

FACULTY SENATE MINUTES #84

John Jay College of Criminal Justice

December 11, 1992

Time 9:30 AM

Room 630 T

Present (26): Michael Blitz, Dorothy Brace, Orlanda Brugnola, James Cohen, Edward Davenport, Peter DeForest, Vincent Del Castillo, Lotte Feinberg, Robert Fletcher, Elisabeth Gitter, Robert Grappone, Lou Guinta, Karen Kaplowitz, John Kleinig, Lawrence Kobilinsky, Gavin Lewis, Tom Litwack, James Malone, Jill Norgren, Dagoberto Orrantia, John Pittman, Rick Richardson, Chris Suggs, Martin Wallenstein, Agnes Wieschenberg, Bessie Wright

Absent (13): James Bowen, David Brandt, Migdalia DeJesus-Torres de Garcia, Henry DeLuca, Robert DeLucia, Jannette Domingo, Melinda Guttman, Dan Juda, Rubie Malone, Pat O'Hara, Lydia Rosner, Douglas Salane, Edward Shaughnessy

AGENDA

1. Announcements from the Chair
2. Approval of Minutes #83 of the November 23 meeting
3. Discussion of the Report of the Chancellor's Advisory Committee on Academic Planning [aka the "Goldstein Report"]
4. Guest: President Lynch
5. Election of Faculty Senate representatives to the Comprehensive Planning Committee
6. Election of a replacement Senate representative to the Town Meeting Planning Committee
7. Discussion about possible courses of action to obtain information about non-tax-levy revenues
8. Proposed resolution: Resolved, That the Faculty Senate shall develop and conduct a survey of John Jay faculty
9. Proposal that the Faculty Senate purchase an ad in the 1993 John Jay Student Yearbook
10. Discussion of the agenda of the December 14 College Council meeting
11. Discussion of the December 4 draft of the Middle States self-study report
12. Guests: Director of Advisement Paul Wyatt and Dean of Undergraduate Studies Eli Faber: Student Advisement
13. Suggested proposals regarding day/night courses
14. Reports from committees
15. New business

1. Announcements from the Chair [Attachment A]

The death of Professor Olga Bcarpetta, a member of the Senate for several years and an executive officer of the Senate, on December 8, was acknowledged with great sadness. A remarkable woman, a wonderful teacher and colleague, she died after a fierce battle with cancer. A scholarship fund was announced at the previous day's requiem mass and Senator Lydia Rosner has offered to be the Senate's liaison with that project. President Kaplowits praised President Lynch for placing an obituary notice in the New York Times on behalf of the College. She recalled that in June, Professor Scarpetta told her colleagues on the Senate's executive committee that when she accepted nomination as recording secretary, she had thought that the chemotherapy had been successful and that having learned that a more aggressive and potentially debilitating form of chemotherapy would be necessary, she offered to resign her position if that was the wish of the executive committee. Vice President Blitz had asked her what was it that she wished to do, and she had said it was her wish to continue serving if her colleagues were willing. President Kaplowitz said that Professor Bcarpetta found it very meaningful to be an executive officer of the Benate and said that that fact not only epitomizes Olga Scarpetta's dedication but must make all of us on the Senate proud that service to the Senate was such a source of gratification to a colleague who was universally admired and respected and liked.

The Senate welcomed Senator Bessie Wright (SEEK), who fills the at-large seat held by Olga Bcarpetta, by virtue of the ballot results of last April's election of at-large Senate representatives. Because Benator Scarpetta had been elected to the College Council by the Faculty Benate, that Council vacancy was filled in the following way: at-large members of the Senate not already on the College Council were invited to stand for election for the seat. None accepted nomination. Therefore, the seat was allocated to the Department of Public Management (as a second seat) based on the criterion of department size mandated by the College's Charter. The Department of Public Management has elected Professor Pat O'Hara, who will represent that department (with Professor Lotte Feinberg) on the College Council and, therefore, also on the Faculty Senate. Senator Antoinette Trembinska, who is on sabbatical leave, has resigned her at-large seat on the Benate because the demands of her sabbatical project make her unable to attend all the Benate meetings. That seat will be filled by Professor Melinda Guttman (Speech and Theater), by virtue of the ballot results of last April's election of at-large Benate representatives.

President Kaplowitz reported that when President Lynch and the Benate Executive Committee met on December 1, President Lynch said he had instructed Budget Director Robert Sermier to provide the Benate with all the information about building rental revenues and revenues raised through training programs using the College's facilities, which the Senate had requested.

She also reported that, barring unforeseen events, we will have computerized registration and computerized checking of prerequisites in place for fall registration. The hardware will be purchased from T Building's F&E (Furniture & Equipment) Budget and she noted the importance of faculty being fully informed about the budget. She said that when Dr. Peter Barnett, acting director of the Computer Center, presented his solution to the prerequisite checking project, a member of the computerized

registration committee, Professor Ned Benton, objected to the \$40,000 price tag for hardware (subsequently revised to \$25,000). As a member of the Budget Planning Committee, Professor Benton had been told that there is no money in the budget to spend. When Professor Benton's objections seemed likely to derail the project, which happily some key administrators are now supporting, disclosure was made by administrators that money is available from T Building's F&E budget which still has money in it from the original State allocation of \$10 million. President Kaplowitz said the Senate's Executive Committee had cited this to President Lynch as an example of the necessity of faculty having full fiscal information so that informed decisions can be made. She said that without complete information about the budget we can have no really meaningful response when we are told that there is no money for projects or programs that we think important. She said that in this case not only did several key administrators agree that computerized registration must contain prerequisite checking but even those who did not agree accepted its necessity because of what was regularly referred to as the "mandate" issued by both the Faculty Senate and by the Council of Chairs. Senator Litwack asked if it is known how much of the \$10 million remains in the fund: upon learning that no one present knew, he said that is information the Senate should ascertain.

Senator Norgren asked whether anyone on the Senate had known that there had been a \$10 million furniture and equipment budget for T Building. Several senators said they had been aware of the fund, which provided computers for all faculty in T Building, but no one knew that it had been a \$10 million fund. Senator Kleinig explained that the fund is designated for equipment and furniture only to be used in T Building. Senator Grappone concurred and described the wonderful equipment the Library has been able to obtain because of this fund. Senator James Yalone said there is an equipment budget separate from the F&E budget for North Hall's needs. He suggested that the Senate develop budget requests for items that are specifically needed by faculty that are not being purchased for us and that we should request that the North Hall or T Building funds be used to obtain such items, depending on where they are needed. Senator Jim Cohen asked what could be bought with this budget and Senator Malone said everything from bookshelves to automobiles.

Senator Norgren pointed out that a formal process should be established whereby faculty obtain equipment and furniture, not only as items are purchased but when they are recycled. She said that she had suggested such a process to Jay Sexter when he was provost and had suggested that junior faculty, in particular, be provided with equipment. She said that such suggestions are resisted because the game is always about doing favors and once a process is established, one can't do people favors. She said the only way to get around that is to establish a process and goals: we need to determine whether we can identify the people we feel are the neediest and identify such goals as, for example, encouraging faculty to be on campus: obviously one of the ways to encourage faculty to be on campus is to provide them with computers and with hookups to the Library catalog. She asked how many departments have such a hookup and Senator Bracey was the only one whose department does. Senator Blitz said the English Department is hooked up only insofar as individuals are hooked up but that very few members of the English Department, only two or three have computers. Senator Norgren said that we need to find ways as an institution to provide computers for North Hall faculty (noting the inequity inherent in the fact that T Building

faculty all have computers) but that in the meantime if every department has a computer that is hooked up to the Library catalog the members of the department could use that. Our first goal, she said, could be that every department have the computer hardware, hookups, and software. She described the year and a half obstacle course that her department struggled through to obtain a dataset phone.

Senator Kleinig said that ours is not just a favor system but a kvetch system. He said that arguments must constantly be made to administrators to obtain things such as dataphones but that his experience is that if one makes one's case compellingly and repeatedly, one's needs are usually met. He said he has rarely had difficulties once he has pushed and argued for what he wanted. He said that what also helps is not only to be able to say why he needs something but to be able to suggest where the solution might be found. He said that if one can tell administrators how they might be able to solve one's needs, one is usually successful but that one does bump into brick walls if research hasn't been done about the resources that are available. Senator Jim Malone said that this is why the faculty, through the Senate, should institutionalize the way the faculty get involved in the making of the equipment budget, so that we are not only looking at what we need but deciding on where the dollars flow. It was suggested that the Senate's Fiscal Advisory Committee develop a proposal for both Senator Norgren's and Senator Malone's suggestions.

Senator Suggs asked whether there has been any progress on the Corporate Board and Auxiliary Services issues. The answer was that President Lynch has promised to review the relevant Bylaw provisions in time for the Executive Committee's next meeting with him in January.

President Kaplowitz reported that the University Faculty Senate conference on faculty governance, held at John Jay on December 4, was successful and informative. Professor Robert Ariel of Baruch College represented a chart showing all the budget documents that the Baruch Senate automatically receives from the administration [Attachment B]. The Baruch College Charter contains a provision making it the positive obligation of the administration to proffer these documents as they are generated. The Senate does not have to ask for them: they are automatically transmitted. She suggested we might wish to submit such a proposed Charter amendment. The John Jay faculty who attended the UFS conference talked with faculty from all the CUNY campuses about faculty governance and the John Jay faculty discovered how effective our faculty governance is compared to most of the CUNY colleges. We also discovered that the culture of academic freedom and open inquiry for which the Senate and the Middle States self-study rightly praised President Lynch and which the faculty, especially the Faculty Senate and the Council of Chairs, works to keep alive is far from universal at all the CUNY colleges. It was not only John Jay faculty who discovered this but other CUNY faculty who remarked on the difference between what was being reported about John Jay and what they experience at their colleges. President Kaplowitz said that she was very honored to have been chosen to chair the conference. She added that she was pleased to have been able to introduce President Lynch, who greeted the conferees with remarks that included very warm praise for John Jay's Faculty Senate.

President Kaplowitz expressed her wish to write a letter, in

her capacity as president of the Faculty Senate, supporting the nomination of Professor Dorothy Bracey as the next editor of the Journal of Criminal Justice Education, but said she would only write in this capacity with the approval of the Senate. The journal is published by the Academy of Criminal Justice Sciences. A recent issue contained a comparative study of criminal justice doctoral programs, which had been noted by the Senate. She added that if Professor Bracey is chosen editor, the Journal would be housed at John Jay. Senator Guinta asked if it would be appropriate for the Senate to formally vote its endorsement of Professor Bracey and President Kaplowitz said that would indeed be appropriate and that should such an endorsement be approved she would convey not only her personal endorsement but that of the Senate. The motion carried by unanimous vote. Senator Bracey thanked the Senate. She noted that should the Journal be housed at John Jay, almost all of the costs would be borne by the Academy of Criminal Justice Sciences.

2. Approval of Minutes #83 of the November 23 meeting

Upon a motion duly made and carried, Minutes #83 of the November 23, 1992, meeting were approved.

3. Discussion of the Report of the Chancellor's Advisory Committee on Academic Program Planning [aka the "Goldstein Report"]

The "Final Report of the Chancellor's Advisory Committee on Academic Program Planning," copies of which were distributed at the beginning of the meeting, was reviewed. The report had been released on Monday, December 7, by Chancellor Reynolds. On Wednesday, December 9, President Lynch distributed copies to the P&B and to his Cabinet at a special joint meeting. Between those two dates, on Tuesday, December 8, the regular meeting of the University Faculty Senate took place and Chancellor Reynolds met with the University Faculty Senate (as she regularly does) and answered questions for almost an hour and a half about the report. President Kaplowitz said at the request of President Lynch she reported about the UFS meeting, especially the Chancellor's remarks, to the special meeting of the P&B and Cabinet on Wednesday. She said that substantive discussion of the report obviously cannot take place until the 160-page report has been read and that this issue would be on the Senate's agenda in February. The other members of the John Jay UFS delegation who were at the UFS meeting were Senator Orlanda Brugnola and Professor Haig Bohigian.

She explained that the Goldstein report, as it is being called, was prepared by a committee chaired by Kingsborough Community College President Leon Goldstein, who was appointed chair by Chancellor Reynolds. The committee consists of three other college Presidents: Ricardo Fernandez, Lehman; Francis Degen Horowitz, The Graduate School; Charles Meredith, NYCTC; and six distinguished professors: Abraham Ascher, History, The Graduate School; Robert Bittman, Chemistry and Biochemistry, Queens; Roy DeCarava, Art, Hunter; N. John Hall, English, BMCC; Katherine Harris, Speech and Hearing Science, The Graduate School; and Jane Connor Marcus, English, CCNY.

Senator Norgren asked whether the Chancellor had considered

constituting this study group in a different way, namely working with rank and file faculty and relevant staff. President Kaplowits said that since she came to the University, the Chancellor has been creating task forces: that is the model she has established. The Chancellor has had task forces on security initiatives, on the sciences, engineering and mathematics, on the freshman year (which has just released an interesting report which we may want to review at the Senate), etc. None of these other task forces had a majority of faculty members. This one does and thus the Chancellor says that the faculty have participated in preparing the report because the majority of the members of the committee are faculty. Senator Norgren asked about the selection of members: it was explained that the Chancellor appointed all the members although the UFS was invited to recommend one distinguished professor and they recommended Professor Marcus, whom the Chancellor appointed.

