

FACULTY SENATE MINUTES \$81

John Jay College of Criminal Justice

October 27, 1992

Time 3:15 PM

Room 630 T

Present (24): Michael Blitz, James Bowen, Dorothy Bracey, Orlanda Brugnola, Edward Davenport, Migdalia DeJesus-Torres de Garcia, Henry DeLuca, Jannette Domingo, Robert Fletcher, Elisabeth Gitter, Robert Grappone, Karen Kaplowitz, John Kleinig, Lawrence Kobilinsky, Gavin Lewis, Tom Litwack, Rubie Malone, Rick Richardson, Lydia Rosner, Olga Scarpetta, Chris Suggs, Antoinette Trembinska, Martin Wallenstein, Agnes Wieschenberg

Absent (14): David Brandt, James Cohen, Peter DeForest, Vincent DelCastillo, Robert DeLucia, Lotte Feinberg, Lou Guinta, Dan Juda, James Malone, Jill Norgren, Dagoberto Orrantia, John Pittman, Douglas Salane, Edward Shaughnessy

AGENDA

1. Announcements from the Chair
2. Approval of Minutes #80 of the October 15 meeting
3. Approval of calendar of Spring 1993 Senate meetings
4. Discussion of the Faculty Senate's list of priorities for John Jay as requested by the Middle States Steering Committee for the final chapter of the self-study report
5. Discussion of the agenda of the October 28 College Council meeting
6. Proposed Charter amendment: Judicial Committee (Student Disciplinary Committee)
7. Proposed resolution: Resolved, That the Faculty Senate shall develop and conduct a survey of John Jay faculty
8. New Business

1. Announcements from the Chair [Attachment A]

The Senate was directed to the written announcements [Attachment A]. It was reported that as agreed, President Lynch will meet with the Senate on Friday, December 11, and that a back-up meeting will be on Tuesday, December 22, at 3:00 PM, in case a conflict prevents him from being available on December 11. Should President Lynch meet with the Senate on December 11, the later meeting would be cancelled. In the meantime, as agreed by the Senate and President Lynch, a delegation from the Senate will meet with him on Thursday at 2:15, which is the day and time most

convenient for him. Those Senators available to attend this meeting were asked to inform the executive committee members (only two of whom are available to attend the meeting). The Senate concurred that given the scheduling conflicts and the busy schedules of the faculty and of President Lynch, this approach is the wisest: when the President is available to meet, those members of the executive committee and other Senators would form a delegation. This, in fact, was what was done when the President decided to meet to resolve the issue of faculty representation on the college Council: two members of the executive committee and five other Senators attended that Friday meeting.

The one open hearing that the Board of Trustees has scheduled this year is on January 14 from 4:00-8:00 PM, at City Hall. To address the Board, one must sign up by calling any time until 4:00 PM on the preceding Friday. This hearing is open to any member of the public about any topic related to the University. President Raplowitz said that in light of the discussion that the Senate had with President Lynch on October 15 about John Jay's inequitable funding when compared to most of the other senior colleges, John Jay faculty might want make the case directly to the Board. This is an option if the faculty/administration position paper being developed does not get the wished for response from 80th Street.

President Kaplowitz reported that she just came from a meeting about computerized registration and prerequisite checking. She said that Acting Computer Center Director Peter Barnett has developed a method for computerized prerequisite checking, in response to the mandate of the Faculty Senate and the Council of Chairs. President Kaplowitz said that Dean McHugh had been very supportive of Dr. Barnett's proposal and that another meeting is set for next week. She noted that it has been determined that it is technologically possible, given John Jay's computer systems and resources, that prerequisite checking can be done. The next step is the implementation although, she said, it is not clear whether there is an institutional will to do so. She spoke about one senior non-academic administrator who attended the meeting who strenuously challenged the need for prerequisite checking.

2. Approval of Minutes #80 of the October 15 meeting

By a motion duly made and carried, Minutes #80 of the October 15 meeting were approved.

