

SUBJECT TO SENATE APPROVAL.

MINUTES OF THE ONE HUNDRED AND TWENTY-FOURTH PLENARY SESSION
OF THE UNIVERSITY FACULTY SENATE OF THE CITY UNIVERSITY OF NEW YORK

November 22, 1983

Professor Wasser, chairman, called the session to order at 7:05 p.m. in Room 1700 at the Graduate School and University Center. Present were: Senators Barber, Baumrin, Baxter, Beck, Beheshti, Blancher, Bloom, Bohigian, Brogan, Bryant, Canate, Cantwell, Cinquemani, D'Amico, Danziger, Davidson, Donleavy, Donoghue, Ercolano, Fedullo, Friedman, Galub, Gerardi, B. Gerber, Goldzweig, Greenbaum, Harris, Recht, Henderson, Hunte, Jiji, Julia, Kadushin, Keyser, Kolliner, Lane, Lea, Lekachman, S. Levine, Litke, Movasseghi, Muehlig, Otelsberg, Parkhurst, Picken, Plissner, Prince, Quinn, Reuder, Rodriguez, Rosen, Schneider, Schulman, Scott, Sohmer, Speidel, Timoni, Trefousse, Wagner, Waldinger, Waldman, Walkwitz, Walter, Wedeen, Weightman, Yousef and Zaneteas; Alternate Senators Bearison, Collins, Costantakos, Forstall, Jaffe, McDaniel and Strong. Liaison member Professor Zeller (PSC) also attended. Senators Beilin, Cahn, Cooper, Early, Gelernt, Grossman, Loy, Lytra, Riley, Seguine, Stroup, Valinsky and Wakatama were excused. Deputy Chancellor Elam and Dr. Ellis, Executive Director, also attended.

Professor Wasser opened the session by calling for a minute of silence in observance of the 20th anniversary of the assassination of President John F. Kennedy.

I. Approval of the Tentative Agenda: The tentative agenda was approved as circulated.

II. Approval of the Minutes of the 123rd Session (October 25, 1983): The minutes were approved as circulated.

1. Communications from the Chairman: Dr. Wasser made two important announcements: 1) The 125th Plenary Session on December 13, 1983 will be the annual dinner meeting of the Senate. Notices have been mailed and it is important that reservations be made promptly. Professor Eric Wolf, Distinguished Professor of Anthropology at Lehman College and the Graduate School, will speak on "The People Without History". The entire Board of Trustees has been invited to attend as guests as part of the effort to extend the Board's knowledge of the University and Chairman of the Board James Murphy will speak briefly; 2) Not all of the Senate delegations have reported the name of their liaison member to the Senate Office and it is requested that they do so even if the same person is continuing to serve as liaison.

Professor Wasser then reported on the annual dinner meeting between the Board of Trustees of the University and the Regents of the State of New York which had been held on November 16, 1983. Seven CUNY Trustees - Chairman Murphy, Vice Chairperson Everett, Drs. Bernstein and Kolodny, Mr. Riviera, Mr. Lowe and Dr. Wasser - had attended as had Chancellor Murphy, Deputy Chancellor Elam and several Vice Chancellors. The Regents, in response to a question, had stated their position in favor of part-time TAP and support for part-time students and, said Dr. Wasser, one presumed that this would be one of the Regents' recommendations to the Legislature, as it had been in past years. The Regents, Professor Wasser continued, would hold a hearing on their statewide plan in New York City on December 7. The plan, as Senators had undoubtedly noted in the attention being paid it in the press, had potentially far-reaching effects and the Senate planned to send a representative to the hearing because of the possible impact of the plan for the schools on the funding of higher education in the State. The State University Senate planned also to have a representative present at the New York City Hearing and at the joint meeting of the Executive Committees of the two Senates, scheduled on December 16, there would be discussion of the testimony.

Dr. Wasser then turned to the subject of his activities as an ex-officio member

of the Board of Trustees. He said that on November 17 the Board, according to the mandate in the 1977 legislation which established the governance of the University, had held a hearing in the Bronx in order to permit persons wishing to do so to bring concerns about the University directly to them. Present at this session, Professor Wasser stated, were Chairman of the Board Murphy and Dr. Wasser as trustees. Chancellor Murphy and various members of his staff including the Deputy Chancellor and the Presidents of the Bronx CUNY colleges were also there as well as the Borough President and various political leaders from the borough. The hearings, he explained, provided the opportunity for students, administrators and faculty in the colleges situated in the borough to address the Board along with political and community leaders. The Bronx hearing had followed the usual pattern with concerns regarding the college budget requests and the funding of programs which seemed especially valuable, facilities, services and the like were the subject of comment to the Board by the speakers. Of some interest, Dr. Wasser said, was the fact that a number of students from Bronx Community College in their testimony addressed not so much conditions at their own institution but their concerns with regard to the inadequacy of facilities at Hostos Community College and Medgar Evers College.