President Kaplowits said that the report characterizes the recommendations as a "first-level review" of certain, not all, curricular areas and states that the "second-level review" of each recommendation is to take place at each college between now and March 31. A written response from each college is due at 80th Street on March 31. Senator Norgren asked about the methodology used by the committee, saying her understanding is that there was virtually no input asked for or received from the faculties of the colleges. President Kaplowitz said that is correct. The report is completely number-driven and the report acknowledges this. The recommendations are largely based on two criteria: first, how many students are majoring in a discipline and the number of such students who receive degrees and, second, "duplication" of programs or majors in the University. If several colleges offer a major in French, for example, those colleges that have few majors and few graduates, are being told to conduct a second-level review to consider the committee's recommendation that the major be maintained, strengthened, phased out, or consolidated with that of another college.

The report recommends that John Jay's associate degree program in public management be "taken to the Second Level of review for possible phasing out and consolidation with the program at [Medgar] Evers" (p. 152). This is despite the fact that John Jay's program has 556 students while Medgar Evers' program has 77. Also, the report says "consideration should be given to strengthening master's degree programs [in Public Administration] at Baruch and John Jay" (p. 152).

The report also recommends that John Jay's other three associate degree programs should be "maintained and strengthened" because although only 26 degrees were granted in 1990-91 despite an enrollment of 1,201 students, "John Jay is the only institution that offers the associate degree in the three criminal justice related programs of Correction Administration, Police Science, and Security Management" (p. 153). President Kaplowits noted that the very premise of this document is that academia planning decisions should be based on numbers. She pointed out that by issuing such a document the University is endorsing this premise. Henceforth, if the Report is adopted, the State's Department of Budget or the City Council can reasonably say that they are using the University's own criteria and philosophy. This would render all our associate degree programs and several other majors vulnerable. She referred the Senate to pp. 41-44, which contains the philosophy of the process, and noted that the rest of the report consists of numbers, program by

program, and recommendations to maintain, strengthen, phase out or merge particular programs.

Chancellor Reynolds told the UFS that no academic judgments are being made by this report and that the academic judgments are to be made by the faculty of each College and that faculty consultation is to be wide and thorough. The Chancellor, in her cover letter to the presidents, states: "In transmitting the Report to the Presidents, I ask that they initiate full processes for deliberation at their campuses, in accordance with established governance procedures and in a manner that is consistent with the Committee's recommendation that College faculty and governance bodies have a full opportunity to review the Report."

Senator Bracey noted that in addition to the criteria of numbers of majors and graduates and duplication of programs, the report also says on pp. 4-5 that other criteria should be taken into account: the mission of the college, the quality, student success. She said it seems to her that the report is saying that although the document is providing data about numbers and only about numbers and about "duplication" of programs, decisions should not be made on numbers alone.

Senator Gitter asked whether the recommendations might not be a good thing. She said that she is saying this without having read the report, having just received it, but the result may be a reallocation of resources within the University, something John Jay has been hoping for and desperately needs.

Senator Kleinig said that one of the drifts of the report is a "John Jayization" of the University: a move towards centers of focus or excellence, just as John Jay has already confined itself in certain kinds of ways, which may not be very nice for people in history and certain other fields which have already had their majors struck down. One reason why John Jay comes out fairly lightly in the report, Senator Kleinig added, is because we are already committed to the direction in which this report is taking the University, whether or not that is a good thing.

Senator Brugnola said she is extraordinarily wary of the report because although it calls for second-level reviews, she fears it is going to be used to twist the arms of the college presidents who will view the recommendations as inevitable. She said it is very dangerous not just because it is not democratic but because on a very fundamental level it ignores the situation of our students in the University, which is something we noticed in the Chancellor's College Preparatory Initiative (CPI). She said we have to be very thorough in our analysis of this restructuring of the University.

Senator Buggs said that he was intrigued by the news account in the New York Times that the purpose of this is not only to solve some allocation of resources issues but to redesign the University so that it more actually functions as a much more centrally administered university and less like an accumulation of randomly accreted programs. He said his experience at 80th Street is that ours is not a university in the tradition of the German enlightenment, which most of the American universities structured themselves as, but rather more like France in the 18th century, with 19 independent baronies with people tenured and paying as few taxes as they can to a weak central administrator. The result is a great deal of academic freedom for faculties and for colleges where that is a matter of course and a great deal of

academic autocracy where there are very strong central administrators. But in either case the system does not serve the students very well and here he said he disagrees with Senator Brugnola. In fact, he said, it is almost impossible for students to use the resources of the University once they are enrolled in a particular college and it is virtually impossible for students to shift gears, to transfer from one college to another. Indeed, faculty transfers are almost impossible to arrange, whereby Faculty teach at another CUNY college for a semester or a year; that program has almost ceased to exist because of the balkanization of CUNY. He said although the report is administratively challenging and maybe even frightening, we cannot dismiss it. We have to give it a chance.

President Kaplowitz reported that Chancellor Beards said she views this document as a focus for each college to study its academic programs between now and March 31. The Chancellor said she would like each campus to come up with proposals for new programs, new degree programs (if the faculty strength exists, if enrollment is expected, and if it fits the mission of the college). Chancellor Reynolds was emphatic that this is not a document designed to save CUNY money but rather to improve programs so that the programs that are offered are excellent --she used the word "dazzling." She said that if departments have low enrollments the entire department can move to another college. She said there will be no mergings, consolidations, phasing out of programs if the campus does not agree. There has to be college-wide consultation about the recommendations. But, Chancellor Reynolds also said, what is not acceptable is for a college to do nothing. Chancellor Reynolds asserted that the first two paragraphs in the New York Times story are untrue: she does not espouse consolidation, she does not espouse a mega-university which would be disastrous, adding that we need fine presidents, fine administrators, and campus autonomy.

President Kaplowitz said that Professor Sandi Cooper (Vice Chair of UFS), who has at times taught at John Jay, said that she had not read the report but that as an historian she can speak from history. She said when such changes were made at CUNY in the mid 1970s, when majors were eliminated from several colleges, the result was a very demoralized faculty, no money was saved, students were not helped, and if it did not destroy then it transformed the careers of some very good faculty into directions that were not necessary. Chancellor Reynolds responded that this plan is not to save money or to cut faculty and that it is very different from the action of 1975. She said that CUNY plans to expand from the current student enrollment of 200,000 to 226,900 by 1996. She said she does not want Comptroller Ned Regan telling us what to do: she would rather have us decide what to do and that we should come up with creative solutions. She said the report is not about what we should cut to save money but what we should improve and what we should add. She said she wants to be able to go to Albany and say that CUNY needs more lines because we have the most excellent programs and because we have new programs: she said she wants to be able to make the case in Albany and that she is afraid that if we do not change CUNY changes will be imposed upon us. The document, she said, is not making academic judgments; it is calling upon each college to make those judgments.

Chancellor Reynolds told the UFS that it is "very important for us to remember, and I think that [UFS Chair] Dr. Picken would help substantiate this, that the pressure beginning back in fall

1990 to do major restructuring in CUNY and SUNY has been enormous. There was enormous pressure on us by the governor and the legislature, and by that they meant campus closings, very major things, to save large chunks of money. This was thought to be a solution to the fiscal ills of the state rather than protecting BUNY and CUNY. The second part of that is there has been a very real feeling on the part of the Board of Trustees, a very strong feeling, that the University needed to look at those programs that with some effort could truly become remarkably first rate, really dazzling. Those that seem to need to be initiated in the years ahead and those that really need to have a thoughtful review."

President Kaplowitz said Professor Bohigian asked about the recommendations regarding physical education activity courses. The answer was that they are to be subject to a second-level review with the possible phasing out of all required and elective physical activities courses given for credit (p. 147). When Professor Bohigian spoke about interesting work being done in the use of physics and mathematics in the science of sports, she said that that is not the same thing as requiring a 27-year old mother of two to take four physical activities courses to graduate. The Chancellor also said that the only other major university in the country that requires physical education for a degree is the University of North Carolina at Chapel Hill. The report (p. 147) calls for a second-level review of physical education activity courses with the recommendation that such courses should not be offered for credit and should be paid for only with non-tax levy monies. Senator Norgren criticized the inherent class bias: she said that now when we have an even more working class student body are we saying our students shouldn't be provided with physical education instruction.

President Kaplowitz said she wanted the Benate to hear the Chancellor's comments in preparation not only for reading the report but for our meeting with President Lynch in a few minutes. The Chancellor briefed not only the University Faculty Benate but, of course, the college presidents.

4. Invited Guest: President Gerald W. Lynch

President Lynch was welcomed and he praised the Benators for managing to reach the College despite the tremendous storm that began the previous night and that is still raging and paralyzing the area.

President Lynch said he should speak about the thrust of the college which has been more and more in the direction of an international focus. He said that when the College was founded, the mandate was for it to be a regional, national, and international center for education and training. And properly for the first 25 years we focused on the regional and the city and on our internal affairs but we have developed now into a national leader in criminal justice and other fields and have also evolved an international focus, through the Bramshill [England] Police College exchange. He said he is very pleased that Professor Orlanda Brugnola has the opportunity to work with Simon Wiesenthal on the Bosnia conference in February that is very exciting and that it is a proper opportunity for the College to be a focus of that kind of international concern. He said he knows that this focus has a backside to it and he said he,

therefore, wants to address the backside: the international focus does not mean that our primary focus is not the College, the students, the City, which it is, has to be, and always will be: we will not lose that focus. But, he said, that does not mean that we should not exercise our responsibilities as we did in St. Petersburg, which was an opportunity for a number of faculty members to have a very interesting experience, as well as the work we are doing in South America and Central America with the Human Dignity course for the Justice Department that is being very well received and which the State Department is talking to us about doing in Eastern Europe and in the former Soviet Union. We have just received several interesting offers for further exchanges with the Japanese and Korean Police Colleges and with the Irish Police College. And, of course, we are continuing with the British program. He said he thinks the students and faculty find this very interesting and exciting and that he sees this development as almost akin to when we were afraid to use the word "training" because we thought we would be the police academy and because we thought we would be seen as the police academy. Now we are not afraid of doing training: we see it as a continuum of what we do because a lot of training is education.

President Lynch said he is very pleased to support Professor Dorothy Bracey as editor of the Journal of Criminal Justice Education and hopefully bring it to John Jay. He said that it depends on the politics of ACJS but that he hopes they will select us and if so he has made a commitment to Professor Bracey to bring the Journal here. He said he is also very pleased with the international focus of Professor John Kleinig's journal, Criminal Justice Ethics. He praised John Jay's many journals, such as Psycholinguistics, and said that for its size the College has more journals than most colleges. He praised the College's participation at the national conferences, which is strong and should continue to be strong. He said that this international focus has evolved more and more over the past months and that these activities do not detract from the College but rather enrich it. Saying that faculty travel and exchanges are really faculty development, he expressed his hope that the Senate would support that thrust.

President Kaplowita reported that earlier in the meeting the Senate voted its endorsement of Professor Bracey's candidacy as editor of the Journal of Criminal Justice Education and so the Senate does endorse this particular project.

President Lynch said that he is pleased to bear that and wants to stress his hope that the focus is not that we are abandoning our commitment to our students, our faculty, or our city. Like Tip O'Neill, we know that all politics are local. But, he added, that does not mean that we can't also applaud these developments on the national and international scene. If we did not, we would not be fulfilling our mandate and we also would not be providing the leadership that the largest college of criminal justice should give.

President Lynch reported that the College is working very closely with Chancellor Reynolds on the Freedom for Russia Act and with the CUNY representative in Washington, Clyde Aveille. Two new Congresspersons are Jerrold Nadler, who was John Jay's Assemblyman, and Carol Maloney, whose chief of staff in Washington, John Wade, is a student at John Jay, and her entire staff are John Jay graduates.

With regard to the University, the next three and a half months, between now and March 31, are a window of opportunity, because the Colleges are being asked what new programs we want to create as well as defending those that are recommended for closing. The two chairs of the departments that are involved in the associate degree program recommended for closing, Government and Public Management, have said at the P&B they are prepared to say that maybe we should not fight the recommendation and perhaps graciously give the program up. They were willing to discuss what strategy we should use. He said he has suggested we wait and see what evolves and decide what strategy to use. He said we should try to develop good proposals for new programs we want. Dean James Currnn is suggesting that we create a generic cadet program, one which the Fire Department, the Corrections Department, and all the police departments could use in which we would teach those courses which would lead a student to be a cadet: students would learn Spanish, CPR (not for credit), and so on. It would be structured in such a way that we could say to any agency that we have a generic police cadet program and that they could recruit students from that program. He praised Professor Jim Cohen for having taken a leadership role in helping Transit Police look at the cadet program and noted that the Transit people are very interested in it. (Housing already has a police cadet core.) It would be a way of advancing education as well as our having a part in it. He added that Dean Curran is very interested in helping develop such a program but that it would have to be approved by all the appropriate College committees. He said this is the appropriate thrust of associate degree programs: they should be very specific and should be directed toward a goal that is recognizable.