3. Approval of calendar of Spring 1993 Senate meetings

Senator Litwack noted a problem with one of the proposed Senate meeting dates. It was agreed that the Executive Committee would return this item to the agenda of the next meeting, after resolving this conflict, if possible.

4. Discussion of the Faculty Senate's list of priorities for John Jay as requested by the Middle States Steering Committee for the final chapter of the self-study report [Attachment B]

The Senate reviewed the 22 items that had been submitted by members of the Senate as priorities for the College. This list had

been voted on, tabulated, and organized prior to the meeting. The 22 items were presented in descending order of priorities, with the first having received the most votes, the second the second most votes, etc. President Kaplowitz reiterated her phonemail message to the Senate: the Middle States Steering Committee has given the Senate an extension until after today's meeting to submit the list of the Senate's top priorities for the College.

Senator Suggs congratulated the Executive Committee for preparing an excellent document in such a short time. He moved that the ten issues that received the highest votes be transmitted to the Middle States Steering Committee, as the Senate's top priorities. Senator Rosner seconded the motion.

Senator Litwack reminded the Senate that at our last Senate meeting we agreed that if we were granted an extension of the deadline, we would review the document as a body and make any changes that the Senate as a body agreed to.

Senator Gitter moved that the list be amended so that the improving of retention and graduation rates be linked to improving and extending the academic, financial, and emotional support services available to students. Senator Suggs accepted the amendment to his motion.

Senator Grappone asked whether specific mention of remedial course availability should be included in light of the document prepared by Institutional Research Director Gail Hauss, which had been submitted by Senator DeLucia, on the lack of availability of remedial and core English and Mathematics courses. Senator Rosner said that the item that speaks to the need for sufficient sections of all courses includes remedial and core courses. Vice President Blitz noted that the numbers in the Office of Institutional Research document are not universally acknowledged as accurate, with the variation extending from 993 students for whom there were no available English core and remedial sections (according to OIR) to a single student for whom there was no course available (according to other sources). President Kaplowitz said that Provost Wilson said at today's meeting on computerized prerequisite checking that he and Dean McHugh are planning to tabulate the number of students who register for the Spring 1993 semester who are unable to get required or remedial courses.

Senator Litwack noted that although improving the graduation and retention rates is the Senate's second highest priority, there needs to be a statement about the need to improve the standards for graduation. He pointed out that one way of increasing graduation numbers is by lowering standards. He said that too many students currently graduate without having achieved the academic skills and knowledge that are required of legitimate graduates. He suggested that the second item, improving the retention and graduation rates, be amended to include the phrase "while maintaining or improving academic standards for graduation."

Senator Gitter moved that language about improved academic standards be included with another of the Senate's top 10 priorities, that of increasing support for faculty development and research, since faculty development could and should address the establishment and maintenance of academic standards.

Senator Litwack agreed that that is also important but said that it is different from what he is concerned about. He said we want to increase retention, but we also should keep in mind that

we want to increase the academic quality of the students we graduate. Senator DeJesus-Torres de Garcia asked if Senator Litwack is talking about admission criteria and he said he is not, that he is talking about students progressing toward their degree and graduating despite having less ability than is required for those levels of college study.

Senator Suggs said he thinks Senator Gitter is, in fact, talking about the same thing. He noted that faculty development is usually oriented to improving classroom and academic standards. The studies all show that the most effective way of achieving better academic standards among students is by improving the practitioners.

Senator Suggs added that what Senator Litwack is talking about is not increasing retention in terms of the number of students but in terms of the quality of students and that is another reason why the issue of standards should not be connected with retention and graduation goals but with faculty development.

Senator Gitter suggested that Senator Litwack's concern be included with faculty development but that the language specifically speak of the goal of improving the level of our students' academic performance.

Senator Suggs said that when he was a faculty fellow in the Office of Academic Affairs at 80th Street during the past few years, he visited all the CUNY colleges to learn about their faculty development programs; What he learned was that not all colleges deal with faculty development in the same way: for example, the faculty development programs at Queens and Hunter are solely for research, while the program at CCNY includes classroom instruction and curriculum. But what he also discovered is that John Jay is the only CUNY college that has no faculty development program.