Dr. Wasser reported also on the inauguration of Chancellor Murphy on November 14. The entire Executive Committee of the Senate had participated in the activities on that occasion, he said, and he had brought the greetings of the University's faculty to the Chancellor and assembled guests. Professor Arthur Schlesinger, Jr., who had agreed to be the keynote speaker when Governor Cuomo withdrew only a few days before the event, had done an interesting job and had, as those who had read Mr. Hechinger's column in the November 22nd New York Times knew, raised the issue, which one might expect to hear raised with increasing force in the months ahead, of the urban grant university. Chancellor Murphy had spoken along the same lines. In attendance at the ceremonies were many political and community leaders as well as former members of the CUNY Board, Regents, former and present administrators, representatives of many other higher education institutions and learned societies and the Mayor of the City of New York. The ceremony was followed by a luncheon for what the Chairman of the Board described as "the University family" and the Senate Executive Committee had been included in that event also. Everyone present, Dr. Wasser said, agreed that President Proshansky (Graduate School and University Center) and his planning committee had organized a top-rate event.

Finally, Dr. Wasser reported on the Board's Public Meeting of November 21. The agenda, he said, was, if one might use the designation, pretty much routine and had not provoked extended discussion or questioning so that the meeting was fairly short. There was present a group of representative women students from Medgar Evers College who displayed placards throughout the proceedings but who did not speak having been offered the opportunity to meet with women University administrators following the session in order to bring to attention various concerns which they had. The format of the meeting was designed to meet the students' desire to present their views to an appropriate group since many of their concerns had a feminist orientation. Accordingly, the Chairman of the Board had asked Presidents Schwerin and Shalala who were present at the session and Vice Chancellors Barnett and Boepple to meet with the group and this was done following the meeting.

Dr. Wasser then called on Professor Muehlig (Business, Medgar Evers) who, on behalf of the faculty of his college, had requested the opportunity to bring a communication to the Senate. Professor Muehlig then read a statement which, he explained, was intended to provide the Senate with information. His statement was as follows:

Last week 15 faculty representatives met with three candidates recommended by the presidential search committee. Tomorrow, the faculty will recommend only Dr. Jay Chunn to the Chancellor for

the Presidency of Medgar Evers College. (Incidentally, Dr. Chunn was the first choice of both the Alumni and the Chairpersons' groups.)

We ask the support of the University Faculty Senate in assuring that the faculty's choice will prevail.

Professor Muehlig explained that the college community had been charged to organize five groups representing different constituencies - faculty, students, senior administrators, alumni, and chairpersons - and the faculty had been represented by their Executive Committee among whose members were three members of the Senate delegation, all the executive officers of the union and four members-at-large. They had interviewed the three candidates, had ranked them acceptable or not, had met afterwards with the Faculty Organization at the college and had decided which candidate to recommend. Professor Muehlig, in response to a question concerning whether the candidates' race or sex had been considered, said that these were not considerations per se. The faculty had recommended a male candidate who had been the graduate dean at Howard University for nine years. The students, he added, were supporting a candidate found unacceptable by the faculty, but he understood that they had not been able to decide which candidate they wished finally to recommend. Initially, their choice had differed from that of the faculty, the alumni and the chairpersons but he understood that when their representatives met with the general student body the initial recommendation had not been endorsed. To the best of his knowledge, he continued, the senior administrators had no candidate as of this date. In response to another question which stated that this seemed to be an extraordinary announcement and asked the reason for it - was it a concern that the faculty's recommendation would be overlooked or some other reason -, Professor Muehlig said that the Chancellor had stated that he would abide by the college's choice in the appointment of a president and as of now three of the representative groups on campus were behind a single candidate while the other two representatives did not have a choice though, he added, it was possible that the administrators might give the Chancellor, in confidence, during his meeting with the college groups on November 23, their choice. The students, he added, had made Dean Chunn their second choice. (In response to further questions concerning the students' choice since he had suggested they had none but now indicated a ranking, Professor Muehlig explained that the representative group of students had ranked the candidates but the general student body had not arrived at a recommendation.) A further question asked whether any of the candidates were female and Dr. Muehlig replied in the affirmative. It was also pointed out that a paragraph in the November 22nd New York Times had identified the three supposed finalists - one Dean Chunn, one Professor of Education at Hampshire College and one provost at Santa Clara University in California. The question was raised again concerning the reason for Professor Muehlig's statement and its highly unusual nature and it was asked whether the Senate was supposed to take some action on the request he had made. Chairman Wasser stated that no action was sought, that it would be impossible and improper for the Senate to take action since the membership had no real knowledge of the candidates but that Professor Muehlig's request on behalf of the Faculty Organization of the college had been granted for informational purposes.