President Lynch reported a new State requirement that all security guards must have eight hours of pre-service training and that several people from John Jay, including himself, have been asked to be on the curriculum preparation committee. DCJS would also like John Jay to conduct much of the training. There are 250,000 security guards in New York State who must be trained, roughly 150,000 of whom are in this region, and there is no grandfathering so they all must receive training. He explained that this is being made part of our argument that we need a new building: we need space to do training.

He also reported that Chancellor Fernandez's School Safety Task Force, of which he is a member, is today going to recommend that the 2900 school safety guards receive their training at John Jay, using very much the same curriculum as the CUNY security guards have received, which has been very well applauded. Like the CUNY program, it would be under contract and would be very good for the College and a very good source of recruitment. President Lynch said he has made the case with the State's Criminal Justice Director Richard Girgenti and with Chancellor Reynolds that such programs are why we must have Phase II.

President Lynch said he is very glad he has opportunities such as this to talk to the Faculty Senate and especially to talk about the international direction of the College. He said he hopes that when word goes around about the international activities, the Senate will understand that this focus does not mean he is going to travel all over the world nor does it mean that he is not going to care about John Jay. The relationship, he said, is synergistic.

Benator Norgren asked President Lynch, in terms of his

comments about national and international involvement, whether he and Provost Wilson and others have thought about some of the ways we can help faculty join in those activities more: specifically about our travel conference budgets and working with Jacob Marini and perhaps staffing Jacob Marini's office.

President Lynoh said that is exactly the thrust of the Freedom of Russia Act. The objective is to find monies which would permit us to send faculty to countries in Eastern Europe and the former Soviet Union. To send someone to Japan, for example, is very expensive. Each country has a different attitude. With England, we have worked it out that they give our person room and board and we pay for the transportation of our person and we continue paying our person's salary and they pay their person's salary. With the St. Petersburg conference, we gave the faculty \$1,000 each, half the cost to go, although we would have liked to have provided all the money. Jacob Marini worked very very hard trying to get money for us, he said.

Senator Norgren asked President Lynch whether he has been thinking about increasing the amount of money Provost Wilson is allocated for the faculty. President Lynch said this is a collective bargaining requirement: that we give a certain amount of money for travel. Senator Norgren said that is a very small amount of money and that she is talking about the sort of money that permits us to travel to present papers. President Lynch said he has added as much money as possible and noted that a number of people have been sent to do recruiting and to give papers using funds that are over and above the faculty budget and this was done by adding quite a bit from the administrative travel budget. He noted that Professor Marilyn Rubin went to NASPAA and represented the College and Professor Ken Moran went to ACS and did recruiting and that the College paid for their trips. He said we do as much as we can and that he would love to have money to provide for all faculty, because that is really great for faculty development: faculty come back excited and enthusiastic and full of ideas from having met other colleagues.

Senator Jim Cohen said that apropos of money, he is chair of the Senate's Fiscal Advisory Committee which for a couple of years has been laboring to try to understand the budget and know how much money we have in the budget, and where it comes from, and how it gets spent, so that we educate ourselves to be informed members of the community. He said that the Faculty Senate is pleased by the recommendation in the Middle States self-study that we have a planning committee, which he as president has initiated, that will engage in long-term and in strategic planning. Senator Cohen said that it would be very helpful for us if we really did know the full extent of the budget, and the sources of money, all the sources of money, both tax levy and non tax levy, and how that money gets spent. He said that his Committee has done a fairly good job of tracking down a lot of it but not all of it. He asked President Lynch if he endorses the basic principle that we as a Faculty Senate should know all those sources of funding, both tax levy and non tax levy, and how those monies are spent.

President Lynch said he does endorse that principle. He said he has given information to the Budget Planning Committee, all the information that they have asked for, but there may be other information not asked for. He said his concern is that he wishes to retain the discretion that he has about the expenditure of such funds. He said that when Professor Rubin comes to him and

says she wants to go to NASPAA but that there is no money, somebody has to make that decision and that he is the person to make such decisions. Therefore discretion must remain with him. He added that information on rental revenues is being prepared for the Senate and that the report shows that John Jay cleared \$207,000 on rentals last year, every penny of which went to tax levy items, for books and equipment and adjuncts. Mr. Sermier will have the report for the Senate soon. President Lynch reiterated that he endorses the principle but with the caveat that everything should not be decided by committee, including whether he should contribute money to the Olga Scarpetta Memorial Fund, which he did this morning.

Senator Cohen said that he doubts very much that we on the Senate would disagree with administration or with executive level people in an organization having discretionary authority over certain funds. Anyone who has ever been in that position, who has run a grant, for example, knows well the importance of having certain discretionary powers. He added that what happens, though, with us not knowing how much money there is and who has that discretion is that it causes resentment within that community and a sense that there is inequity in the distribution of some of those funds. If it were more open -- where the money is, who has the discretion, and how it is being used -- there would be a greater sense of equity.

President Lynch said he understands. He added that he wanted to report on the decision to renew the Barnes & Noble lease with very good provisions for the College. He recounted that when Alan Kahn, who reports to the owner of BLN, was at John Jay for the voter registration drive he asked him to visit our book store because it is the worst book store he has ever seen in a college and told him that we've been unhappy with the lease, the management, the books, and the prices. Kahn looked at it and agreed it is the worst book store that BLN operates. President Lynch said he offered to renew the lease only if the book store is totally renovated. BLN has agreed to do this, at a cost to BLN of \$300,000. The mailroom will be moved to the back of the book store and the entrance to the book store will be off the lobby, separated from the lobby with a modern glass wall. Construction will either be during intersession or during the summer. Kahn also agreed to a new manager and to a complete mystery section. President Lynch, noting that Tom Harris wrote most of The Silence of the Lambs at our Library and regularly bought from our book store, said visitors, students and staff should be able to find a complete selection of mystery novels. And the quality of the John Jay merchandise will be improved.

Senator Bracey said that as an avid mystery reader, she is very pleased to hear this. She added that she had suggested to the Middle States self-study committee that the book store of John Jay College of Criminal Justice should have at least one copy of every book on criminal justice that has been published in the last five years along with most of the classics in the field. When people come here they expect that this is the place they can buy books on criminal justice, not just textbooks required for courses. President Lynch said that he agrees completely and that he will tell B&N to do this.

President Kaplowitz said we need to ensure that the new book store is accessible to people with physical disabilities: once something is built it is difficult to make satisfactory alterations. President Lynch agreed and asked her to look at the

designs. He said that he did tell B&N that the North Hall lobby is being renovated so that it will be fully accessible to the disabled and that B&N assured him that they are aware of this issue but he said he would like her to review the plans.

Senator Suggs said he was pleased by Senator Cohen's remarks and by President Lynch's response because complete budget information is necessary for academic planning. We can think about what programs we want to offer if we have really coherent, useful, and timely financial information about the College's and University's resources. So when we come to the kinds of recommendations that appear in the report of the Chancellor's Committee that have to do with programs that are undersubscribed or oversubscribed, and we are told this is an opportunity for us to ask for new programs, it would be good for us to ask what resources we have to draw upon. At a meeting of the New Programs Subcommittee the other day Robert Sermier made a presentation about the fiscal implications of retaining, reducing, and removing John Jay's associate degree programs. Mr. Sermier had said that if we, in fact, phased out the associate degree programs over a period of time the College would not really suffer any fiscal reverses as long as we made certain that we replaced those students with other students. Senator Suggs noted that March 31 as a moment for deciding what programs and majors we want is not much lead time for academic planning. He said we really need to think about doing something seriously different about the associate degree programs but that discussions need to go on for more than a few months and those who want to propose new programs need more time.

President Lynch said we can always introduce new majors, just as we recently proposed the Judicial Studies major, and we can always propose adding new master's programs and new programs as we do all the time and should be doing all the time. But this is a particular window of opportunity because this is a very big rearrangement of the University and within that the Chancellor wants to say that she is building, strengthening, and improving where there are heavy enrollment needs as well as modifying, changing, and eliminating where there are not heavy enrollment needs. It is all enrollment driven: one can argue philosophically that that is not the way academic decisions should be made but it is the way they are being made. All of our programs are doing very well with the exception of the associate degree diplomas because so few students stop at the associate degree and so, he said, he agrees that they should be restructured. Like so much in life, suddenly something happens and one either has an opportunity or has missed it. This is an opportunity that should not be missed. If the faculty do not feel that by March 31 they are ready to suggest changes then we will not make them until we are ready. President Lynch said that as he reads it, this is an opportunity, if we are prepared to do so as a College, to say, for example, Dean Curran's program has merit: we have the track record, we have the experience. He said that he tries to see everything as an opportunity and that he tries to extract us from a problem in a way that can enable us to strengthen our position. President Lynch said John Jay is very strong: the committee basically said we are doing the most focused job insofar as what the students want. We are delivering a product that is popular, that is demographically connected all over the city, that has attracted a majority of minorities, women, people of all ages, we have graduated 16,000 people who are in the workforce.

Senator Suggs asked what will be the impact of this window

of opportunity on the College's new comprehensive planning committee. He said he hopes this window of opportunity does not undermine the College's new commitment to long-range planning.

President Lynch said that one can do many things at the same time. We can do long-range planning while restructuring the associate degree programs. Chancellor Reynolds has been receptive to everything John Jay has proposed, from the police cadet program to the training of CUNY security officers, to the new majors we have proposed. She has never declined an invitation he has extended to her to come to John Jay, to meet with and to greet the police and other agency people, to attend the St. Petersburg Conference. She is very interested in safety and security. She is a person who believes in this area, which was totally untrue of her predecessor, Joseph Murphy. President Lynch said we should strike while the interest is there. It might mean, hopefully, new resources. Housing already has the police cadet program. He said he thinks the Fire Department is ready to go with the cadet program because the Fire Department has moved too far away from the police department and eventually the city is going to break parity: they will eventually say that the Fire Department does not require a two-year degree to make Lieutenant (the step above firefighter) nor a four-year degree to become Captain and the Police Department does have these requirements and thus the Fire Department is breaking parity. He said he has told this to the NYFD union leaders, and they are very concerned. The Police Department has the cadet program which requires CPR and Spanish and again this is a break in parity. He said Corrections Commissioner Catherine Abate is very interested in having the ability to recruit college-educated cadets.

Senator Suggs said that while this is all positive, at either end of our baccalaureate program, at the associate end and at the doctoral end, we have some real academic problems. President Lynch said he is very concerned as the faculty is about never becoming a vocational school, noting his background is in liberal arts and that he believes in liberal arts, but at the same time we should never be afraid of the practical matters that our students need to know about. He said we are focusing on the associate degree programs now and are recognizing that there are problems with the associate degree programs which we really were not aware of. He said the faculty did a very good job of revising the majors but that we did not look at the associate degree programs and did not realize there were problems. We did look at the master's programs. We have been dynamic: we started the forensic psychology major, we created the judicial processes major, an area which we were really lacking in and which we should have been doing much more with for years but we were so busy we did not get to it. We have gotten to it now just as we have gotten to a national and an international focus. President Lynch said we also have to hope, as Professor Carol Groneman suggested at the P&B two days ago, that we may be able to rearrange the funding formula for the University. Professor Groneman had said that if the academic programs are going to be rearranged in CUNY, if philosophy and physics are going to be moved around, wouldn't and shouldn't the funding formula and resources be rearranged also. President Lynch said he has talked to his co-presidents who are in the same boat as we are of too much enrollment and not enough money -- Matt Goldstein at Baruch and Paul LeClerc at Hunter -- and the three of us are pushing very hard to have the monies reallocated.

Senator Guinta praised the tremendous enthusiasm that

President Lynch has for John Jay and for its programs after all these years. He said that as a member of the Senate's Fiscal Advisory Committee for a number of years he has learned a tremendous amount about the budget and has discovered that many of the faculty's perceptions have been misperceptions, because we had not had the information necessary to form correct judgments. The Senate would like to see mechanisms created having to do with non tax levy monies. He told President Lynch that the faculty know that as president he needs to have discretion and that he should have discretion. He explained that the Faculty Senate wishes to have a mechanism so we can know where those monies go so misperceptions do not percolate. Misperceptions breed disharmony within the community and we all want a harmonious community. That is why the Senate is asking for a mechanism so we know where the money is coming from and where it is going.

President Lynch said that he commits himself to providing the Senate with that information. He said he sent some of that information to Professor Goddard last week. He noted that the more the faculty has information, the more that the Budget Planning Committee and Professor Kaplowitz, representing the Senate, has looked into things, the more they have come to understand what Professor Guinta just articulated: there is not a lot of money, it is not going some place it should not be. In fact what has been wonderful is that each year when we have had to worry about what to do about the mandated cuts, there was no disagreement: we came to harmonious agreement and there were no administration versus faculty issues. We agreed that the faculty is primary, that we had to get the classrooms served. We never had much disagreement about what we would tell the University about what we would cut and what we would add. And, President Lynch said, he would like to continue that.