Senator Litwack moved to amend the second highest priority, improving the retention and graduation rates, by including the phrase "while maintaining or improving academic standards for graduation." Senator Suggs declined to accept the amendment. He agreed that the quality of academic work needs to be addressed but not, he said, in the context of retention and graduation rates.

Senator Litwack said he is concerned that we will try to improve our retention and graduation rates by lowering standards even further. Senator Gitter said that there is no study that shows that lower academic standards leads to an increase in retention or graduation rates. Senator Litwack responded that our standards should be tied more closely to goals for graduation.

Senator Gitter moved that the Senate's priority that calls for increased support for faculty development and research be amended to include language about improvement of student academic standards. Senator Davenport said the issue of academic standards should be a separate item of its own. At least one department, English, has had heated discussions about standards as a major concern as a result of the Middle States self-study. Some people outside the Senate are very concerned about the issue. Tying it to other issues makes little sense. It should be a separate issue.

Senator Litwack's motion to include the issue of academic standards with improving retention and graduation rates was voted on: 9 yes, 9 no, 3 abstentions. The motion failed. Senator

Gitter's motion to include the issue of academic standards with the issue of support for faculty development was then voted on and carried with 15 yes, 2 no, and 4 abstentions.

Senator Richardson moved that the Senate's top priority, the rebuilding of the full-time faculty, be amended to include the importance of finding ways to engage the adjunct faculty in the life of the College. The motion carried by unanimous vote.

The motion by Senator Suggs to adopt and transmit the list of ten top priorities as the Senate's top priorities for the College, as amended, carried by unanimous vote [Attachment B].

5. Discussion of the agenda of the October 28 College Council meeting

Senator Richardson called the Senate's attention to the proposed revision of the Police Science major and questioned the omission of courses on drug and alcohol abuse. He said that at least a course on the elective level should be included.

Senator Bracey said there are a number of problems with the proposed revision of the major, including the overlapping of the three tracks. She said that a member of the Curriculum Committee had determined that three students could each take one of the three tracks and manage to take the identical set of courses except for one course.

Senator Richardson said that the major seems to be designed primarily for the benefit of those who are already on the police force. Senator Bracey added that the major, as proposed, does not address the academic needs expressed in the accompanying statement. Senator Blitz noted that three writing course options are presented as part of the major but that the English Department offers only one of the courses.

President Kaplowitz asked if any Senator was on the Curriculum Committee last year, when this major was approved. No one present had been. Senator Kleinig said he is a member of the Law and Police Science Department and that although this is his department's proposal, he had not previously seen the proposal and that it may not have been presented to the department. He added that he perceives the revised major as a response to a need to develop some broad liberal arts components so that more demanding work can be done at the graduate level. Senator Rosner noted that when the criminology major was being worked on it was brought back to the Sociology Department many times and that the entire Sociology Department reviewed and approved the proposed major.

Senator Suggs said that all programs, majors, and revised majors that are approved by the Curriculum Committee and then by the College Council must then go to the Central Administration at 80th Street. He said if 80th Street's Office of Academic Affairs identifies any problems with the proposed major, such as the overlapping tracks which he said is probably the most serious problem, the proposed revision can be challenged by 80th Street, primarily, he said, because John Jay does not have good contacts there. He also noted that there is now a new Vice Chancellor for Academic Affairs at 80th Street and that John Jay should not send anything to 80th Street that will put John Jay in less than the best light possible. He noted that the Vice Chancellor's first

impression of our academic programs will be this proposed major.

Senator Gitter recommended that the Senate's concerns be communicated to Dean Faber before he presents the proposal to the College Council. It was noted that Dean Faber could decide to bring the proposal back to the Curriculum Committee in light of these concerns. Senator Litwack said he too has concerns about the proposed major but will refrain from raising them NOW since we have agreed to communicate with Dean Faber.

