Reports included the fact that Queensborough is downsizing: more than 1,000 students were not allowed to register (these are non-degree students).

The promise incorporated into ERI is that teaching faculty will be replaced 100% and administrators will be replaced 20% over a six-year period.

Last semester, 40% of sections were taught by adjuncts at the senior colleges and almost 50% were taught at the community colleges.

Tuition is 40% of community college budgets now; it was 20% in 1988-89. Budgets of community colleges are driven by enrollment: this is not true of the senior colleges.

The Queens College delegate, in reporting on governance practices, explained that Queens College has a 15-page Charter, a 40-page set of Bylaws, and a 60-page policy document (printed in 6 point type) of the policies passed by the governance body that the administration must follow.

Faculty can control admission to majors but admission allocation decisions can be overridden by 80th Street.

The report from the blue ribbon committee chaired by President Goldstein is awaited. It will chart the course of CUNY into the next century. A preliminary report shows that the committee is trying to identify program areas that need strengthening, areas where programs profitably can be consolidated, areas where programs can be eliminated.

President Goldstein has stated that some programs and majors do not need to exist, at least not at every college. Prior to issuance of the report, the Goldstein Committee will consult with the UFS, the PSC, and perhaps with the USS. Then the report will be issued and widely discussed through-out the University before being implemented. The method used for CPI is the method that will be used for campus consultation. This is not a referendum, but rather a chance

for all of us to discuss and influence the report. The Chancellor is concerned about the needs of NYC and CUNY's role in developing a workforce. The staff of the Committee is looking at every major, the number of students majoring in each program, the graduation rates, etc.

Information about CPI: if a community college says a student has completed CPI requirements and the student graduates from that community college and transfers to a senior college, the senior college must accept the CPI certification. But if a student transfers from a community college without graduating, it is the senior college that determines whether the certification requirements of CPI are being met or have been met. Similarly, if a student graduates from a high school with all the CPI courses and enters a CUNY senior college, the senior college must accept CPI certification as having already been met.



# JOHN JAY COLLEGE OF CRIMINAL JUSTICE

*The City University of New York  
445 West 59th Street, New York, N. Y. 10019  
212 237-8000 / 18724*

**September 28, 1992**

To: Gerald W. Lynch  
President, John Jay College

From: Dorothy Bracey Karen Kaplowitz *Karen Kaplowitz*  
Orlanda Brugnola Tpm Litwack  
Edward Davenport James Malone  
Rick Richardson

Re: Memorandum of Understanding regarding the meeting on  
September 25, 1992

The following is a Memorandum of Understanding of the agreements arrived at during the meeting that the above named members of the Faculty Senate had with President Lynch and with other members of the John Jay administration on September 25, 1992. If there is any disagreement with the following understandings, please let Professor Kaplowitz know before the next meeting of the Faculty Senate, which is on Wednesday, September 30 at 3:15 PM.

1. President Lynch recognizes and affirms that under the John Jay Charter, Article I. Section 3.a.1., as properly interpreted, the Faculty Senate has the right and the authority, if it so decides, to itself elect, from among its at-large representatives, faculty representatives to the College Council, so long as each academic department is allocated at least one seat which each department is to fill by election of a full-time member of its department.
  2. Accordingly, the five members of the Faculty Senate who were elected by the Faculty Senate on April 15, 1992, to serve on the College Council as faculty representatives, namely Orlanda Brugnola, Karen Kaplowitz, Tom Litwack, Rick Richardson, and Olga Scarpetta, are recognized by President Lynch to be duly elected members, with full voting rights, of the College Council for the 1992-1993 academic year (through June 30, 1993).
  3. If an appropriate member of the College community chooses to challenge the right of another member of his or her constituency to serve on the College Council, such a challenge must be brought in writing to the Judicial Committee of the College Council, to be resolved by the Judicial Committee, according to Article I. Section 4.e. of John Jay's Charter of Governance.

cc. Martin Wallenstein