Senator Richardson asked whether John Jay had to give B&N a more lucrative contract in order to get the \$300,000 renovation. President Lynch said that they will give us an increase of \$35,000 a year over what they currently pay us, which is \$95,000. We asked for that. Or -- and this is something being worked out with the students -- they will give a 4 percent discount on all textbooks to students, in which case we would get \$20,000 less a year (which we give the student government) and we would get \$75,000. We are leaving the choice up to the students. One would think, he said, that the students would choose the 4 percent discount but that remains to be seen. Either the student government will get the money or all the students will get the money in the form of the discount. President Lynch said he told Student Council President Ronald Quartimon that it is up to him to negotiate this. There is a committee consisting of Dean Hank Smit, Student Council vice president Terrence Harris, and a third person. So we obtained more money, either way, and we have a commitment from B&N to spend 250,000 to \$300,000 for renovations, a change of manager, merchandise improvement, a mystery section, the criminal justice collection that Professor Bracey suggested, and a totally new book store. Asked by Senator Richardson what John Jay gave B&N in return, President Lynch said we gave them a renewal of the contract. He noted that he had also conveyed his concerns directly to the owner of B&N because he has been receiving complaints from faculty and students and the book store is something that it is within our power to do something about.

Senator Richardson asked about the College's commitment to the Alcohol Institute and to the Alcohol Studies Program in light of the retirements of Professors Ray Pitt in August and of Lou

Liebermann next month. He recalled that when Monsignor Dunne retired as the director of the programs in 1988 President Lynch had spoken of his commitment to the survival of both. Yet with the retirement of two stalwart supporters of the program, the program is in cardiac arrest. He said that as someone whose academic interest is in this field he is worried: for example the alcohol abuse elective he usually teaches in the spring is not being offered next semester because the Sociology Department is spread so thin that few electives are being offered in order to have people to teach Sociology 101. He said that for today's police force, the study of alcohol and drug abuse is essential.

President Lynch said that while he was with Ray Pitt in Costa Rica, giving the Human Dignity course, Ray Pitt spoke of little else. Citing his support of the NYPD's alcohol counseling program which is housed at John Jay, President Lynch said his concern is that the Institute must get an academic home that is welcomed by the social sciences: the three departments of Psychology, Sociology, and Anthropology need to work together to find a way to give it a stronger academic home because it has been turfed over through the years. Monsignor Dunne was a strong leader and yet he was not in the academic mainstream. He said it is an essential part of our curriculum and of our contribution and is increasingly important. He said he has talked to Provost Wilson and to Dean Faber about strengthening the program. Senator Richardson said that we need to be able to offer a minor in alcohol studies. President Lynch said, without interfering with the curriculum, he supports such efforts, and noted that drug counseling certification is coming in this state, and just as we already have an alcohol counseling certificate we could have a substance abuse counseling certificate. He said he wants us to be the leader in this and said he has spoken to Roberta Blotner about this and to the state people, to Deidre Breslin and others, and that they know we want to take the lead in this, do the training and education of those drug and alcohol counselors.

Senator Litwack asked if there had been any thought about new programs that are public service but not criminal justice, following the model of our public administration programs. He gave social work as an example which, within the rubric of public service, we might be able to expand in interesting ways. President Lynch said he would leave that possibility wide open and added that forensic social work, whereby social workers are trained to work in correctional settings or in alternatives to incarceration settings, should be perfectly within our mission.

Senator Blitz asked whether in the very near future President Lynch would direct that North Hall be tested for airborne pathogens since so many in North Hall feel ill whenever they are in the building and so many who work in North Hall have been stricken by terrible diseases. President Lynch said he would speak to Vice President Smith about it.

Senator Wallenstein asked about the premise of the Chancellor's Committee on Academic Planning and its implications for us. He said undoubtedly the other CUNY colleges evaluate their academic programs the same way we do, that programs undergo vigorous academic review when proposed and periodic review thereafter, and despite that some are now being recommended to be closed or moved to soft money solely on the basis of numbers.

President Lynch said that we probably cannot have a program in which enrollment is inadequate and have it survive. He said he

is concerned about our Fire Science major in light of the numbers. He noted that we tried to offer satellite courses at Rikers Island, we are trying to do more with Richard Abbot, director of John Jay's Fire Science Institute, and he plans to speak further with Fire Commissioner Carlos Rivera about instituting educational requirements for firefighters. He said such concern is right because if a program loses enrollment it becomes vulnerable. Forensic science is by its nature a small program and we will support it because it is totally relevant to our mission and unique to the University. If any of our other majors collapsed into a small enrollment it would be in danger because that is just the reality of a public institution.

The Senate thanked President Lynch who said he was pleased to have had this opportunity to meet with the Faculty Senate,

5. Election of representatives to the Comprehensive Planning Committee

The Senate has been allocated five seats on the newly created Comprehensive Planning Committee. Six senators have agreed to serve if elected. Dean Rothlein, who has been named by President Lynch to chair the committee, suggested that if the Senate wished to have an alternate member, since faculty are not always available for meetings, that would be acceptable. Ballots were cast, The Senate elected: Karen Kaplowitz, Tom Litwack, James Malone, Lydia Rosner, and Chris Suggs. In addition, Lou Guinta was elected an alternate.

6. Election of a replacement Senate representative to the Town Meeting Planning Committee

The Senate's Executive Committee nominated Senator James Malone for election to the Town Hall Planning Committee, to replace Vice President Blita whose other responsibilities necessitate this. The other Senate representative is Karen Kaplowitz. There were no additional nominations. The motion to elect Senator Malone carried by unanimous vote.

7. Discussion about possible courses of action to obtain information about non-tax-low revenues

President Lynch's decision to provide this information, reported in the announcements, rendered this agenda item moot.

Senator Cohen said that upon receipt of this information, his committee would request the additional budget information from Mr. Sermier that President Lynch today agreed to provide.

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

The issue was prompted by the lack of a faculty survey for the Middle States self-study, although a survey of students was conducted. Several faculty suggested that the Senate develop and

conduct such a survey. The proposal is that an instrument be developed for the Senate's consideration, similar to the survey of adjunct faculty that the Senate is currently conducting.

Senator Richardson was asked whether the survey conducted by the Senate's Committee on Adjunct Issues, which he chairs, received a large response. He said that 354 surveys had been sent out and that to date 107 have been returned. The return date was December 7 and he will send a second reminder notice so that as many returns are received as possible. A return rate of 30 percent was termed significant. Senator Richardson said he will prepare a statistical analysis for February.

Senator Gitter moved that the Senate conduct a survey of the full-time faculty and develop an instrument for the Senate's consideration. Senator Gitter said that all sorts of things are asserted about the faculty all the time, that we are demoralized, that we only come to the campus two days a week. She said a survey could provide valuable information to us and to other members of the College. The motion carried unanimously.

Senator Feinberg suggested that the Senate ask the assistance of faculty who have expertise in designing survey instruments, such as Professor Gwen Gerber. This was agreed to, Senator Litwack suggested that a preliminary questionnaire be sent to the faculty asking what two or three questions they would like to see asked of the faculty. This proposal was endorsed and Senator Norgren offered to send out such a request for suggested survey questions. President Kaplowitz noted that the University Faculty Senate's Committee on the Status of the Faculty is conducting a survey of CUNY faculty: the randomly chosen sample of faculty was sent a two-question survey: what is the one thing that happened during the last five years on your campus that improved faculty morale and what is the one thing during that time that decreased faculty morale.

9. Proposal that the Faculty Senate purchase an ad in the 1993 John Jay Student Yearbook

Senator Suggs moved the proposal that Senate members contribute for the purchase of an ad in the Student Yearbook congratulating the graduating class of 1993. The motion carried unanimously.

It was also reported that the Yearbook editor, Jacqueline Amedee, wishes to include photographs of every member of the faculty in the 1993 Yearbook. She has hired a professional photographer and has requested that the Faculty Senate consider encouraging faculty to visit the Student Council office to be photographed. The Senate directed President Kaplowitz to convey this information through a phonemail message to the faculty.

10. Discussion of the agenda of the December 14 College Council meeting

The College Council agenda includes a Curriculum Committee proposal regarding permission of the instructor to waive prerequisites. In May, the Curriculum Committee, as part of a

proposal to renumber courses, proposed removing the right of any instructor to waive prerequisites for any class she or he was teaching. The Senate had objected to that proposal and rather than have the entire proposal defeated, Dean Faber brought that part of the proposal back to the Curriculum Committee and what is now on the agenda is the Curriculum Committee's revision of the waiver of prerequisite proposal.

The revised proposal does permit the instructor to waive the prerequisite but only if the course description in the catalog states "or permission of section instructor" next to the prerequisite(s) for the course. For example, if Philosophy 300 lists Philosophy 101 as the prerequisite, no instructor of any section of Philosophy 300 may waive the prerequisite. But if Philosophy 300 lists as its prerequisite "Philosophy 101 or permission of the section instructor," then any instructor teaching that elective may waive the prerequisite for his or her section but faculty who choose not to may decline to do so. The proposal also outlines the various steps a student must take to have a waiver granted.

Senator Litwack spoke against the proposal. He said it is his experience that although most of the time the prerequisite should not be waived sometimes it is appropriate to do so. But if the course description must state "or with permission of the section instructor," every time a student wants to have the prerequisite waived he or she could point to the catalog and say that the catalog says the prerequisite can be waived. Yet without that phrase in the catalog the instructor does not have the option. He called this a bureaucratic proposal that will get in the way of the needs of the students and the quality of the classroom.

Senator Brugnola agreed. She added that such a policy change would require a new catalog. President Kaplowitz said there is about to be a new catalog and that in anticipation of the Council approving this proposal, each Chair has already been asked to have the department's Curriculum Committee decide which courses should state "or permission of section instructor" and which should not.

Senator Guinta said that he would imagine that the Curriculum Committee was addressing a situation whereby despite the faculty's attempts to have our students follow the core, because of some kind of snafu a student finds at the time of graduation that he or she needs a 101 course.

President Kaplowitz noted that there is a separate provision for graduating seniors for whom waivers may be granted for all courses. She said that the proposal had been discussed at the November College Council meeting but that upon loss of a quorum this was put on the December agenda. (The Senate had not had the time to discuss this before the November meeting.) During the Council discussion, faculty spoke of two conflicting needs: the college is not able to offer students sufficient numbers of sections of required courses to enable them to take the prerequisites and therefore we should provide a mechanism with some flexibility and, on the other hand, the faculty, most notably the Faculty Senate and the Council of Chairs, have asserted the necessity of prerequisite checking when computerized registration takes place (although the Senate's resolution does contain acknowledgment that there may need to be some flexibility and the conditions under which such flexibility would be

acceptable). She said that at the November Council meeting, the complaint was made that the faculty was being inconsistent. Also, after the meeting, she said she was told that computerized prerequisite checking would be more difficult if waivers were possible for all courses. She added that she has been told by Dean Faber that there is some dissatisfaction by some members of the Curriculum Committee that the Senate discusses the Curriculum committee's proposals to the College Council.

Senator Gitter said this is a real issue and that to the extent that the Senate and the Curriculum Committee are in conflict it is a real problem. She said that to the extent we are second guessing them we are undermining what is essentially a faculty committee. She added that she does think the Senate should discuss Curriculum Committee proposals but that it is making her increasingly uncomfortable to do so.

Senator DeForest said he agrees with Senator Litwack completely: there should be no statement about waivers in any course description and faculty should make the judgment about granting a waiver in difficult cases based on the student's academic background of knowledge. This should be up to the discretion of the faculty.

Senator Suggs said that the issue Senator Gitter spoke to existed long before the Senate existed because the Curriculum Committee regularly would bring to the Council items that had not been really resolved by the college community. He said perhaps we need to redefine the relationship between the Senate and the Curriculum Committee. He said that in having these discussions the Senate is trying to advise itself how best to represent the faculty. It is the Curriculum Committee's job to come up with proposals and it is our job to vote at the Council in as an informed manner as we can. This does not necessarily mean we are second guessing: rather, it is that we are trying to figure out the best way to serve our various constituents. He said we should do this without making it confrontational. As to the proposal itself, the catalog stands as a contract with the student and should therefore describe all the contractual relationships. Colleges are liable to practices that are contrary to what is stated in the catalog. If, in fact, faculty act on their prerogatives to decide individually, the absence of a statement in the catalog puts the College at risk and that may be part of the impulse for this proposal.

Senator Wallenstein said he does not see a problem in the Senate's review of the Curriculum Committee's proposals but we should use a governmental model. Any governmental agency that studies an issue and becomes an expert in that issue makes recommendations but the court makes the final decision and although the recommendation is given great weight by the court that does not mean the court will not overturn it. The same thing is true of the recommendations of the Curriculum Committee to the College Council. As for the specific proposal, we have to put "or permission of the section instructor" in the catalog for contractual reasons. He added that there are certain courses which should permit a waiver. For example it would be ridiculous to force someone who has been or is a lecturer at the Police Academy or who teaches public speaking skills to take Speech 113 in order to take other communication courses, for which that course is the prerequisite.

Senator Richardson said that any committee that puts a lot

of effort and time into its recommendations, as does the Curriculum Committee, tends to have propriety feelings about the proposals it makes. But because of the individual interests of the members of the Curriculum Committee, the recommendations may not be in the best interests of the overall academic program. As for the proposal, he said he has always been an advocate of full disclosure to students. He said we have to let students know that a waiver is possible. At the same time faculty should be able to waive prerequisites if a student has the skills and knowledge provided by that prerequisite.

Senator Litwack said we are basing our discussion on a situation that will soon change since we will soon have computerized registration and prerequisite checking. He said the greatest problem he faces is students who register for his elective without having had the prerequisite and having to decide who can stay and who has to leave. This will be less of a problem when we have computerized registration. This item should be tabled until we have experience with computerized registration. He said he is absolutely against the proposal now but he does not know what his opinion will be when we have on-line registration.