6. Proposed Charter amendment: Judicial Committee (Student Disciplinary Committee)

The proposed Charter amendment was reviewed before transmittal to the College Council. It was reported that the college administration has just sent the names of the three faculty chosen in May to be rotating chairs of the Judicial Committee to 80th Street for the required legal training and that a lawyer was coming to John Jay in November to train Professors Debra Baskin, James Malone, and Dagoberto Orrantia in evidentiary procedures. Senator Litwack suggested various changes in the proposed amendment but was unable to discuss the issue fully because he had to leave for class. It was agreed that the proposal would be returned to the agenda of our next meeting.

7. Proposed resolution: Resolved, That the Faculty Senate shall develop and conduct a survey of John Jay faculty

President Kaplowitz said that after the Senate's meeting with the Middle States Steering Committee, various members of the Senate suggested that in light of the fact that no Middle States self-study committee surveyed the faculty, the Senate should consider doing so. She said that Professor McCrie, last year's chair of the Senate's Evaluation Committee, has informed her that the analysis of the faculty survey of administrative offices is almost ready for presentation to the Senate. A survey of the faculty could be the next project for the Senate's Evaluation Committee. Senator Brugnola noted that this would be a survey of full-time faculty inasmuch as the Senate's Adjunct Issues Committee is developing a survey of adjunct faculty. The Senate agreed that a proposal to develop a survey of full-time faculty should be placed on the agenda of the next meeting.

8. New business

Asked about the issue of administrators nominating faculty to the College Council Executive Committee, President Xaplowita said that the Senate's Executive Committee has written to President Lynch about this.

Upon loss of a quorum, the meeting was adjourned at 5:00 PM.

Respectfully submitted,

Olga Scarpetta
Recording Secretary

Announcements from the chair

October 20 University Faculty Senate meeting

Professor Robert Picken, chair of the University Faculty Senate (UFS) reported about CUNY's Master Plan, which was adopted by the Board at its September meeting. The last five-year plan called for enrollment at CUNY to reach 200,000 by the year 2000. That goal has already been achieved. The new Master Plan now calls for enrollment to reach 225,000 by the year 2000. Yet it did not call for an increase in full-time faculty despite the fact that the number of full-time teaching faculty has decreased by 14 percent since 1986. Professor Picken, therefore, proposed an amendment which the Chancellor endorsed and which the Board approved: the goal of the Chancellor is that by the Fall of 1996, 70 percent of course sections will be taught by full-time faculty. Having approved this amendment, the Board of Trustees is obligated to seek funding for it. This item is on the Board of Trustees October 27 agenda.

Professor Picken reported that at the September Board of Trustees meeting he reported on the impact of the budget cuts on the academic programs: he based his remarks on the reports of UFS delegates. He noted that no one from CUNY's Central Administration spoke to this issue nor did any member of the Board.

Professor Bernard Sohmer (Mathematics, CCNY) reported on the special meeting of the Board Committee on Fiscal Affairs which was held at 3:30 PM on Friday, October 16. At this meeting the draft of the Chancellor's 1993-1994 proposed budget was presented, copies of which were given to Committee members only an hour before the meeting. Since the meeting started at 3:30 and the deadline to sign up for the public hearing on the October Board agenda was at 4:00 that day, no one had an opportunity to sign up to speak to the budget proposal and, therefore, the public hearing was cancelled.

Professor Sohmer explained that the Chancellor's high priority items last year were funded even when no money was put into the budget for them by the Legislature: for example, one of the Chancellor's high priority items is the Campus Security Initiative, which was not funded by the Legislature. Yet several million dollars was spent by CUNY on this item. He explained that if the Board of Trustees approves the Chancellor's budget request, the Chancellor has the moral authority to spend University money on the projects she requests money for even if no money is funded for them. This year, the Chancellor's top priority items (which the Board will vote on on October 27) are: (1) Workforce Development to educate people to enter the workforce (this is Governor Cuomo's emphasis): \$9.5 million for the senior colleges: \$2.8 million for the community colleges. (2) Graduate Research Initiative: \$5.6 million [this might be a reallocation of soft monies: it is not clear]. (3) Science, Engineering, Technology, Mathematics: \$3 million (\$2 million for senior colleges; \$1 million for community colleges). (4) Adjunct Conversion: this involves taking adjunct money, and adding additional money, to create full-time lines: \$2 million for the senior colleges: \$1 million for the community colleges. (5) Freshman Year Initiative to help increase the possibility of student success: \$14.6 million (\$8.2 million for senior colleges; \$6.4 million for community colleges). (6) New Building Initiatives (personnel for new buildings): \$9.4 million for senior colleges; \$8.6 million for community colleges. (7) Campus Security Initiative: \$3.8 million for

