

The City University of New York
John Jay College Performance Goals & Targets
2009-2010 Academic Year

Goals	Objectives	University Targets	Indicators	John Jay Goals & Targets
<p>Raise Academic Quality</p>	<p>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</p>	<p>1.1 Resources will be shifted to University flagship and college priority programs to support the University's commitment to become a research-intensive institution.</p> <p>1.2 CUNY and its colleges will draw greater recognition for academic quality.</p>	<p>1.1 Documented improvement of flagship priority programs, and research programs</p> <p>1.2 Recognition/validation from external sources <i>FEPAC = Forensic Science Education Programs Accreditation Commission</i></p>	<ul style="list-style-type: none"> • The college will continue to strengthen its liberal arts programs by developing new majors. Two majors, Law & Society and Philosophy, will be approved next year. At least 3 letters of intent will be submitted for majors in Anthropology, Sociology, and Latin American & Latina/o Studies; 3 others will be in initial stages of consideration. • NYSED will approve & register the MA in International Crime & Justice. New courses for the program will be approved by college governance. • The newly unified Centers for Research, Policy & Practice will develop interdisciplinary research projects, evaluate public policy, and transmit findings in scholarly publications, the media, development of public policy, and training. • Admissions standards for the Criminal Justice MA will be reviewed and new standards adopted. • The college will run 4 workshops to assist faculty with publication strategies & with connecting research to teaching. Incentives will be used to spur grant-seeking. • The Pre-Law Institute will develop programs that expose students to legal careers, bring them in contact with attorneys for networking & mentoring, and increase their understanding of law school application processes. • Facilities Management will create 6 new research labs for faculty and graduate students in the Science Dept. • The Forensic Science MS program will complete the FEPAC accreditation process. • The college will strengthen its outreach & dissemination of information on research & programs by maintaining the caliber of its publications. • Public Relations will continue to promote faculty scholarship, organize press briefings, Book & Author programs, and student forums to foster recognition of the college's expertise & research capabilities. A mailing list will be developed to promote these initiatives to

		<p>1.3 Program reviews, with analyses of enrollment and financial data will shape academic decisions and allocations by colleges.</p> <p>1.4 Colleges will use technology to enrich courses and teaching.</p>	<p>1.3 Self-reports by the college <i>FYE = First Year Experience</i> <i>OOA = Office of Outcomes Assessment</i></p> <p>1.4 Reports of courses with significant technology component and self-reports by colleges <i>FYE = First Year Experience</i> <i>CELS = The Center for English Language Support</i> <i>CAT = The Center for the Advancement of Teaching</i> <i>DoIT = Department of Information Technology</i> <i>OOA = Office of Outcomes Assessment</i></p>	<p>potential donors, foundations & corporations.</p> <ul style="list-style-type: none"> • The college website will maintain a dynamic, content-rich site. Attention will focus on developing a template to analyze visitors to the site & their primary interests. • FYE will complete a Foundations of Excellence self-study of college programs & services for 1st year students. • External reviews for Government (BA) & Forensic Psychology (BA) will occur. Security Management (BS) will prepare a self study. • Outside evaluators will prepare reports for Forensic Science (BS) & the Foreign Languages curriculum. • The BA/MA program will complete a self study. • OOA will assist graduate programs in developing guidelines to inform program reviews & improve academic offerings. • The college will utilize a collaborative budget planning process, entailing program reviews, enrollment projections & financial estimates. The process will solicit input from the community to establish priorities & ensure that resources support college priorities. • All sections of FYE Learning Communities (LCs) will incorporate the Subway Series into their curriculum. • 20% of FYE LCs will start using student blogs. • CELS will oversee the programming & piloting of 15 interactive exercises to prepare students for the CPE. • CELS will promote the E-Resource Center to students & faculty through email campaigns, workshops & class visits. • The Math & Computer Science Dept. with OOA will develop an assessment plan for all courses using CASPER, the on-line student performance tracking system. • CAT will work with the Math & Computer Science Dept. to develop workshops for incorporating technology into the curriculum, e.g., utilizing software such as Maple 12. • CAT will work with faculty on using podcasting across the curriculum and will create tools to support faculty in the use of interactive technologies. • CAT will create a series of workshops that focus on teaching and learning in the Web 2.0 culture. • % of instructional FTEs offered partially or totally online
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				<p>will increase to 3.5%.</p> <ul style="list-style-type: none"> • The Inspector General (IG) track of the MPA program will be offered as a hybrid program; as a result, the number of graduate courses offered online will increase. • DoIT will leverage video conferencing technology to extend the JJC classroom to remote locations. • Using Student Tech Fees, DoIT will upgrade 1/3 of all classrooms with control panels to improve technology integration & management. • DoIT will promote John Jay's iTunes U facilities for use by all faculty members. • DoIT will promote & leverage Web 2.0 and instructional technology applications for classroom projects (i.e., Wiz IQ, Softchalk, Facebook, uTube, etc.). • DoIT will facilitate online general technology training for all faculty, staff & students. • Using Student Tech Fees, the college will expand instructional video storage capacity to increase the amount of online video content.
	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<p>2.1 Colleges will continuously upgrade the quality of their full and part time faculty, as scholars and as teachers.</p>	<p>2.1 College self-reports on efforts to build faculty teaching and research quality through hiring, tenure process and investments in faculty dev for FT & PT faculty <i>CAT = The Center for the Advancement of Teaching</i> <i>CELS = The Center for English Language Support</i></p>	<ul style="list-style-type: none"> • The Provost's Office, in conjunction with department chairs, will run 20 searches for full-time tenure track faculty. • The Provost will set aside 3 lines for targeted hires of tenured associate professors with robust research agendas, large research grants & a history of accomplishment. Such faculty will be actively recruited. • The Provost will establish a task force to incorporate the scholarship of teaching and innovative teaching into the faculty personnel process. • CAT will be moved to the Provost's Office to better serve faculty. CAT will create a series of workshops to support new full-time & part-time faculty, including a series of Master Teacher workshops; 3 to 5 faculty will be identified as CAT master teachers. • CAT will establish a monthly teaching salon open to all JJC faculty. • Thirty new faculty will be nurtured via workshops during their first year. Workshops will address teaching, assessment & learning outcomes, the personnel processes, and balancing teaching & research.