Senator Del Castillo said that the reviewing of a committee's proposals is problematical insofar as we do not have knowledge of the discussion that led to the proposals. If they reach decisions and we have a problem with the decisions, we should discuss that with representatives of the committee to understand the rationale so that if we have a fundamental disagreement with a proposal we can evaluate our disagreement in the context of that rationale.

President Kaplowitz said that Dean Faber, who is scheduled to meet with the Senate today on advisement, has said he is always willing to come to the Senate to discuss Curriculum Committee proposals. We could discuss this with him today.

Senator Suggs said we need to remember that we are not a committee: we are the body that speaks for the faculty and we discuss these matters to advise ourselves how to conduct our business as it relates to College governance. We are not just another committee reviewing another committee. He said it is his experience that curricular proposals that come out of curriculum committees are political documents and that their emergence and their shape depend upon political decisions that have been made within that committee. He said the Senate is not responsible for upholding the political decisions that were made within a committee that enabled a document to be produced. The Senate's job is to see that those political decisions do not undermine the academic integrity of the College and we need to make it clear that we are not trying to undermine our colleagues but that rather we are trying to do our job.

Senator Brugnola suggested a solution that would provide for waiver of prerequisites, which she favors, and the need for disclosure: continue to allow instructors to waive prerequisites and include a statement in the catalog which clearly states that instructors may waive prerequisites but also explains the rationale and the very limited reasons and conditions under which that may be done so that students understand that they cannot simply badger faculty into giving permission.

Benator Bracey said that what the Benate is doing is fine:

we are discussing recommendations made by the Curriculum committee, and in the course of that discussion, we are raising questions about issues which they may or may not have considered and this gives us a chance to go back to our colleagues in our departments who are on the Committee or to Dean Faber or to anybody else so that when we vote at the Council as members of the Council or as at-large members, we do so in a very informed sense. But we are not as a Senate taking a position on this, we are not taking a vote as to our position, although at the College Council we will vote as representatives of our constituencies.

Senator Wallenstein said he has served on the Curriculum Committee for five years and knows that although there are times when proposals from that body are political, the great majority of work of the Committee has a lot of thought behind it. He said he agrees we should consult with people on that committee especially since Dean Faber said he is available to do so. If we do not we are behaving in the same way as administrators whom we take umbrage with. We have to give great weight to other faculty members who are grappling with academic matters.

Senator Orrantia said the Senate is a political body as much as the Curriculum Committee is. He said he is disturbed that we are not going to vote on this resolution, that we are not going to come to a decision about whether faculty should be able to waive prerequisites, and if we are not going to vote what is the point of the discussion. He added that if we are working on shaping our thought for when we go to the College Council, then that is appropriate. As to the proposal, Senator Orrantia said that giving permission to waive prerequisites would undo a lot of the work that led the Senate to achieve prerequisite checking at registration, making sure students follow the program, making sure they do not wait until their last year to take prerequisites. He said he is very much against permitting prerequisites to be waived because doing so is a disservice to the students.

Senator Litwack said that although there is disagreement among us about the proposal, everyone agrees with Senator Del Castillo's statement that we owe it to the Curriculum Committee to find out the reasons for their decisions. But today is Friday and the Council meets Monday. He noted that since Dean Faber is meeting with the Senate this afternoon to discuss advisement we should ask him about this proposal. But, he added, that is not the same as talking with our department representatives, for which there is no time. He suggested that at the Council we report that a lot of questions came up at the Senate and that we should table the proposal for further discussion.

Senator Gitter said that it is not necessarily our role to have Dean Faber report to us. What we should do, she suggested, is to insist that this issue be discussed thoroughly and vigorously at the College Council. She said that one problem is that the College Council does not really debate issues before it.

Senator Suggs said that he supports Senator Brugnola's suggestion as a good one: that the catalog contain a statement that prerequisites exist and that some faculty choose to exercise their prerogative to waive prerequisites and some do not. He also said we might propose that such curricular and other academic issues should require two College Council readings, that is, two discussions, at the Council before a vote takes place.

Senator Feinberg suggested that such a catalog statement should include an explanation of why prerequisites are important and why they are needed. It should also explain why unusual and appropriate circumstances sometimes exist that merit waiving prerequisites.

President Kaplowitz said that she consulted with her department chair, Professor Crozier, about this proposal. He said that when he was asked which English Department courses should include the phrase "or permission of the section instructor" he responded that none should. He cited two reasons: first, his experience is that when prerequisites are waived, the student will argue to the chair a year or two later that having taken a course or courses without the prerequisite and having received an "A" or a "B" in the elective, it is absurd to require the student to then take the prerequisite(s) and he said he agrees and does not want such situations to occur; second, he is concerned about the extreme pressure on junior faculty and on adjunct faculty to waive prerequisites.

She added that as reported at a previous meeting of the Senate (November 11) the Curriculum Committee had charged its executive committee to meet with the Senate's executive committee about the Senate's deliberations of the Curriculum Committee's proposals. She said that the Senate's executive committee has tried to have such a meeting but that the one meeting that was scheduled had been cancelled by Dean Faber and no other meetings have been set despite the request of the Senate's officers.

Benator Suggs asked for discussion about the proposed Charter amendment to do away with term limitations for representatives of the Standards Committee. The Standards Committee has two-year terms but the Charter limits service to three consecutive years. (The Charter exempts two committees from term limitations, one of them being the Curriculum Committee). Benator Suggs said that although he believes in the importance of continuity, he has reservations about doing away with term limits because he is wary about the same group of people presiding over questions of standards over a long period of time. Senator Malone said he is about to submit a proposed Charter amendment that would permit constituencies to vote to exempt themselves from the limitation so constituencies could elect the best person to represent them. He said this is particularly important for small departments. Senator Buggs said we should either do that or remove the exemption given those two committees: the Charter should present a consistent policy.

Senator Feinberg asked about another issue coming before the College Council from the Curriculum Committee, namely the rule that only seniors may take 400-level courses and only juniors may take 300-level courses. She said she has reservations about the proposal noting that what is important is that the 300-level and 400-level courses should be sufficiently rigorous and demanding: this matters far more than the student's status.

Senator Norgren said she fully supports Senator Feinberg's position and agrees that those upper level courses should be at a high level. She noted that our students are not academically uniform and that when one does not have a heterogeneous student body the exciting thing is to say here are the different levels of courses: let's match you to the right course. She said that John Jay's first Aaron Diamond Fellow had been a student in her 400-level course when he was an upper sophomore: the fact that

such courses exist kept him at John Jay. Also, the course brought him to her attention and to Professor Goddard's attention and thus they were able to nominate him for the fellowship.

Senator Wallenstein said that establishing such restrictions as proposed would not hurt as long as instructors continue to have the discretion to waive the prerequisite. Senator Del Castillo said that each department was asked to renumber its courses with the renumbering decisions to be based on the rule that 300-level courses will be restricted to juniors and seniors and 400-level to seniors.

11. Discussion of the December 4 draft of the Middle States self-study report [Attachment C]

The December 4 version of the Middle States report was discussed. It was noted that selected members of the College community (the Senate, the Chairs, and those who wrote comments about the first draft) received the report on December 7 or December 8, and have until Monday, December 14, to comment and offer corrections about the second version (which the Steering Committee has termed the final version). President Kaplowitz reported that she had received an early morning call from Senator Rosner, the Senate representative on the Middle States Steering Committee, who told her that the storm had rendered travel to the College impossible. (The Steering Committee consists of Senator Rosner, the Senate representative: Professor T. Ken Moran, the Council of Chairs representative: Dean Eli Faber: and Dean Mary Rothlein, chair of the committee.)

The issue about which Senator Rosner had wanted to receive guidance from the Senate concerned the omission of the three-page introductory statement that had appeared in the first draft. Senator Rosner as well as many faculty had praised the introduction, and had considered it invaluable in setting the tone and for raising the really key dilemmas and choices facing the college, notably issues about community and about whether we can do everything (from associate degree through doctoral study) and do it all excellently.

Apart from the substantive issue of whether the introduction should be reincorporated, there is apparently a procedural issue in that Senator Rosner reported that she had no say about the deletion of this material and did not know it would be deleted until she received her copy of the December 4 report at the same time the Senate received it. (President Xaplowitz said that Senator Rosner is not the only member of the Steering Committee who reported this to her and that all who had done so had also expressed their conviction that the introduction is essential and that procedural rules, agreed to by the Steering Committee, had not been adhered to.)

President Kaplowitz said a second issue for concern is that the many corrections written up and sent to the Steering Committee had not been incorporated so that errors of fact, some of them very significant, remain. She said that she had sent the Steering committee an 11-page, single-spaced, memorandum listing errors of fact, logic, interpretation, and tone (with factual corrections and explanations) but that upon reading the December 4 version it was as if her memorandum had never been looked at.

Furthermore, the anti-faculty tone that had permeated the first draft and which faculty at the Benate hearings and at other forums protested remains uncorrected. The unbalanced treatment of faculty remains and that contributes to that negative tone.

Senator Norgren said that many faculty had sent written statements correcting both fact and analysis and many had testified at the various hearings. Yet neither written nor oral corrections and commentary received notice in the revised draft. She asked why are we spinning our wheels on this. She said that we spent hours reading the first draft and hours writing a response. We should not waste our time commenting any further. The revised self-study makes a mockery of the faculty's efforts to take the self-study seriously.

President Kaplowits said that many people who prepared written comments (many of them extensive) had sent her a copy, among them Professors Robert Crozier, Harold Sullivan, Ned Benton, Marilyn Lutzker, Serena Nanda, Joan Hoffman, Dorothy Bracey, Tom Litwack, Jill Norgren, as well as Dean Barbara Price. And certainly there are many others who wrote to the Steering Committee. She noted that the Benate had discussed the possibility of inviting and publishing written comments about the final report if the Senate were to feel the report needed commentary. She offered to write a memorandum to the Steering Committee by the Monday deadline, on behalf of the Senate, enumerating the problems and errors still continued in the report, and she invited Senators to advise her as to what to include. Senator Norgren asked what evidence exists that the Steering Committee would now pay attention to such a document when they did not pay attention to the other written and oral commentaries they received several months ago, when they had more time to review those commentaries. The Senators agreed.

President Kaplowits reported that in a week, on Friday, December 18, various members of the College, including herself and Vice President Blitz, have been invited to meet with the chair of the visiting team, Dr. Ronald Watts, at the College, to discuss not the substance of the report, which he will not have yet received, but the process of the self-study to determine at this preliminary stage of the visiting team's work whether the self-study process was an honest one. She said that this will be an important meeting in light of the Steering Committee's lack of responsiveness to the written commentaries and oral testimony. She explained that the visiting team will receive the final version of the self-study report in a month (the report has to be sent by the College by January 14). The visiting team will arrive at John Jay on February 28 and will conclude its visit on March 3 when the team will present an oral report of its determination.

President Kaplowitz said that what is disturbing is not only the errors that remain and the offensive tone and the sections that were deleted (in addition to the introduction) but also passages that have been added. Senator Suggs agreed and cited several unfortunate passages that had been added that were particularly offensive.

Senator Bracey said that in addition to the continuous digs at the faculty, she is troubled by the list of 15 recommendations for the College, both in terms of language and in some cases content. She found especially offensive the recommendation referring to the two-day faculty.

Senator Gitter asked Senator Malone, given that he has participated in Middle States evaluations, what he suggests would be most useful for the senators to do: should we save our comments and deliver them in person to the visiting team or should we attempt to change a document we may not be able to change? Senator Malone said that we should change the report but we do not know if it is possible to achieve this. He said the Middle States evaluators will read the document and will then put it aside and will interview a variety of individuals and what they hear will tell them how the College is functioning. He said we should do both if we can.

senator Litwack asked whether he understands correctly that the Middle States Committee members did not all agree on the final version of the document even though all their names are on the cover.

Vice President Blitz said that he also spoke to Senator Rosner this morning and among other comments she had told him that the introduction was deleted and that she and the other members were told by Dean Rothlein why that portion had been unilaterally deleted. The question was raised about whether the committee members had seen and approved the rest of the document before it was issued. President Kaplowitz said that she did not wish to trust her memory as to what she was told about this and said that Senator Rosner had said she would be available to talk by telephone if the Senate has questions. The Senate asked her to telephone Senator Rosner; upon returning she said there had been no answer and that she left a message on the answering machine.

Senator Litwack suggested that we write to Dean Rothlein and inform her that we do not accept this document and that we plan to inform Middle States that we do not accept this document as an accurate report, unless it is changed appropriately.

Senator Guinta said he is surprised that after a process which had seemed open up to now, this should occur now. He asked why should an open process take this direction. President Kaplowitz said that Senator Rosner and the other Steering Committee members had been full of unstinting praise about the openness and integrity of the process until now. Senator Guinta said it does not make sense.

Senator Norgren said that second guessing the reasons is not productive: the question is what to do about the document we have. She reiterated her disagreement that additional written comments be prepared and solicited, saying that we received the report on December 8, at the end of the term, while grading papers, and that we have until December 14 to comment again about something to which we gave respectful and thorough attention, attention which was ignored. She asked why should we think that anything we write now will be paid attention to when nothing we wrote before was. She reminded the Senate that ten years ago, during our previous Middle States reaccreditation process, the Middle States team came here, met with people, studied the self-study report, and concluded that they had reservations about John Jay. She said that the faculty had participated fully in the self-study and yet the administration would not permit the faculty to see the letter from the Middle States Commission which contained the visiting teams' (and the Middle States commission's) reasons for its reservations.