UFS meetina (cont)

the senior colleges; \$1.4 million for community colleges.

(8) Mandatory raises, etc., arising from the anticipated contract: \$22.2 million for senior colleges; \$15 million for community colleges. (9) Capital funding request for new buildings and for rehabilitation of buildings: \$146 million.

The total budget increase request (excluding capital projects) compared to the funding of CUNY last year is \$90.1 million: \$55.2 million for the senior colleges and \$34.9 million for community colleges. This request represents a 12 percent budget increase over the funding of CUNY last year. This is despite a letter from Albany stating that each state agency must either stay at last year's budget level or cut 10 percent of its budget.

A panel presentation on the SETM (Science, Engineering, Technology, and Mathematics) Taskforce appointed by the Chancellor was given by President Raymond Bowen (LGCC), Professor Alfred Levine (COSI), and Dean Yaakov Schecter (80th Street Office of Academic Affairs). This advisory taskforce consisted of four presidents (Presidents Bowen, Leon Goldstein, Bernard Harleston, and Charles Meredith) and three faculty (Professors Bowker, Boylan, and Levine). The taskforce issued a report which has not been released by the Chancellor; instead, the Chancellor has released her written response to the report, which UFS members received. The taskforce report included 42 recommendations, both short-term and long-term. An example was given of one of the recommendations: students could major in what was described as the excellent forensic science major at John Jay without transferring to John Jay and without having to enroll in the CUNY BA program, which grants CUNY degrees and not a specific college's degree: in this way a student could get a degree from CCNY, for example, and take all but forensic science courses at CCNY and yet major in Forensic Science by taking only those courses at John Jay. Professor Haig Bohigian, a UFS delegate, called this recommendation unacceptable.

Professor Fred Greenbaum, a member of the UFS Executive Committee, presented a resolution on the termination of the Faculty Senate at the University of the District of Columbia by the Board of Trustees made upon the recommendation of President Tilden LeMelle (who is on leave from his position as a vice chancellor at CUNY) on the grounds that the Senate membership was co-terminus with that of the union. The UFS unanimously adopted the resolution which resolved that the "UFS condemns" the action of the Trustees of UDC and which calls for the Board and President LeMelle to "honor the autonomy" of the UDC Senate. The resolution includes, as one of its "whereas" clauses a quotation from the AAUP Joint Statement on Government of Colleges and Universities (1966), a statement subscribed to by the AAUP, the American Council on Education, and the Association of Governing Boards of Universities and Colleges: "Agencies for faculty participation in the government of the college or university should be established at each level where faculty responsibility is present. An agency should exist for the presentation of the views of the whole faculty. The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the institution. Faculty representatives should be selected by the faculty according to procedures determined by the faculty."

Written reports by UFS members of Board committees included the following information: A Center for Advanced Technology (CAT) was approved: this project is for the

UFS meetina (cont

purpose of serving as the basis for ties between private industry funding and scientific research on CUNY campuses. The Applied Science Coordinating Institute, a larger version of CAT, was approved.

Honorary Degrees Committee elects chair and invites nominations

On October 14, the Committee on Honorary Degrees elected Professor Robert Panzarella (Law and Police Science) as its chair. He succeeds Professor Virginia Morris who served as chair for three years and who did not seek reelection to the Committee when her three-year term expired. In addition to Professor Panzarella, the Committee members are Professors Jane Bowers, Jannette Domingo, Daniel Gasman, Barry Latzer, Natalie Sokoloff, and Maria Volpe.