Professor Wasser then called on Professor Keyser (English, Staten Island) who had requested the opportunity to make a brief statement concerning the materials distributed for the meeting. Professor Keyser said that he rarely spoke in the Senate but that as chairman of the Library Committee and a member of the English faculty of the University he did read materials carefully. He did not ask, he said, that ideas not be circulated - given his professional concerns such a stance would be unthinkable but he had been dismayed at one of the materials circulated for this meeting. It was, he said a piece of private correspondence between a member of the Senate and an officer of the PSC, the subject had to do with dues and obligations and he thought that was a subject which should not be discussed by the Senate since it was beyond the purview of the body. He asked further that such materials not be distributed in future. Professor Keyser's statement was supported by a number of other speakers including Professors Greenbaum (History, Queensborough), Yousef (Mechanical Engineering, Staten Island) and Speidel

(Earth and Environmental Science, Queens) who raised the following points: the issue of missing deadlines was one with which all should be familiar and in this case the deadline was one established by PERB, what reasoning led the Executive Committee to circulate this material, the expenditure of University funds for this purpose was improper, and the need for the Executive Committee to rethink sponsoring such a discussion as a result of its action. Interspersed with these points was the Chairman's explanation that the material had been circulated for informational purposes, that no action was sought, that the President of the PSC had spent 42 minutes by the clock discussing the matter with him when they met at a meeting of the New York State Conference of the AAUP, and that the Executive Committee would respond to the suggestions of the membership and take them under advisement.

IV. Reports of Faculty Members of Board Committees: These were distributed in writing and a copy is appended to these minutes.

V. Chancellor's Report: Chairman Wasser introduced Deputy Chancellor Elam and said he would explain the absence of the Chancellor. The Deputy said he had, on an earlier occasion, described the Deputy Chancellor's job and that was the explanation for his presence. He added that the Chancellor had had the opportunity to be at a dinner with the Governor this evening and be at his table and that it seemed in the University's interest that communication between them take place. He stated further that Professor Wasser had already addressed some of the items in his report and that he would simply add to those comments. He then spoke about the Regents dinner, noting that it was the first of these events which he had attended and therefore he was not in a position to compare it with past ones. Nonetheless, he continued, he had been informed by others more familiar with the dinners that the Regents on this occasion seemed more appreciative of the University and the role it played - at least this was evidenced by those Regents who were present. They had expressed not only support for part-time TAP but, more importantly, support for part-time students in the University and the University was encouraged by this. It was early in the legislative session and process to draw conclusions but the University was hopeful that the Legislature would be responsive in this area.

Deputy Chancellor Elam also announced that the search for a Vice Chancellor for Faculty and Staff Relations was underway to the extent that a committee had been appointed and would be proceeding with its work. He said too that announcements of the search might be expected shortly.

With respect to the Medgar Evers presidential search, Deputy Elam said that the Chancellor had announced that he was going to the campus on November 23. This announcement had followed the report to him that interviews with the three finalists on campus had been completed and he had decided that in addition to his earlier request that each of the constituent elected groups present their reactions to the finalists in writing. He decided to go to meet with each group in order to get more information. It was not the Deputy's understanding that the Chancellor had stated that he would accept some kind of vote system to designate a recommended candidate to the Board but that he would take seriously the position of the campus since the president is important on any campus and of special concern on this one. Dr. Elam said that throughout the search special care had been given to the search process and that he thought it was a shame that if the Chancellor had agreed to come out to the college and meet individually with the representatives of the constituent groups, the opportunity would be seized as an occasion to impress individual groups' positions rather than to inform the Chancellor of their views. He hoped this would not

happen. In any event, he continued, he expected that a decision on the Chancellor's recommendation would be derived during December in time for the December meeting of the Board which he believed was scheduled on December 19.