Senator Malone said that at most colleges faculty are in

charge of the self-study and that at John Jay that was true of only the first self-study, conducted by Professor Mark Holzer in 1972. The subsequent one, ten years later, was also directed by a dean.

Vice President Blitz said that when the steering Committee met with the Senate to hold a hearing about the first draft of the self-study report, everyone on the Faculty Senate made lots of useful suggestions ranging from factual, to conceptual, to informational. The Senate also spent a previous meeting discussing the first draft, and the minutes of both Senate meetings were sent to the Steering Committee. This is in addition to the commentaries issued by individuals. He said he was surprised when reading this December 4 version that the simple factual errors were not corrected and that conceptual errors that if corrected would have cast us in a much better light were not corrected either. He said we should not work on this document any more. He cited one example of a careless error which typifies his frustration: the report says, still, despite requests to correct this, that the Faculty Senate has two adjunct representatives (which is correct) but a few lines later says meetings are open only to full-time faculty. Also, the account of publications was something he raised with the Steering Committee when they came to the Senate and he had asked if he was expected to do the work to find the correct number of publications since he knew the report was incorrect and he was told that that is the job of the Committee. Yet the changes made actually make the picture look even worse. Senator Kleinig concurred. Vice President Blitz said our work on the document is finished: the next step is meeting with the visiting team.

Senator Kleinig noted that his journal, Criminal Justice Ethics, was given an incorrect title in the first draft and having written a memorandum about this, he was of course surprised to see that the December 4 report, while changing the error, has changed the title to a different but still incorrect title. Senators cited error after error that appeared in the report, that were either not corrected from the first draft, although they had been reported, or that are new to this version. Problems of tone, balance and analysis were also cited by many senators.

President Kaplowitz said that all of us know how busy the four members of the Steering Committee are. Therefore, it is important to know, in order to evaluate the process and the results, that a full-time staff person was hired and came aboard a year ago as the editor of the report. In addition, the assistant to Dean Rothlein has been working on the report as staff person to the Committee.

Senator Litwack proposed that we vote to not accept this report. Senator Buggs concurred and said we should disavow the report: for reasons of fact, for reasons of interpretation, and for reasons of tone. Senator Wallenstein said the motion should state that unless errors of fact and tone are changed we will report to Middle States that the document does not represent the faculty's view of John Jay.

The following resolution was moved by Senator Litwack:

Due to numerous errors, mischaracterizations, unwarranted conclusions, and lack of responsiveness to faculty comments in the Middle States draft

report dated December 4, 1992, and the excision of the Introductory Section contained in the prior draft, the Faculty Senate disavows the Middle States report dated December 4, 1992, in its present form.

Senator Malone seconded the motion. Senator Pittman said the motion should also address the procedural improprieties. Senator Norgren said that we cannot as a Senate at this time verify that such improprieties took place. Senator Litwack said that even if no procedural improprieties took place we want to disavow the report because of the problems in the report: if it turns out that there were no procedural improprieties then that says something about the quality of the work of the Committee members but it does not say anything about the quality of the report.

Senator Suggs moved a substitute amendment, to be addressed to the steering Committee: "This is to inform you that the Faculty Senate voted to disavow the December 4, 1992 version of the Middle States report. We do so for reasons of errors of fact, perspective, and tone, all areas which the Senate addressed in correspondence with your Committee over the past several months. We realize and applaud the significant descriptive sections you have produced but feel grievous errors of process and composition have been made in the movement toward a final draft. We look forward to the opportunity to communicate our position with the Middle States Committee."

Senator Litwack said the substitute motion is better than his. Senator Wallenstein disagreed and spoke in support of Senator Litwack's motion saying that it is more specific about the problems, it makes clear that the Faculty Senate rejects the current version, and it leaves the door open for the Committee to do the work that needs to be done to make it an acceptable document. He said that we want to get the attention of the Steering Committee so that the Committee will correct the report. President Kaplowitz agreed, saying it is better to disavow the report now and have the report be corrected by the Steering Committee, which is our goal, than to have to disavow the report to the Middle States visiting team. She said that the process is still internal and as far as it is within our ability we should resolve it internally.

Senator Guinta spoke in support of Senator Suggs' motion because it leaves the door open for consultation. Senator Cohen said that we should adopt the strongest and simplest motion that says we disavow this document. He said that like Vice President Blitz, when he read the document he felt that it was absolutely terrible with respect to the faculty. He said that we are constantly bending over backward to people who are not friendly to us and who have different interests than the faculty within this organization. He said we should recognize that they have different interests and that the best way to stand up for our rights in a situation like this is to make a simple, strong disavowal and let them respond.

Senator Norgren said that our attention should be focused on the visiting team. Senator Grappone said he agrees with the motion of disavowal: although the Library comes out fairly well, the tone is very offensive. Senator Richardson agreed on the need for disavowal because the faculty have acted in good faith but the Committee has not reciprocated.

Senator Lewis said that we want to produce a powerful

statement and therefore we should keep it brief. He urged the Senate to adopt Senator Litwack's motion. Senator Suggs agreed. Senator Litwack said it is clear that the consensus of the Senate is that we should take strong action both to express our position unambiguously and to get the attention of the Steering Committee.

The question was called. The Senate approved the following motion by unanimous vote:

Due to numerous errors, mischaracterizations, unwarranted conclusions, and lack of responsiveness to faculty comments in the Middle States draft report dated December 4, 1992, and the excision of the Introductory Section contained in the prior draft, the Faculty Senate disavows the Middle States report dated December 4, 1992, in its present form.

It was agreed that the motion would be addressed to the Middle States Steering Committee rather than to Dean Rothlein alone. Senator Wallenstein recommended that a copy be sent to President Lynch as a matter of courtesy. Senator Bracey disagreed saying that such an action would imply that President Lynch had something to do with the content and process of the report despite his assurances to the contrary, which we have no reason to not believe. Senator Malone said sending a copy would be bad form. Senator Gitter said that it would be discourteous to the members of the Steering Committee to do so: it should be up to them to decide what to do. She said that when we wrote commentaries to the first draft we did not send copies to the President because to do so would imply his direct involvement in the self-study and in the content of the report.

President Kaplowitz said the Steering Committee will receive the motion on Monday [Attachment C]. If they respond by inviting members of the Senate to meet with them to hear the specifics of our concerns, as we hope, she will call the Senators and invite those who are available to participate in the discussion. She said that she certainly hopes that the Steering Committee does initiate such a meeting and is responsive to the particulars that led to our disavowal: it will be unfortunate if the body that speaks for the faculty disavows a report that represents two years of self-study. She said that we have to convey to the Steering Committee the fact that our purpose in disavowing the report is to get the Committee's attention so that needed revisions and corrections are made.

12. Guests: Director of Advisement Paul Wyatt and Dean of Undergraduate Studies Eli Faber: Student Advisement

[In the face of the raging storm, power outages in the subways, and closed bridges and highways, Mr. Wyatt informed the Senate that he had been offered a ride home but would decline it if the Senate wished him to wait for this agenda item. The Senate urged him to take the ride and promised to reschedule.]

14. New business

Dean Faber was welcomed. He and the Senate agreed that the

discussion about advisement would be rescheduled so that Mr. Wyatt could participate. Dean Faber was asked about the proposal concerning prerequisite waivers. Senator Gitter suggested not discussing this with Dean Faber at the Senate because Curriculum Committee decision should be thrashed out thoroughly at the College Council: she said Dean Faber will be able to be asked about it there.

Senator Suggs said we are trying to figure out the best way to become informed College Council members so we can determine how we should vote about the prerequisite issue and about the 300- and 400-level course limitation. Dean Faber offered to answer questions saying he understands Professor Gitter's concerns and expects to be asked many questions at the College Council.

Dean Faber characterized the prerequisite issue as very complicated. There is concern that faculty are pressured to waive prerequisites not only by students but also by chairs: there is the issue of **corruption** -- the waiving of prerequisites wholesale to fill classes either to make sure that the courses are not closed at registration or so that an instructor or a department will look good. As a result in May the Curriculum Committee decided to propose the elimination of all prerequisite waivers. But the Senate decided faculty should have more latitude than was being proposed (which was none). At the same time Chairs are very concerned that adjunct faculty in particular come under great pressure, especially during registration, when students cannot get classes. So the Curriculum Committee modified its proposal so that the section instructor may give a waiver as long as the catalog description states it is permissible. The catalog issue is decided by those who teach the course. Once permission of the section instructor was possible, limiting students to courses according to their class standing is feasible because such a limitation could also be waived.

Senator Cohen asked whether the fact that different faculty teach a certain course different semesters makes that problematic. Dean Faber said if ten people who teach the course do not want permission to waive the prerequisites and three who teach the course do, the catalog description should say "or permission of the section instructor." But if all the department members do not want any section instructor to be able to waive the prerequisite, the catalog description for that course would only list the prerequisite. He said his decision about his own history elective is to not have the "or permission" phrase. Someone else can make a different decision about his or her elective.

Senator Richardson suggested that where permission is possible nothing be stated and that where permission is not possible, the catalog should state "no exception" or "no exemption" next to the prerequisite. He said this way permission would be possible except where explicitly denied and we could avoid a potential situation where every course says "or permission of the instructor" which almost invites students to seek such permission. Dean Faber commended the idea and said it had never been suggested at the Curriculum Committee. Senator Suggs asked about a general catalog statement about waivers. Dean Faber said there is already a brief statement which will be expanded. The Curriculum Committee is also recommending a procedure a student must follow to obtain a waiver.

Senator Kleinig asked if one does not include the phrase "or permission" does that bind the student or the instructor. He said a faculty member who believes that prerequisites are absolutely necessary will not include that phrase and yet may meet a student who is really outstanding who has returned to college after 20 years and has all sorts of wonderful experiences. And in one sense such a student may come back to college and stay in college because of flexibility. He said that his former university required a double signature, that of the instructor and the chair or dean. He said he is worried about the very special cases.

Dean Faber called that the nub of the problem. When there are exceptions and no clear rationale and regulation for exceptions, there is immediately suspicion about discrimination and allegations of discrimination. When that happens, and even when it does not happen, there is an enormous bending of sane and reasonable rules giving the sense that anything goes. That has its problems. The real problem is: "why was an exception made for him and not for me?"

Dean Faber said an example recently was a student who charged she was discriminated against. Having taken 124 credits without passing the writing proficiency test she insisted that she receive another waiver and she pursued her charge outside the College at many levels. The problem was that there was no clear policy. He said policy has to be made for the aggregate but because there are exceptions faculty should think carefully about in fact including the "or permission" phrase.

President Kaplowitz said that many faculty do not have any voice in this: she said that Dean Faber described a history course as his course because he is the only one who teaches it and therefore he can decide about that course. But most of us do not "own" courses. And the obverse is also true: a course may be owned by someone but others sometimes have a chance to teach it or are asked to if the person who "owns" it is on leave. Therefore we become subject to someone else's decision or to the decision of the department curriculum committee that happens to be in place when the catalog is being printed. Dean Faber said the Curriculum Committee was concerned about the tremendous pressure from students and from chairs and that there is no universal solution.

Senator Suggs said it does seem peculiar that at a College such as ours where more than 40 percent of our graduates are transfer students, where we regularly enroll more than 1000 students each year under the associate degree rubric whom we then lose track of and who filter into the system, where we have a minimal advisement system with only 40 faculty participating, we are introducing a complicated system about this issue. The problem is those faculty who may be prevented from giving permission because in the interest of the aggregate the department may decide against waiving prerequisites although this may not be responsive to the complexity to the situation. Senator Cohen asked the deadline for deciding "or permission of section instructor" if the proposal is approved. Dean Faber said there are several months to still do so.

Senator Gitter said that we cannot hope to solve this issue today and that there is the larger issue of the Senate's discussion of Curriculum Committee proposals. We do not want to be perceived to be undermining the Curriculum Committee nor do we want in fact to undermine the Committee. We need to find a

mechanism so that the Curriculum Committee is not demoralized. She said that even if the Senate did not discuss these matters the same issue could arise if the College Council shot down a Curriculum Committee proposal in twenty minutes that the committee spent six hours developing.

Dean Faber agreed and said that Curriculum Committee members have been asking why they should attend meetings on Fridays and subcommittee meetings on the other days if their work is being reviewed by another Body prior to the College Council. They work assiduously, thrash out issues, and then risk being overturned.

Senator Gitter acknowledged the problem but said that it is not the only committee that faces that situation: that is the nature of committees. At the same time we must deal with this before it gets worse. She said the Curriculum Committee is a horrible committee to be on: it is impossible to get any work done without and despite enormous investment of time and we should not make their task harder.

Dean Faber said that he did report to the Curriculum Committee that Professor Kaplowitz had explained at the College Council that the faculty do not want to be rubber stamps. Senator Gitter agreed that we should not be but that a mechanism of consultation should be worked out. Senator Gitter said that the present situation is good for neither the Curriculum Committee nor the Senate.

