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ACKNOWLEDGEMENTS

The Team is deeply appreciative of the courtesy with which it was received by representatives of John Jay College of Criminal Justice, Police Academy of Puerto Rico, City University of New York, and the Superintendente, Dr. Gerald W. Lynch, President of John Jay College of Criminal Justice, Sr. Jose E. figuerio Sancha, Superintendente Asociado, Coronel Juan Sanchez Colon, Superintendente Auxiliar en Educacion y Adiestramiento, Dr. Vincent Del Castillo, Dean for Academic Affairs, Mr. Francis M. McHugh, Dean for Administrative and Student Services, Honorable Lawrence Seabrook, New York State Assemblyman and the numerous members of the faculty, staff and administration from John Jay College and the Police Academy. We also acknowledge the warm welcome from the students at the Branch Campus.

The role of the honorable Pedro Rossello, Governor of Puerto Rico, in supporting and facilitating the establishment of this collaboration partnership must be acknowledged. The visionary leadership, commitment and support of leaders such as Mario Cuomo, Governor of New York, W. Ann Reynolds, Chancellor, City University of New York and the Members of the Board of Trustees should also be acknowledged.

It is imperative that the public officials continue their commitment to ensure the vitality and viability of the program. The continued direct involvement of public officials as supporters is an essential element of this program. This is a model worthy of duplication at both the national and international arena. What Puerto Rico has accomplished is at the cutting edge of police training.

We wish to commend you on the development of this collaborative arrangement. Your efforts have given birth to a program that significantly enhances the training of the police force in Puerto Rico. Great care has been demonstrated in planning and implementing a program of quality that is equivalent to the degree conferred at the New York campus. The implementation of a quality program within a year for over 700 students is an incredible accomplishment. The spirit of cooperation, commitment to enhance educational opportunity, the visionary commitment to the integration of a liberal arts education and traditional police training serve as the cornerstones to this program. Words cannot express our admiration at what you have been able to accomplish in a very brief amount of time. All the participants have benefitted from this innovative collaboration.

The integration of the faculty from the police academy into
the John Jay Associate Degree Program as instructors or evening academic advisors is an important component of the collaboration. The interactive teaching-learning modality of the police academy has proven to be a valuable model for the John Jay faculty. The students participate in an accelerated curriculum that is both rigorous and comprehensive and accommodates the needs of the adult learner. One of the benefits has been the creation of an environment that demands creativity and innovation.

The quality of the professional training component of the Police Academy made it possible to develop a viable arrangement. The granting of 25 equivalent credits validates the quality and integrity of the existing police academy program.

INTRODUCTION

John Jay College of Criminal Justice of The City University of New York is a liberal arts College committed to providing leadership for the development of research, theory, and practice in the fields of criminal justice, criminology, fire science, public administration, forensic psychology, forensic science, and security management; computer and information systems also applied to these fields. The College was established in 1965 as an independent degree-granting school of police science. In 1993 John Jay College of Criminal Justice completed the ten year accreditation process by the Middle States Association of Colleges and Universities. On October of 1993, an agreement of understanding was signed by Mario Cuomo, Governor of New York, Pedro Rossello, Governor of Puerto Rico, Pedro Toledo, Superintendent of Police of Puerto Rico, and Gerald W. Lynch, President, John Jay College of Criminal Justice to establish a branch campus that would provide the educational instruction and training leading to an Associate of Science Degree in Police Science.

The first class of police cadets entered the program in April of 1994. The timing of the regular ten-year evaluation team visit of John Jay College did not provide for an opportunity to review the branch-campus. In keeping with the aforementioned accreditation, a small site team was convened by the Middle States Commission to review the status of the Branch Campus at the Police Academy.

The Characteristics of Excellence of the Middle States Commission on Higher Education make it clear that each member institution is responsible "for all activities conducted in its name or under its sponsorship". The Small Site Team is charged with making an assessment on the formal inclusion of the Branch Campus, Police Academy, Gurabo, Puerto Rico in the scope of accreditation of John Jay College, The City University of New York. The Commission takes seriously its charge to insure the quality of
off-campus programs at its members' off-site locations. In addition, under new Federal guidelines (Title IV) all new programs must be visited within six months of start-up date.

The training of the police force in Puerto Rico is conducted by the Academy of Police Sciences in Gurabo, Puerto Rico. The degree conferred upon the student is equivalent to the program at the New York Campus. John Jay College maintains responsibility and authority over academic quality, student progress, and achievement. The Academy of Police Science maintains responsibility for the administrative and physical plants aspects of the program. On April 25, 1994, a formal contract was signed by the Superintendent, Pedro A. Toledo and W. Ann Reynolds, Chancellor, The City University of New York outlining all the pertinent aspects of the establishment and management of the Branch Campus.