Deputy Chancellor Elam then responded to the following questions and comments from the floor. 1) Professor Picken (Romance Languages, Queens) - "I understand that a Task Force on Foreign Students has been formed in the Central Office and I applaud that action and think it a positive step. You may or may not know, however, that the University Faculty Senate has had a committee on International Education and one on Foreign Students for the past many years which have been working in these fields and have made a number of recommendations many of which have been adopted as resolutions by the Senate and transmitted to the Chancellor. Those recommendations have been met with stony silence, however. Why were no faculty asked to serve on the Task Force, I wonder./ The Committee which I appointed had a specific charge, viz. to study the tuition to be charged foreign students. The charge was limited to that specific problem since this is a city of immigrants and the large number of immigrant students in the University are now paying the out-of-state non-resident tuition which is, as you know, set at an extremely high level. Those students are ones whose resources are simply not equal to paying that kind of tuition and the result is to make almost impossible their attempt to seek higher education opportunities. The frustration which results led to the thought that it seemed appropriate to look to the legal opportunities which might exist to ameliorate the situation and also to look at the budgetary implications of action to modify the tuition. The Committee has a very narrow focus - to see if they can provide relief and it is made up of people who have budgetary, administrative or legal experience in interpreting legal regulations such as apply here. 2) Professor Ercolano (Mathematics, Baruch) - "Can you comment on the Urban Land Grant idea?/ It is only my prayer and hope that it will come to pass. Happily the idea has been brought back into focus as Professor Schlesinger noted. It originated during the Kennedy administration when there was an attempt to find a way of serving in urban areas in the same way as the Land Grant Act of a hundred years ago had served the agricultural communities. What is afoot now is the development of various projects which may be promoted within the framework of a comparable piece of legislation for urban areas. I am reminded here that I too might comment on the inauguration which I believe was a splendid event for the University. We looked truly like the classy people we are and presented ourselves to an audience not quite used to us in the most favorable way possible so that we became the focus for considerable public attention in the press and I think the articles which have already appeared will be succeeded by others which portray us in our true colors. On behalf of the Chancellor I have been asked to thank you specially for your participation in making the event so noteworthy. 3) Professor Trefousse (History, Brooklyn) - "In view of the embarrassing way in which a candidate for the presidency of one of our colleges has been brought before this body can you say anything more about the candidates for that position?"/ No. I can speak to the process which has been closely monitored. There was a broad-based committee which has been working for a period of time and which has been exceptionally thoughtful and responsive. That Committee's function is to advise the Chancellor on the choice of a person to fill the position. They screened many applications, narrowed the group to a smaller one for interview purposes and then selected three candidates whom they arranged to have visit the campus and meet with representative groups of the campus constituencies. The three candidates will return to the University again to meet with the Chancellor so that he may have the opportunity to interview them himself and thus arrive at a recommendation to make to the Board. 4) Professor Lea (English, Lehman) - "Have you or Chancellor Murphy had the opportunity to read the Daily News of this morning? It publishes an interview with Governor Cuomo in which he states that he will not approve the funding of any new programs in state agencies - and we seem to be a state agency when the state wants to treat us as such - unless they get rid of an old program. Since the University's 1984-85 Budget Request is programmatic in structure what are we doing about this?"/ I have not had the chance to see the interview. The Governor, however, during the entire process of what is termed "the call letter", i.e. the request for agencies