Senator Wallenstein said that when items come to the College Council it is like an agency that makes an interpretation and then the court rules: the court will give great weight to the agency's views but it may ultimately disagree.

Senator Litwack said this is a difficult systemic problem. He asked Dean Faber what he sees as a possible solution. Dean Faber said the Senate should not act in a vacuum. He said that he and the Curriculum Committee executive committee are available to come to the Senate to discuss the reasons for its proposals.

President Kaplowitz responded that she does not think that would be appropriate or workable. She said most Faculty Senate meetings are an hour and a half by necessity, since we teach, and we cannot spend that kind of time with a delegation from the Curriculum Committee who will reiterate the committee's thinking. It would consume our meetings. She noted that the Senate always has a full agenda and that we would have no time left for our own discussions about the curricular proposals. She said that despite today's all-day meeting, we have not had time for the important issue of day/night courses which is on our agenda.

Senator Litwack asked President Kaplowitz what her solution is. She said that she has asked to be invited to the Curriculum Committee to explain why the Senate discusses these issues. She suggested that the Senate's executive committee should meet with the Curriculum Committee's executive committee, as the Curriculum Committee requested and as the Senate's officers have tried to arrange, without success. She praised Senator Suggs' suggestion earlier in the meeting that academic policy and curricular proposals be required to have two readings at the Council just as charter amendments do to allow time for consultation and discussion. She said this is especially necessary since we receive the College Council agenda sometimes a day before a Council meeting. She noted that the next Council meeting is

Monday and most of the Senate members have not received the **Council** agenda which includes new Curriculum Committee proposals: she said the calendar must be revised to give two weeks between receipt of the Council agenda and the Council meeting.

President Kaplowitz said that all of those suggestions address the issue of what to do about proposals that have already been approved by the Curriculum Committee, which is really too late because of all the investment that has been put into the final proposals. She said the real issue is that the Curriculum Committee representatives must consult with the members of their departments when proposals are first made and while proposals are shaped, before they become a final proposal. She said such consultation is easily done now that we have phonemail. She said that she has never been consulted as a member of the English Department about any policy or proposal being considered or voted upon by the Curriculum Committee. She added that her experience is typical, not unique. She said Curriculum Committee members are on the committee as representatives of their departments but rarely consult with their departments. Often the representatives do not even consult with their chair but even that would not be enough: these are departmental issues.

Senator Gitter said that she thinks President Kaplowitz has put her finger on the problem. she said that we come to the discussions too late and that department representatives in representing themselves cannot know or anticipate what their colleagues will think about a proposal because they do not consult with us.

Senator Suggs said that it is crucial that the president of the Senate be invited to the Curriculum Committee to explain that the Senate represents the faculty as a whole and has a different perspective. When the Curriculum Committee makes curricular decisions it does so based on entirely honorable and realistic reasons but then the Senate's job is to advise itself as to how to best represent the faculty's interest, not for the purpose of being adversarial but for the purpose of doing our job properly.

Senator Litwack said that when Senator Wallenstein compared the relationship of an agency and the court he is right insofar as the College Council (not the Senate) is the court and the Curriculum Committee is the body advising it. He added that although the Senate is not the court, the reality is that all the faculty members on the College Council are also on the Senate and that the Senate is the forum whereby the faculty members on the Council can deliberate as faculty. He asserted that the Curriculum Committee has to accept that they are not the final committee, even if this means that their work may be and on occasions will be overturned.

Senator Gitter said although that is true, it is also true that if there were better communication, if there were more time for consultation, if we all had known that the Police Science major were coming down the pike, if departments were consulted by their representatives, there would have been time for Senator Richardson, for example, to bring to the Committee's attention the lack of a course in alcohol abuse, rather than after the work of the committee was complete and this was done in public. She said she thinks President Kaplowitz is absolutely correct that the problem is that Curriculum Committee representatives do not consult with the faculty in their departments and that everything that follows is a result of this fact.

President Kaplowits said that in the meantime we have an immediate problem: only those who went to their department mailboxes after 4 PM yesterday, Thursday, received the College Council agenda for Monday's meeting. That means that most people will not see the agenda until Monday. Most who are here today, although asked to bring the Council agenda to today's meeting so we could discuss it, did not do so because they had not received it. Yet there are significant College Council proposals on the agenda including a total revision of the criminal justice major. We haven't discussed this today because we don't have copies, and we did not have time to read and think and consult about it, and we do not have time to discuss it today, despite an all day meeting. Yet we are being asked to vote Monday on a proposal to completely restructure one of the central majors of our College. This may be a terrific proposal, a necessary and splendid revision. But as College Council representatives how are we to determine this: how are we to consult with our colleagues, especially but not only our chairs, by Monday, and how can we consult with our Curriculum Committee representative to learn the thinking behind the revision.

She said that just as the Curriculum Committee representatives should consult with their departments as proposals are shaped and debated, those of us who are on the College Council should seek out our Curriculum Committee representative for a briefing when an item appears on the Council agenda. She said that the latter requires that we receive the agenda two weeks in advance. She pointed out that we are all responsible for the Council calendar since all of the Council members vote to adopt the calendar that is prepared by the Secretary to the Council. Perhaps we should amend the calendar for the spring semester (not the meeting dates, but the dates for agenda deadlines and executive committee meetings). She said that rather than an entire delegation coming to the Senate from the Curriculum Committee, we should all come to the Senate meetings having consulted with our department's Curriculum Committee representative and, if we wish, other members of that body. She said then we would be doing our job, our department representative on the Curriculum Committee would be doing her or his job, we would not have to ask Dean Faber to take time from his busy schedule to speak for the committee and we would not be taking Senate time to listen to Dean Faber or a delegation from the committee.

Senator Gitter said that the problem is, in fact, that the Curriculum Committee is too isolated. Dean Faber said that the issue of consultation by department representatives should be taken up with department chairs. He agreed that lack of consultation at the department level is where the problem exists. Senator Litwack said that, in addition, the president of the Senate should be a member of the Curriculum Committee. Senator Suggs said it is important that the Curriculum Committee not be under the false perception that the Senate is the problem.

Dean Faber said that it is important that the Senate reassure the Curriculum Committee because people are wondering why they should meet on Fridays and have all these subcommittee meetings if their work can be reviewed by another body, which does not have the benefit of knowing the Committee's reasons or thinking, and then overturned at the College Council. In essence, they are asking are they not to be trusted.

Senator Bracey said that is exactly the way committee

structure works. She noted that every committee is faced with the possibility that its recommendations may not be approved. She said that is the point: a committee makes recommendations but the College Council has to make it into formal College policy. She said the latter requires a different kind of action. President Kaplowitz agreed that this is the reality of governance. She reminded Dean Faber that she had worked on a proposal, as a member of the Standards Committee, which after a year of committee work was sent to the College Council and that he withdrew it from the Council agenda, as chair of the committee, because he saw that it did not have the votes. As a curricular example she noted that the English Department had developed a proposal for a public service writing major, had put in a tremendous amount of work on it over a period of several years, and the proposal never even reached the Curriculum Committee because its New Programs Subcommittee would not approve it for consideration by the parent committee.

President Kaplowitz also pointed out that the Senate is not the only body which discusses College Council agenda items but the Senate is the only body whose discussions are recorded in minutes that are published and distributed. She said the administrators discuss the agenda items, the HEO representatives do, and the student members do, as all should as responsible Council members. The fact that the Senate puts its discussions on the record should not be held against us.

Senator Litwack said there is another reality. The Senate is a faculty body with many very senior faculty who have a great deal of institutional memory and a great deal of experience and who therefore have perhaps a different perspective than Curriculum Committee members, many of whom are more junior and many of whom may not have a governance and institutional overview.

President Kaplowitz said that in addition we also have to keep in mind that unlike the Senate, which is an all faculty body, and although we call the Curriculum Committee a faculty committee, the reality is that the Curriculum Committee consists of 28 members, of whom 20 are faculty, 5 are students, and 3 are administrators. It is possible, therefore, for an item to be approved that has only a very few faculty voting for it.

Dean Faber was thanked for discussing these matters with the Senate and he thanked the Senate, saying it found the discussion very helpful, important, and a fascinating governance issue.

The meeting was adjourned at 5:00 PM.

Respectfully submitted,

Ed Davenport
Recording Secretary

Announcements from the chair

Middle States visiting team to arrive February 28

On the evening of Sunday, February 28, a reception and dinner will be held for the visiting team and invited members of the faculty, administration, and students. The team will meet with the President and vice presidents on the morning of Monday, March 1; then with the chairs of the self-study committees and the steering committee; then with the faculty at 2:15 PM and with students at 4:00 PM. The team's schedule for Tuesday is not yet known (the team establishes it) and so faculty are advised to be available for interviews and meetings. On the morning of Wednesday, March 3, the team will present an oral report, known as the exit interview, of its findings and determination. The visiting team then makes a recommendation to the Middle States Commission which will vote in June.

Provost's lecture series set for the spring

Professor Robert McCrie (Law, Police Science & CJ Adm) will speak about "Murder in the City: 1890-1990" on February 25 at 3:15. The discussant will be Professor Andrew Karmen (Sociology).

Professor Robert Jay Lifton will speak on "The Psychology of Violence: Individual and Collective" on March 31. The discussant will be Professor Bob Bonn (Sociology).

Alex Kotlowitz, author of "There are no Children Here" will speak on April 27 at 3:15. The discussants will be Professors Carmen Solis (SEEK) and Kwando Kinshasa (African American Studies).

Law professor Derrick Bell to speak at JJ

Derrick Bell, the law professor who took a leave from Harvard Law School to protest the lack of African-American women faculty among the tenured professors at Harvard Law School, will speak at John Jay on the topic of "The Permanence of Racism," on February 23 at 4:30 PM in the Theater in T Building. The event is being sponsored by the Student Council.

Student evaluation of faculty set for the week of April 12

The student evaluation of the faculty is scheduled for the week of April 12. Faculty may choose any day of that week to distribute the evaluation forms to students. Faculty are encouraged to remain in the classroom while students answer the evaluation questions.

April 23 UJA breakfast to honor Dean Eli Faber

The UJA breakfast will be on the morning of Friday, April 23, in the Faculty Dining Room. Dean Eli Faber will be the honoree. During the fall, Dean Faber's book, A Time for Planting: The First Migration 1654-1820, was published by Johns Hopkins Press. The book is the first volume of a five-volume history entitled The Jewish People in America. All five volumes were published simultaneously.

Malcolm/King Breakfast set for February 26

The College's annual Malcolm/King Breakfast, commemorating Martin Luther King Jr. and Malcolm X, is set for Friday, February 26, in the Faculty Dining Room. Dr. Georgia L. McMurray, who died in December, was to have been the guest of honor: she will be honored posthumously. Dr. McMurray was one of the individuals recommended by the Committee on Honorary Degrees and approved by the Faculty Senate to receive an honorary degree from John Jay this May. The guest speaker will be New York State Senator David Paterson.

Commencement set for May 27

Commencement will be on the afternoon of Thursday, May 27, at 4:30 PM, at Carnegie Hall. Among the honorary degree candidates recommended by the Committee on Honorary Degrees and approved by the Faculty Senate, Clyde Collins Snow has agreed to attend commencement and to accept an honorary degree; Nina Totenberg, who covers the Supreme Court, said that she wishes to attend and receive an honorary degree but must await definitive information about the calendar of the Supreme Court; Dr. Georgia L. McMurray died in December; Ephraim Isaac and Frederick A.O. Schwarz, Jr., have not yet received informal approval by the Board of Trustees and, therefore, can not be invited yet.

PLB at-large nominations scheduled

The College Council Executive Committee is scheduled to receive nominations of faculty for the three at-large positions on the College Personnel & Budget Committee for the 1993-1994 academic year. The one-year term is open to all full-time members of the faculty. Ballots are sent to all full-time members of the faculty. To make a nomination, communicate with the faculty members on the College Council's Executive Committee: Professors Ed Davenport, Tom Litwack, James Malone, Rick Richardson, Martin Wallenstein, Agnes Wieschenberg.

Alumni Director participating in Bramshill exchange

Al Higgins, director of the Alumni Association and a John Jay graduate and former police officer, is participating in the college's exchange program with the Bramshill Police College in England from January until April.

4 faculty begin sabbatical leaves

Professor Sandy Berger (Science) has been granted a full-pay sabbatical leave for the spring semester. In addition, Professors Martha Dugan (Counseling and Student Life), Theresa Melchionne (Law, Police Science and CJ Adm), and Maureen Wilson (Foreign Languages and Literature) begin year-long sabbatical leaves in February.

UFS conference on governance held at JJ

The University Faculty Senate conference on "Strengthening Campus Governance" was held at John Jay on Friday, December 4. The keynote speaker was Dr. Kenneth Anderson of the University of Chicago at Urbana Champaign, a former first vice president of the AAUP.

Other speakers were Baruch Professor of Economics Robert Ariel, who spoke about the faculty's role in budget and planning; NYU Dean of Arts and Sciences Administration Ann Burton (who had been on the CUNY faculty for 20 years and who was the chair of the UFS at the time she took the NYU deanship), who spoke about the faculty's role in curriculum issues; and SUNY/Alfred Professor Joseph Flynn, the former chair of the SUNY Faculty Senate and current chair of that body's governance committee and chair of the National Network of Faculty Senates, who spoke about governance structures.