With this background, the Small Team offers the following observations, evaluations, and recommendations:

GENERAL STATEMENT

Mission

The educational objectives of John Jay College of Criminal Justice include providing a broad education for law enforcement officers, and professional training for those engaged in the process of criminal justice. The primary goal of the program with the Police Academy is to enhance the professionalism of the police service and produce well-rounded, better prepared and trained police officers in Puerto Rico through a broad liberal arts and sciences curriculum. The mission of the branch campus is consistent with the mission of John Jay College.

ORGANIZATION, GOVERNANCE AND ADMINISTRATION

Organization

The contract states that in order to facilitate successful operations, the parties agree to meet on a mutually agreeable schedule and to designate principal representatives to coordinate and facilitate communication and relations. The Administration of John Jay College and the Police Academy take seriously their responsibilities to provide leadership, prudent operational practices and significant investment of human resources. The organizational structure incorporates administrators from two entities, and governmental oversight. This is a unique arrangement and requires cooperative effort and commitment from all the
participants in this collaboration. While the people in the institution seem to understand the organizational structure and the role of individuals, this may not be clear to other people. This makes for confusion.

In summary, the Small Team found strength in:

1. Knowledge of and commitment to the Branch Campus
2. Strong and active administrators from both institutions that communicate and are prepared to negotiate solutions to operational issues that may arise
3. Support of the President of John Jay College and the Superintendent
4. Excellent facilities, encompassing a positive and thriving educational environment that is student-centered.
5. The faculty and administrators from John Jay College brought a new outlook towards police training that compliments the goals and mission of the police academy.

Recommendations:

1. Rapid changes can be threatening to existing organizations. The allocation of time for adjustment, planning and reflections is important. It is important that the momentum and enthusiasm that has brought this effort forward be maintained with further planning, and the formalization of a governance structure.

2. You need to develop an organizational chart that clearly defines the roles and responsibilities of individuals and the governance structure. The Police Academy has a clear administrative structure and an organizational chart. It is not clear how this integrates into the John Jay Branch Campus structure. It is clear that the Police Academy fully understands its roles and responsibilities as it pertains to the training and supervision of the Cadets. What needs to be finalized is a formal governance structure where day-to-day administrative issues, short-term and long-term planning, as well as conflict resolution can be addressed.

3. The Coordinating Committee needs to be formalized into an appropriate governance group that is understood by all parties and made up of institutional representatives.

4. The Coordinating Committee needs to start the process for thinking through the appropriate time period for transition from a Branch Campus to a free standing institution of higher education.

ADMINISTRATION

The Small team was impressed with the dedicated, talented and fully committed members of the administration, faculty and staff.
John Jay College should be complimented for assembling an excellent faculty that reflects the significant teaching talent that can be easily found in Puerto Rico. Many challenges await the branch campus in the years ahead, but it appears that you have the abilities to meet them. The momentum to succeed has been infectious.

It is important for the Branch Campus to develop appropriate formal descriptive materials on the development and mission of the program. In addition, formal documentation on the curriculum, services, policies, and faculty credentials needs to be compiled into one document such as a branch campus catalog. It is important to take advantage of public relations opportunities to demonstrate the success of this program.

Recommendation:
It is important for the program to document the value and success of the tutorial program. It would appear that the strong tutorial program is serving the developmental needs of the student body. If this is the case, this represents a cost effective, innovative and successful component that should be documented.

Faculty Development

The Faculty Development Committee is an important forum for further development of the faculty. The good work should continue. The proper core faculty for all disciplines are in place.

The Interdisciplinary Linkage Committee provides an effective vehicle for supplementing the curriculum with issues of significant social impact.

Faculty

The contract stated that the John Jay College shall have complete control over staff including, but not limited to, hiring, termination, determination of salary and benefits, and the assignment of teaching and other duties. We recommend an accommodation that would provide professional courtesy review of faculty selection for the Police Academy. It is important to identify a process that would involve the Police Academy in having a greater voice in: 1. assessing the appreciation of the candidates in the mission and goals of the police academy, and; 2. understanding issues related to the police profession.

Seven faculty members of the police academy are serving as faculty in the Associate Degree Program. This is important because it demonstrates the integration of the police academy faculty and philosophy into the new curriculum.

Curriculum
Faculty are encouraged to investigate recent advances in instructional technology including incorporation of computers into the math and police science curriculum. We recommend exploration of further faculty development efforts that could include providing opportunities for faculty from Puerto Rico to receive training at the main campus. The significant number of faculty with law degrees needs to be complemented with further training for these individuals in police science curriculum.