to develop their budget requests spoke of the difficulties of financing activities. In an interview last Friday when we were in Albany - a formal presentation in addition to the many hearings which had already taken place here - the Director of the Budget spoke of the difficulties of funding in language which sought to bring tears to the eyes of those present. The Governor's "position" vis-a-vis the University has always been that we should be frugal, should consider reducing our activities or only moderately increasing them. I did not see the article but I do not think it represents a change from the stance taken all along. In our budget reviews we have been asked consistently how we can provide the same services with less money and our answer is that we are a service agency, that we are labor intensive, we are an agency in which enrollment plays a large part and therefore cutback is difficult. I don't think that will change. We are now, of course, in what I am informed is the period when the Governor says nothing about the shape of the budget until his January announcement. 5) Professor Solmer (Mathematics, City) - "In the many years I have been in the University I have been trying to follow the budget process but I still do not understand and wonder whether you could explain how an item which goes through the college process and is incorporated in the college's request, goes up to 80th Street and disappears."/ Creatively I could respond but I really can't answer that question. The Central Office's role is not to drop out of a college's budget such an item. The process starts at the local level, comes up to the Central Office and we have endless hearings which provide a perception of the college's request. If an item is outrageous, questions are raised, otherwise it goes forward. The thing about this Budget Request which makes it different from previous ones is that we have also asked for support for some university-wide items in the hope of securing increased funding and to call attention to those items which are university-wide priorities. 6) Professor Donleavy (Education, Lehman) - "Are gender or race issues causing difficulties in the selection of a president for Medgar Evers?"/ I can be really honest in saying that this has not been so at the process level. It is also true since they have come up with three candidates none of whom is white so that eliminates one of your concerns. 7) Professor Speidel (Earth and Environmental Science, Queens) - "Chancellor Elam, "/ Deputy Chancellor is my position. "We call a Gunnery Sergeant, Sergeant. You have described yourself as doing what the Chancellor doesn't want to do but the fact remains that you are his second in command and you have used prayer and hope as standbys for getting things done. I want to ask you this - since the Chancellor is a political scientist, the Vice Chancellor for Academic Affairs is a political scientist and you yourself are a management person who is there to speak for the technologies in the administration and how do you plan to bring yourself up to snuff?"/ By using the same type of advice system that has always been used. "That has been used in the University or by you personally?"/ I don't claim to be knowledgeable about a lot of things and we will seek advice, 8) Professor Hecht (Mathematics, Hunter) - "You have alluded to increased assistance for part-time students. Could you give us more details on what that implies?"/ At the moment part-time students do not receive the same aid as full-time students; students who take six credits do not receive half of the amount those taking 12 receive - at least not in the State. On the federal level it is not possible for us to seek additional support because the eligibility requirements are very different. Therefore we are trying to develop a package which would assist those students. We are trying to develop a package since changes in TAP have met resistance; because of the nature of the present regulations it is hard to gain support for changes there. In part we are working on something to make the criteria closer to those for the Pell grants and we think the Legislature may like this. It is important to do this since the private sector is trying to raise the income levels for TAP and that might use up all of the funds. I can't say much more because it is in negotiations and we are, for example, trying to get the State University, the State Education Department too, to take the same approach. 9) Professor Movasseghi (Natural Science, Medgar Evers) - "Should one of the candidates for the presidency of my college not be acceptable would another be in the running?"/ I can't answer that question. 10) Professor Brogan (Biological Sciences, New York City Tech) - "If we establish a special status for immigrant students might we not be faced by a class action suit on the part of non-immigrant, non-resident students?"/ That is a dilemma. In our student population there is a large number of deserving

students who can't pay double tuition. We are now deriving preliminary data on the numbers involved and seeking ways to develop moderating the problems of the law's effect. 11) Professor Jaffe (Science, Borough Manhattan) - "To what extent do you think teaching faculty should be involved in the budget process at the college level?"/ The only role the teaching faculty can play, I think, is around programmatic issues. I was told today, for example, that the Senate's budget is outrageously large and was asked how I would defend that. I could answer only that I had to assume it was large and if so that it was designed to cover the expenses of a body which because of its nature had many responsibilities and that the budget had been thoroughly reviewed by others. But I had to say that I don't know how to defend it since I am not familiar with the details.

VI. Guest Speaker: President Joshua L. Smith, Borough Manhattan Community College:

Professor Wasser then introduced the guest speaker, President Joshua L. Smith. Josh Smith, he said, had been born and raised in Boston, had graduated from the Boston Latin School and had received his bachelor's degree from Boston University and his master's and doctorate from the Graduate School of Education at Harvard University. President Smith, he continued, was appointed acting president of Borough Manhattan Community College in 1977 and had become president the following year. Before that he had served as Dean of the School of Education at City College where he had become a member of the faculty in 1974. Before his service to CUNY, President Smith had been a Program Officer in Education at the Ford Foundation and had been assigned to the New York office and to several African posts. He also had served as administrative assistant to the Superintendent of Schools in Pittsburgh, Pennsylvania and had begun his career as a social studies teacher in suburban Boston high schools. Among his many publications President Smith was the author of Boston, Cradle of Liberty or Separate but Equal?, The Time Has Come and the U.S. Office of Education Task Force Report on Urban Instructional Strategies. Josh Smith, Professor Wasser continued, has been involved in many professional and community activities. He is president of the Board of Trustees of the National Humanities Faculty, a member of the Board of Directors of the American Association of Community and Junior Colleges, chair of the Joint Commission on Federal Relations of the AACJC and vice president of the New York State Advisory Council on Vocational Education. President Smith has been a member of the Board of Deacons of the Riverside Church and also hosts a weekly cable TV interview show which originates in the Riverside Church studios.