140 faculty from all branches of CUNY attended and heard greetings from John Jay President Gerald Lynch. The attendees participated in workshops on the topics of budget and planning; curriculum; and governance structures. The conference concluded with reports from each workshop.

The proceedings of the conference, which was chaired by Professor Karen Kaplowitz, will be published.

Better Teaching Seminar to be held for the Council of Chairs

At the request of the Council of Chairs, the faculty who presented a Better Teaching Seminar last semester on the topic "Designing Topics for Student Papers and Evaluating and Grading Papers: A Continuum," will repeat the seminar for the Chairs on February 16. The faculty who presented the Better Teaching Seminar last semester were: Professors Michael Blitz, Jane Bowers, P.J. Gibson, Betsy Gitter, Pat Licklider, and Timothy Stevens.

Better Teaching Seminars planned for the spring

Better Teaching Seminars are sponsored by the Faculty Senate and take place at 3:30 PM in Room 630T.

On March 4, a Better Teaching Seminar, co-sponsored with the Department of Government, is being presented on "Hate Speech: In the Classroom, on Campus, and Elsewhere." Panelists will include Professors James Bowen, Jill Norgren, and Rafael Ventura-Rosa (all of the Government Department), Professor Andrew Karmen (Sociology), and several students including Ronald Quartimon and James Byrne. All those who attend will be invited to participate in the discussion which will focus on the issues of protected speech and academic freedom as well as on our responsibilities as faculty to provide a safe and respectful environment for our students and colleagues and guests. Some of the issues that will be discussed include: hate speech codes adopted by some colleges and communities; the rulings of the courts; the effect of hate speech on the classroom environment; the role and responsibility of faculty in the classroom.

On March 24, a Better Teaching Seminar will be held on the ethnic studies courses which are part of the core curriculum. In 1988, the College Council approved the Curriculum Committee's revision of the core curriculum. Among the changes was the addition of a required one-semester course in ethnic studies which students could fulfill by taking one of three courses: Ethnic Studies 123: Race and American Society: The African-American Experience; Ethnic Studies 124: Puerto Ricans and other Hispanics in American Society; and Ethnic Studies 125: Race and Ethnicity in America. Every member of the faculty is eligible to apply to teach these courses. This Better Teaching Seminar, "Ethnic Studies Four Years Later: A Report from the Field," will be an assessment of these courses in light of the original goals for which the courses were designed. This assessment will provide the opportunity for faculty to consider whether to apply to teach the courses and will also provide faculty with the opportunity to discuss curriculum and other issues related to their own courses even if they are not teaching the Ethnic Studies courses. Among the panelists will be some of the members of the faculty who have taught the three Ethnic Studies courses: Professors Elizabeth Crespo (Puerto Rican Studies), Kwando Kinshasa (African-American Studies), Altagracia Ortiz (History/Puerto Rican Studies), Chris Suggs (English), and Provost Basil Wilson (African American Studies). Members of the committee that designed the courses will participate as discussants, among them Professor Harold Sullivan (Government) and Dean Eli Faber.

Better Teaching Seminars are also scheduled for April 22 and May 6. The topics of those seminars will be announced.

Alumni luncheon set for April 20

The Alumni Association will honor George Rios, United States Secretary of Education's Regional Director of the Northeast and Puerto Rico on April 20 at 12:30.

President's Cabinet: November 25

President Lynch reported about the Governor's Law Enforcement Forum on Crime held in Albany. He reviewed a speech given by David Bailey at the event. He also reported about the School Safety Task Force and his meetings with Assemblyman Ed Sullivan and Speaker Saul Weprin.

President Lynch also reported about the anticipated \$4 billion NYS budget shortfall resulting from an eight percent increase in Medicaid and corrections costs and a two percent decrease in revenues. John Jay's cut if the 15 percent budget cut does take place would be \$3 million. Hunter and Brooklyn would each have to cut \$7 million. The document issued by John Jay analyzing the impact of such a cut, were it to occur, states that the number of students admitted would have to be reduced to one-third of the usual number admitted and all non-tenured faculty and new HEOs would have to be fired. Also, 10,000 college assistant hours would be eliminated.

Dean James Curran reported about the ISITAP "Human Dignity" courses.

Board of Trustees November 23 meeting

Professor Robert Picken, chair of the UFS and faculty trustee, issued a statement clarifying the media reports about his September statement to the Board in which he protested discretionary raises for administrators at a time when CUNY is retrenching tenured faculty and is unable to offer sufficient numbers of course sections for its students.

The Board approved a proposal to renovate the North Hall toilets and to remove obstacles to people with physical disabilities in North Hall lobby, at a cost not to exceed \$163,000. The Board also approved a MS in bilingual special education (Spanish/English) at Hunter and dissolved the CUNY Institute for Marine and Atmospheric Sciences. The Board approved honorary degrees to be conferred by Medgar Evers.

Council of Chairs December 2

The Council of Chairs elected Professors Ned Benton, Robert Crozier, Migdalia DeJesus-Torres de Garcia, Marilyn Lutzker, and Harold Sullivan to be its representatives on the Comprehensive Planning Committee.

Professor Crozier reviewed the problems with the late date of the student evaluation of faculty in light of the requirement that adjunct faculty receive their spring notification of reappointment by April 1. He has consulted with Provost Wilson and Computer Director Peter Barnett.

Professor Harold Sullivan distributed a proposal for a Charter amendment to change the composition of the Graduate Studies Committee.

University Faculty Senate December 8 meeting

For a summary of the discussion of the Report of the Chancellor's Advisory Committee on Academic Program Planning, which was the subject of much of the UFS meeting, see the text of Minutes #84 of the December 11 meeting of the JJ Senate. The UFS meeting also included a panel discussion of the Chancellor's Advisory Panel on the Freshman Year: among the panelists were President Fernandez (Lehman), Professor Beryle Hunte (BMCC) and Professor Eleanor Lundeen (CCNY).

Cultural Pluralism and Diversity Committee membership update

Upon the death of Professor Olga Scarpetta, Professor Chuck Strozier assumed her seat on the CP&D Committee, by virtue of the ballot results in the Faculty Senate's election.

Prepared to accompany remarks by Robert Ariel, Baruch College Faculty Senate at CUNY UFS Conference, December 4, 1992

The attached is a copy of a working paper being used at Baruch as a provisional guide to regularizing the **flow** of budget information to the Baruch Senate. This working paper is modified as new sources of information come to light. This working paper is not intended as a universal template for all CUNY units, but rather to indicate some of the kinds of information potentially available to faculty bodies.

(A star (*) next to an information source indicates that the source pertains to *CUNY* as a whole, or else that each *CUNY* unit automatically sends to, or receives from Central this material. Other items may exist under different names, or in different formats at the various *CUNY* units.)

On the Senate "Routinely Receiving" Information on College Operations

Introduction

The Senate Charter (Article I Sections 3 and 4) states:

"In carrying out its responsibilities, the Senate shall be fully advised of, shall routinely receive, and shall be free to seek information from the College's administrative officers on all matters germane to the programs and operations of the College.

"In particular, the Senate shall consult with and advise the College's administrative officers in the making of decisions pertaining to .. the allocation of resources for educational programs, for research and scholarly activities, .."

Recognizing that the Faculty and Senate can not fulfill its advisory role in the absence of information, the Senate Charter specifies that broad classes of information, including information on College resources, be provided to the Senate. Further, in addition to the Senate's right to seek information, the Charter imposes a positive obligation on the College administration to furnish information to the Senate.

Purpose

The accompanying Table is one step towards regularizing this information flow concerning resources from the College Administration to the Faculty and Senate. Further, recognizing the potential injustice of imposing an obligation on the College Administration without simultaneously indicating how this obligation can be discharged, the attached Table outlines a number of documents on College resources which fall within the "routinely receive" portion of the Senate's Charter.

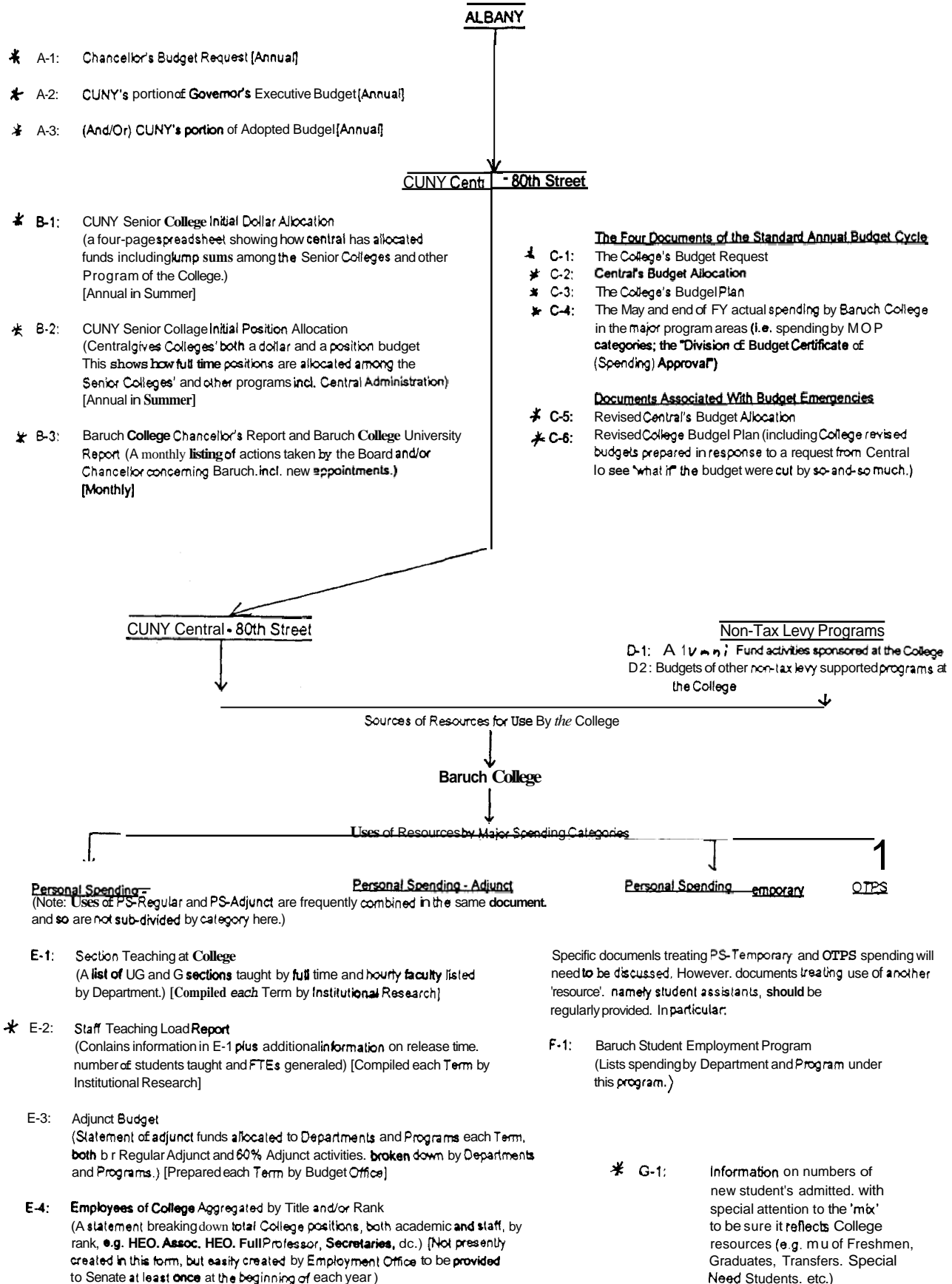
While resource information beyond that contained in the listed documents may be requested by the Senate, and while a positive obligation to convey to the Senate relevant information beyond that contained in these documents still rests with the Administration, it is hoped that having a base ~~list~~ of documents and information may avoid the problems, on the one hand, of Faculty needing to expend considerable effort to obtain the full set of appropriate documents, and on the other hand, of blame descending on Administrators for failure to provide information whose interest to the Faculty and Senate had not been expressed.

Organization

The attached Table and list of documents is organized according to the basic premise of cost accounting, namely, that one must track the **SOURCES** and the **USES** of resources. Accordingly, it seeks to trace the flow of resources into the College, as well as the uses to which the College applies these resources.

A star (*) next to an information source indicates that the source pertains to CUNY as a whole, or else that each CUNY unit automatically sends to, or receives from Central this material. Other items may exist under different names, or in different formats at the various CUNY units.

Sources and uses of Baruch College Resources as Described in Relevant Documents.






JOHN JAY COLLEGE OF CRIMINALJUSTICE

The City University of New York

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212 237-8000 /8724

To: Middle States Steering Committee:
Dean Mary Rothlein, Chair
Dean Eli Faber
Professor T. Kenneth Moran
Professor Lydia Rosner

From: Professor Karen Kaplowitz 
President, Faculty Senate

December 12, 1992

The following motion was approved by unanimous vote of the
Faculty Senate at its meeting of December 11, 1992:

Due to numerous errors, mischaracterizations,
unwarranted conclusions, and lack of responsiveness
to faculty comments in the Middle States draft report
dated December 4, 1992, and the excision of the
Introductory Section contained in the prior draft, the
Faculty Senate disavows the Middle States report dated
December 4, 1992, in its present form.