LIBRARY SERVICES

We want to acknowledge the police academy for selecting a professional librarian, who appreciates the difficult task of developing a library out of chaos and building a learning resource center. The team was impressed by the efforts of the librarian to make effective use of extremely limited resources. She is currently developing the plan for the acquisition of furniture, books, and periodical collection. These are the essential elements that make-up an effective learning resource center. It is important for all parties to support the efforts of the librarian since the library constitutes a critical component of the academic environment. It is necessary for John Jay College and the Police Academy to follow through on the fiscal commitment for learning resources included in the signed agreement. It is absolutely imperative for John Jay College and Police Academy to provide further capital resources for the library if it is to meet minimum standards. As soon as possible an additional evening service librarian must be hired. It is important to take steps to immediately provide computerized network linkage with the home campus of John Jay College to support the specialized aspects of the curriculum. The center must move expeditiously to convert existing collections and to put new titles into the Library of Congress system. The periodical collection must be strengthened to the point where it can properly support the curriculum. The terms of the contract include a contribution of $25,000 by John Jay College to improve holdings of the library. No action has taken place to spend these funds.

STUDENT LIFE

The Students

We were extremely impressed with the student’s level of motivation, commitment to their personal development, and to the program. These students are sophisticated, articulate and proud of their association with the program. They have a clear understanding of contemporary issues and their roles as potential change agents in Puerto Rican society. We cannot speak enough about the positive impression that the student body made on the visiting team. The integration of women into the program as cadets and acceptance in leadership roles speaks well for the program. We were pleased to hear that all courses will be integrated in the
future, moving away from segregation by gender. The police academy must be commended for the leadership role that they have assumed in the integration of women into the police force.

The student body is divided into 18 groups. The leaders of these groups meet with the administrators from John Jay College on a weekly basis to discuss academic issues and issues of importance to students. This is an effective way of obtaining information from students and fostering cooperation and commitment from the student body.

We would encourage John Jay College to provide a comparable level of services normally made available to the student body at their home campus, which would complement the police academy program.

Continuing Education

Efforts to develop Articulation arrangements with local Colleges and Universities are encouraged. These agreements support the efforts by students to continue their education and obtain a baccalaureate Degree.

Consideration should be given to the establishment of a continuing education component that reinforces and builds on the associate curriculum and provides long term support for the police officers that graduate from the program.

FINANCE

Each party is required to maintain complete and accurate records, documents, accounts and other evidence pertinent to the performance and fiscal management of the program. According to the contract, any person or entity authorized by law to conduct an examination of the Police, the College or the University, shall have access to such evidence during the term of the contract. Information made available to the team in order to assess the financial management and status of the branch campus was minimal.

FINANCIAL AID

We were pleased to see an amendment to the contract that extended the financial arrangements to permit the Puerto Rico Police to cover the payment of tuition for certain students. Further examination of other financial aid programs or the establishment of scholarships should be explored.

FACILITIES

The contract calls for the Police Academy to provide and be
responsible for the upkeep and maintenance of Gurabo, including the
library, classroom, administration of the buildings, student
residential and dining areas, language, computer, science, and
other laboratories and other facilities, fixtures, equipment, fu-
rniture, text, library books as well as any supplies, materials,
equipment and provisions as may from time to time be reasonably
required by the College in order to enable it to provide the
Curriculum at the Branch Campus. Overall the physical Plant is
excellent. The campus includes a multi acre campus located at
Gurabo, Puerto Rico, designed to accommodate the provision of
educational, residential, and other support services of the police
academy. The buildings and grounds are well maintained and there
is room for future expansion. The team identified two areas of
instructional equipment needs that should be addressed. First, it
is critical that a computer lab and computer instruction be
incorporated into the curriculum. Secondly, appropriate physical
plant analysis of the space assigned to the library needs to take
place with a view to immediate purchase of equipment and furniture.

The John Jay College administration should obtain assurance that
the insurance policy called for in the contract has been put into
effect.

OUTCOMES

We encourage that attention be given to the development of an
appropriate research agenda and outcomes assessment plan. The
initial thinking and plan should serve the college well.

TRANSITION AND LONG-TERM PLANNING

The contract states that John Jay College shall assist the
Police Academy in developing a more extensive in-house educational
capability, including ultimately the establishment of the Puerto
Rico College of Criminal Justice. It is the intention of the
Parties that, after no more that a ten (10) year period, the Branch
Campus operated by John Jay College shall become an independent
certified institution of higher education under the auspices of the
Commonwealth of Puerto Rico. The Team compliments the planners for
recognizing the developmental approach to the transition from
branch campus to the Puerto Rican College of Criminal Justice. It
is important to reiterate that a smooth transition is dependent on
the continue collaboration with John Jay College. It is time for
the administration of the police academy and the John Jay College
to assume greater administrative responsibility. The priority must
be the maintenance and nurturing of the associate degree program.
It is important for solid and long term funding to be identified.
The alliance between John Jay College and the Police Academy are
necessary elements for the long term viability of the program.
We encourage you to continue the momentum of the development of the quality program you have started. In the spirit of the innovative character of the program, government officials and others associated with the program should identify mechanisms for reducing the bureaucratic barriers. This is our challenge to you.

We recommend submitting to the Middle States Association: 1.) a follow-up report in six months on the workings of the Coordinating Committee, 2.) a schedule for developing transitional planning, and, 3.) appropriate financial statements.