Professor Wasser noted that it was the custom of the Senate to invite as guest speakers one or another of the presidents of the CUNY colleges and expressed the body's pleasure that President Smith had accepted the invitation for this session.

President Smith thanked Professor Wasser and observed that the description in the Chairman's introductory remarks suggested that Dr. Smith spent all of his time away from the office. Such was not the case, however; occasionally, even on weekends such as last Sunday he might be found there. He stated his pleasure at being at the Senate and being able to look out at the audience and see faces of persons he knew and who were usually friendly as well as faces of others whom he knew as a result of his associations in the City University beyond the walls of Borough Manhattan. He said that he was happy to come to this end of 42nd Street having spent many years at the other end in the brick palace complete with garden and fountain. That situation, he had come to recognize, did not represent reality, however, and he had left it for the City University. His decision, at first, he thought foolish. When he left the Ford Foundation, its budget was slated to be cut and since he had a five year term to complete he thought it wiser to move on. Jokingly, he had suggested that at least he knew the City would not go bankrupt. Since that time he had been pouring mustard, catsup and various other substances on his shoes to make them more digestible as he tried to consume them for within two years of his coming, the City's fiscal crisis had erupted.

He was happy to be at the Graduate Center for other reasons, he continued. In

1977 when he moved from City College to Borough Manhattan Community College he was struck by the fact that when he had first moved to New York City he had rented an apartment with a view of the Woolworth's on 68th Street and Broadway above which was situated Borough Manhattan Community College. At that time - in 1977 - he had spent a number of days in the Graduate Center trying to assemble an administrative team to go with him to a very troubled institution and having spent six years there he believed that its reputation was not distorted. Its troubles, however, he was convinced, had come from its administration and not from the faculty who had helped the institution survive. The quarters in which the college was lodged were such that those people who are at Hostos and Medgar Evers may be said to be housed in palaces in contrast.

Another reason why he liked the Graduate Center, President Smith said, was that because until last year his College did not have space for a faculty meeting and the college paid rent for the use of the Graduate Center auditorium for its opening faculty meeting each year. The faculty would walk over from the Broadway buildings, then back to their dingy or not so dingy quarters which they entered between a bar and a luncheonette unless they cared to stop at the Tango Palace on their way in. Others got on a little yellow bus to return to their quarters above the Woolworth's on 68th Street or to the Knights of Pythias building which had been abandoned by the New York Institute of Technology as uninhabitable, where the elevators fell regularly, where flooding was constant and where the electricity regularly shut off every Tuesday, where the custodian had to use a broom to disentangle the electrical cables and where the cornices fell to the street. The people from the City Comptroller's Office who visited the site said why does the college need better quarters since its students are used to such surroundings in their home environment. Throughout this the faculty was the mainstay of the college. They taught in a building where nursing and courses in respiratory therapy were given in a situation where the ventilation from the labs was non-existent. Then, there was the scandal over the accreditation of the college. Six months after his arrival at the College, President Smith said, the Middle States Association had assembled a new team of evaluators headed by Richard Richardson of Arizona - for the Association had reached out to secure a team outside the East so that no hint of impropriety might affect this evaluation. The chairman's report said that Borough Manhattan had the worst facilities of any college he or any other member had ever seen - they were so bad that they could not describe them. The Central Office then promised funds for amelioration just as they promised funds for salaries for the new administrative team which did not materialize. In the second year of President Smith's administration, he continued, the college's budget was cut so that one of the buildings had to be abandoned. At that point the college operated with some 30 square feet per student.

What are things like today? Although the college was troubled, because of the cooperation of the faculty, the administration, the union they were able to take the Middle States Report and beat the Mayor over the head daily. They had one massive demonstration as well and every Friday morning for a year the Mayor and the City officials met about the college's situation. Then, a special Task Force was appointed by the Mayor and President Smith became an expert on Manhattan real estate. The first offer the college received from the City was of a building in downtown Brooklyn and from there they went through the CHI building, Washington Irving High School, Haaren High School, several elementary schools until finally the Mayor listened to his own consultant, Harold Howe II who, said President Smith in an aside, fortuitously had been his boss when they were both at the Ford Foundation. Dr. Howe recommended that Borough Manhattan Community College be built. President Smith said he did not know how the faculty survived - some of them who had been with the college from the beginning for as long as twenty years. Today, he continued, the college is almost completed. There were some 11,000 students last year, this year there were more than 12,000 at the beginning of the term. Borough Manhattan, he explained, as a community college was required to complete the "A Form" by the City to certify its enrollment figures so that the faculty have to take attendance