The Committee has issued a call for nominations for honorary degree recipients. Those not eligible are: elected officials of New York City and New York State; those who previously received an honorary degree from a CUNY college; and those who have been employed by CUNY within the past three years. Nominations may be in the form of newspaper and magazine articles about the person, Who's Who or similar reference book entries, etc. Seven copies of the supporting material is requested (for the seven committee members). The Committee will begin considering nominations on October 31. Nominations should be sent to Professor Panzarella.

November 19 Town Meeting set

The November 19 Town Meeting will be from 4:30 to 6:00 PM in the Faculty Dining Room. Alumni Director Al Higgins will be the facilitator. The topic is "First Amendment Rights and Responsibilities at John Jay."

USS election rescheduled for November 8

The University Student Senate has rescheduled its election from October 11 to November 8. At that time the USS is scheduled to elect the USS chair, who serves as a Trustee on the CUNY Board. Among the candidates for the position is Ronald Quartimon, president of John Jay's Student Council, who is USS interim chair.

Distinguished Alumni reception set for December 9

From 5:30-7:30 on Wednesday, December 9, several alumni will receive the Alumni Association's Distinguished Alumni award.

Special Senate meeting scheduled to accommodate President Lynch

President Lynch is scheduled to meet with the Senate on Friday, December 11. If that proves impossible, because of irreconcilable schedule conflicts, he has agreed to meet with the Senate at 3:00 PM on Tuesday, December 22 (during final exam week), at a meeting specially scheduled for this purpose. The December 22 meeting will be cancelled if President Lynch is able to meet with the Senate on December 11.

Middle States visiting team to arrive at JJ February 28

The Middle States visiting team will arrive on Sunday, February 28, and will visit the campus and meet with various individuals and groups on March 1 through March 3.

October 14 meetina of President's Cabinet

The "Human Dignity" course given in Panama a few weeks earlier was discussed. The next session will be in Honduras beginning October 19: President Lynch will again bring greetings from John Jay. This program is funded by the Justice Department and was developed by Dean James Curran and Dean Mary Rothlein.

President's cabinet (cont)

President Lynch reported that he will go before the Board of Trustees Committee on Fiscal Affairs on October 16 to discuss the importance of convincing the Governor to put the funding for the Associate Degree programs at John Jay (and at NYCTC) in his state budget proposal. President Lynch spoke about his plans to speak with legislators about this issue. He spoke about the plan to focus on the Governor's workforce development initiative in terms of John Jay and NYCTC, since both colleges offer programs directly related to the workforce.

President Lynch spoke about plans to expand the police cadet program and about the position paper being developed by Deans Curran and Rothlein about expanding it and about possibly extending the program for senior college students.

Dean Faber reported that 73 faculty and staff have signed up to date to work with Paul Wyatt as advisors.

The importance of quickly determining the date of commencement, which is dependent on Carnegie Hall's schedule was discussed. President Lynch spoke of his wish to see the Honorary Degree Committee conclude its work early. Professor Kaplowitz reported that the committee was meeting that afternoon to elect a new chair and that the committee needs to know the date of commencement to effectively do its work. President Lynch acknowledged this, recalling that Nina Totenberg had said that she would like to receive the proffered degree from John Jay but needs a long lead time.

October 27 meeting of the Board of Trustees

Chancellor Reynolds reported that 36,000 CUNY students were registered to vote as part of the CUNY voter registration drive: 8 out of 10 freshmen and transfer students were registered. She also reported her hopes that Police Commissioner Kelly will be interested in an expansion of the CUNY police cadet program.

The Chancellor's 1993-94 Budget Request was reviewed. Emphasized were the importance of restoring a balance of funding so that the city renews its commitment to funding CUNY; structural equity (associate degree funding for JJ and NYCTC and senior college status for Medgar Evers); rebuilding the faculty; advancing the master plan goals; renewing capital projects. The budget request focuses on economic development issues (workforce development; graduate research initiatives; SETM -- Science, Engineering, Technology, and Mathematics); academic imperatives (adjunct conversions; freshman year initiative; collaborative school programs; community college funding); academic support (campus security initiative; staffing new buildings; management productivity initiatives).