and report it which they do. The statistic which emerges is that about 5.2% of the entering students take a walk after registration without completing official withdrawal either from the college or from an individual course. After the Form A process the college's student population numbers 11,704 this year. The college has the typical liberal arts transfer program although every program at the college is a transfer program not a "terminal" one. There is nursing, respiratory therapy, early childhood education, data processing among others as well as a new program in corporate and cable communications. The college is not an exclusively Manhattan institution but an interborough one with sizable percentages of the student population drawn not only from Manhattan but from Brooklyn, Queens and the Bronx and even 1% from Staten Island as well. The college is 66% full-time and 44% part-time students. It is a college which has been homeless for 20 years and which is now downtown and has achieved some fame. It is even the cover story on the September 1983 issue of the Community and Junior College Journal so that for once it has beaten out Miami-Dade. It is doing things it's always done but in the past those things were always ascribed to Miami-Dade. President Smith also pointed out that the college's standards are high. Last June, he said, somewhat more than 1,000 students were dismissed for academic reasons and some 1,400 were placed on academic probation and only 100 of those were placed on special probation as a result of the appeals process. The faculty of the college, he asserted, are enforcing the University's standards as well as their own.

Borough Manhattan Community College, President Smith continued, also knows what is happening to its graduates. It conducts follow-up studies of them three years after graduation and has found that at that point 30% are earning in the \$15,000 to \$30,000 range, 45% are in professional or graduate schools, and 25% have taken a bachelor's degree or are pursuing one. More than one-half of the graduates enter another unit of the University. Furthermore, the college has studied the cohort which graduated three years ago and has discovered that if the student earned a "B" or better at the college then he or she is able to sustain an average to graduate from a senior college.

He did not want to say that everything was hunky-dory, President Smith said. The Deputy Chancellor had responded to a question about faculty participation in the budget process and he wished he had said that the community colleges are locked in in that process so that there is almost no flexibility. On the other hand, the community colleges do have flexibility in some ways but far more in others. In fact, he asserted, he preferred being a community college head because the Mayor's generosity had been shown them in a way the State's had not been bestowed on the senior colleges. The Mayor guaranteed 40% of the colleges' budgets. What problems are there then? There is a shortage of space - the building was designed for 10,000 students with an 80% utilization factor but they have run out of space given the enrollment. They have run out of classrooms and in September had to convert laboratories to a dual use as both labs and classrooms. Nonetheless they now have a place to meet and the faculty have a place to eat as do the students at reasonable cost even though students never consider a cafeteria reasonable. They also have a bookstore. Further, before the college library had 120 chairs for 9,600 students and the effect on their academic achievement was telling. What has made the struggle worthwhile, President Smith asserted, was an experience such as he had had recently when someone rushed into his office and said you have to come immediately and he had thought, oh what's wrong now - but had followed and gone with the person to the library. There he saw that the library was occupied fully - when the college opened in its new quarters the library had 800 chairs, now it has 1,200. In addition, circulation has doubled even though the collection is still too small. But they finally have the amenities they should to provide a decent education for students in New York. Nothing makes him angrier than to hear talk of spending vast sums for SUNY/Buffalo when he remembers how the sum needed for Borough Manhattan was said to be too large. The college has to face students who are underprepared, who need remediation and to do this the faculty comprises 340 full-time people and 400 adjuncts and he has a concern about this growing imbalance. The problems are many. For example, if the adjuncts are

to attend a meeting, for example, they have to be paid and that has budgetary implications which doesn't help. What is the college doing now? It continues to plan for the future. It may have to cap enrollment because the building is on landfill and will sink if the student population continues to grow at the same rate and it has to provide programs, support services etc. for those students. A select faculty committee has been appointed to study the situation. In addition, there is a Task Force on retention and the preliminary evidence suggests that the retention rate is up 4% this year.