Professor Picken reported his concerns that the many new initiatives, which this year are proposed to cost \$44.7 million, may not be funded by the Legislature and yet, following the pattern of past years, the initiatives will be implemented with monies meant for academic programs. He reported to his fellow Trustees his pleasure at having been reassured by Chancellor Reynolds prior to the Board meeting that if the initiatives are not funded, she will consult with the Board of Trustees about the course of action to be followed. Chancellor Reynolds confirmed her commitment to do this.

A copy of the Chancellor's Budget Request can be reviewed in the office of Karen Kaplowitz.

Ronald Quartimon, president of JJ's Student Council, attended the Board meeting as the interim chair of the University Student Senate and participated in discussions but was not permitted to vote. The USS election will be on November 8.

FACULTY SENATE'S TOP 10 PRIORITIES

The following are the priority issues upon which the Faculty Senate believes the College should focus its energies and resources during the next decade.

#1 Rebuild the size of the full-time faculty so that John Jay has sufficient numbers of full-time faculty to not only teach courses in every subject but also to do the work of the college in terms of student advisement, faculty governance, mentoring of adjuncts, training, while examining ways to increase support to adjunct faculty to more fully engage them within the College community. Our goal should be a maximum of 25 percent adjunct-taught sections, rather than the current 49 percent adjunct-taught sections.

#2 Develop ways to improve the retention and graduation rate of the students we admit. This includes establishing and implementing an advisement program for all students, and improving student support, including financial, academic, and personal.

#3 Develop admissions policies and criteria that relate to the academic, support, and personnel resources of the College and to the mission of the College.

#4 Transform John Jay into one of the leading institutions of criminal justice higher education once again. Recruit top criminal justice scholars and provide faculty development and various forms of support to help current faculty with their research and scholarship.

#5 Provide sufficient sections of courses in all subjects and on all levels to meet the needs of students and that enable students to take all prerequisites needed for courses.

#6 Develop strategies to increase the number of criminal justice practitioner students (in-service students) at both the undergraduate and graduate levels and develop ways to retain in-service students who do enroll at JJ.

#7 Develop a planning process and a planning group which would be provided with full and accurate information about the budget (tax-levy and non-tax-levy) and about admissions, articulation, retention and other policies of 80th Street and the degree of latitude with regard to those policies that is available to the College. This planning group would engage in integrated academic planning: curricula, staffing, undergraduate and graduate program decisions, human and fiscal resources.

#8 Develop effective channels of communication and consultation between administration and faculty and between faculty and administration. Improve the responsiveness of the administration to student and faculty concerns, issues, and questions.

#9 Increase support for (a) faculty scholarly research, and (b) faculty development programs, workshops, research, and other activities directed toward improving teaching, raising student academic performance, and developing a consensus on academic standards.

#10 Resolve the associate degree program issue: should we have the program; if so, how should it be made into a viable program; how should it be integrated or separated from the baccalaureate degree program.

THE FACULTY SENATE'S TOP 10 PRIORITIES FOR JOHN JAY

Members of the Faculty Senate submitted 22 items for the Senate's list of the top priorities for the College.

Each Senate member voted for those items that she or he believes to be the most important for the College. These ten issues are the areas that the Senate members believe should be the blueprint for the College during the next decade. Each Senate member was invited to vote for 10 items, although some voted for fewer than 10.

The list is presented in descending order of priorities: the top priority is the item that received the most number of votes; the second priority received the second most votes, etc.

Please note that items #3, #4, and #5 all received the same number of votes and, therefore, are of equal importance to the Senate. Indeed, one could say that those three items are the third highest on the Senate's list of priorities. Similarly, items #7, #8, and #9 received the same number of votes and, therefore, are of equal importance to the Senate.