Some of the members of the Senate, said President Smith, did not know much about community colleges but he had been in both senior and community colleges and he had to tell them that in spite of the struggle, the fights - on his first day at the college he had heard stories that would have made his hair curl if he had had any - he found his job more exciting, more interesting, more heart-rending and his experience over the last six years too - than any other he might have had. He did not believe that anyone could have had more reward or more fun than came to him on commencement day or when he found a professor down a long corridor with the door open who on the previous day had such laryngitis she could not speak and today was teaching in sign language. To discover that the poverty cycle had been broken, to see welfare families come en masse with children and all the relatives to a commencement that was the great reward. The \$12.7 million structure, he was certain, was well worth the expenditure and would be recouped because the college's graduates would pay for it through their tax contributions and the fact that they would not be in the criminal justice system or the mental health system. Had he been at either of his alma maters, he concluded, he couldn't have had a more rewarding experience. The City University is a crucible and tough as it may be it should be proud that it is increasing the industry in the city, the state, the nation and the world.

President Smith was applauded soundly and agreed to respond to the following questions and comments from the floor. 1) Professor Henderson (Special Programs, City) - "I am sorry you left City College and took your energy elsewhere. How does your alumni association fare?" / Not nearly what we might hope to expect but community college alumni associations nationally are not what one expects. In our case the association says that it can't function without seed money from the student government and after the student government has allocated the seed money they don't claim it. There is an educational job to do especially when one had been a wandering institution. Now graduates can come back and see a place and we hope that within three years we will really see some results. 2) Professor Jaffe (Science, Borough Manhattan) - "Would you care to share with the Senate the nursing results?" / I will tell you both last semester's and this semester's although I was very angry about this semester's and told the faculty so. 96% of our students passed the state boards but last year they were the best in the State and this year New York City Tech beat them out. Professor Jaffe further asked - "Would you say something about what has been done in terms of grants over the last six years?" / I can't tell you the amount but one of the conditions I set, if one can set conditions on accepting a presidency, was that there be a development director. I have one who has more than doubled the amount in one year - as a community college we have only \$1 million or so a year but the Regents Advisory Council has managed to increase the community college share and next year we should have \$650,000 based on 1980 figures and we hope to ask for more. 3) Professor Waldman (Modern Languages, York) - "Have you done anything about women's studies or day care?" / We have women's studies but the courses are not as well enrolled as we would have liked. We don't have day care yet although we have the facilities and have hired a director and anticipate operation in February. That is an area which warrants lobbying because if the State can hire dormitory personnel for the State system they can give us this. We plan to set aside a portion of the student fees earmarked for day care - from all students - and we have an agreement from the City to pay some of the costs. 4) Professor Gerardi (Physical and Health Education, Kingsborough) - "Are your facilities adapted for the disabled?" / We have ramps or will

have as soon as we get rid of the construction debris. We have elevators although not enough. Our floors are as long as the height of the Empire State Building and we have only four elevators and we have been arguing with the Dormitory Authority about the installation of panels low enough for the disabled and also about installing braille symbols but we think we now have won that argument. 5) Professor Danziger (English, Hunter) - " At a meeting I just attended we heard about students at Borough Manhattan and other colleges who can't get into remedial courses which they need and want, is this so?"/ 95% of our students need at least one remedial course, others need two or three and those students who complete remedial courses are successful in completing degrees. It is a myth that there are not enough sections; there are not enough at times the students would like to take them.

There were no more questions. Professor Wasser extended the thanks of the Senate to President Smith. President Smith responded and said that he had to confess he had been looking with some trepidation to this speech but that he had found it had been fun to be here and address the body.

VII. Discussion of Proposed Governance of the CUNY Baccalaureate Program: Professor Baumrin (Philosophy, Lehman), on behalf of the Executive Committee, reviewed briefly the reasons for the proposed new governance for the structure and explained that the document before the Senate assigned a greater and more appropriate role to the Senate in that governance than the Bylaw provision under which the program was currently operating and under which, with some modifications, it had been operating since its establishment. He stated that the purpose of bringing the document to the body at this meeting was to seek comment, suggestions and advice as well as to respond to questions Senators might have concerning the proposal.

In the course of the discussion the view was expressed that the document being discussed was for the most part very good. Suggestions were also made concerning the composition of the committees which constitute the structure proposed and these suggestions were noted for consideration by the Executive Committee. In addition, since the document had been circulated to the membership prior to the meeting it was suggested that additional comment, suggestions and questions should be sent in writing or telephoned to the Office for transmittal to the Executive Committee. It was also noted that discussion of this subject would be a future agenda item.

There being no new business the meeting was adjourned at 9:00 p.m.

Respectfully submitted,

Jean Ellis
Executive Director