		<p>2.2 Increase faculty research/scholarship.</p> <p>2.3 Instruction from full-time faculty will increase incrementally.</p> <p>2.4 Colleges will recruit and retain a diverse faculty & staff.</p>	<p>2.2 Faculty scholarship and creative work <i>OAR = Office for the Advancement of Research</i></p> <p>2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty</p> <p>2.4 Faculty and staff diversity and affirmative action reports <i>AAO = Affirmative Action Office</i> <i>AAC = Affirmative Action Committee</i></p>	<ul style="list-style-type: none"> • CELS, in collaboration with CAT, will run 2 workshops for faculty on helping students overcome linguistic challenges in reading & writing academic English. • OAR will continue to encourage faculty to engage in scholarship. Faculty self-reports on research accomplishments will show a 10% increase. • The Scholarly Excellence Reward Program, financed from grant revenue & providing reassigned time to 7 faculty, will be continued. The Research Assistance Fund, paid from indirect cost recoveries, will be given to 40 faculty. • Distinguished Teaching Prizes will become more prominent through web-based announcements and college-wide publicity. Grants will be awarded to incentivize departmental teaching collaborations. • % of instructional FTEs delivered in all courses by FT faculty will increase 1 percentage point to 45.9%. • % of instructional FTEs in undergraduate courses delivered by FT faculty will increase 1.3 percentage points to 44.5%. • Mean hours taught by FT veteran faculty will increase .2 points to 7.4. • Mean hours taught by FT new faculty will remain constant at 7.0. • AAO & AAC will work with departments to reaffirm the value of diversity. AAO will meet with departments that are hiring to examine affirmative action profiles & past recruitment experiences; to identify areas that need improvement, discuss best practices, encourage efforts to broaden searches, and develop more diverse applicant pools. Emphasis will be on departments with underutilization of protected classes.
Improve Student Success	3. Ensure that all students receive a solid general education and effective instruction, particularly in	3.1 Colleges will provide students with a cohesive and coherent general education.	3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.) <i>DSD = Division of Student Development</i> <i>FYE = First Year Experience</i> <i>LC = Learning Community</i>	<ul style="list-style-type: none"> • The Gen Ed Taskforce will continue its work to reform Gen Ed. After community-wide discussion, the college will vote to endorse a new Gen Ed program model. • DSD and Undergraduate Studies will develop a required first year, academic, transition-to-college course to enhance students' academic study & cognitive skills, and to strengthen engagement with the college. Four such courses will be piloted in F09 & 4 in SP 10.

		<p>the first 60 credits of study.</p> <p>3.4 Show & Pass rates on CUNY proficiency exam will increase.</p> <p>3.5 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.</p> <p>3.6 Colleges will show progress on implementing faculty-driven assessment of student learning.</p>	<p>3.4 Show & pass rates on CUNY Proficiency Exam (CPE).</p> <p>3.5 1 year retention rates by underrepresented group status and gender, for all students, % of credits attempted that are earned by underrepresented group status and gender (Fall semester) <i>URM = Under Represented Minority</i> <i>BMI = Black Male Initiative</i> <i>LC = Learning Community</i></p> <p>3.6 Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process <i>OOA = Office of Outcomes Assessment</i> <i>FYE = First Year Experience</i> <i>CELS = Center for English Language Support</i> <i>EAP = English for Academic Purposes</i> <i>LC = Learning Community</i></p>	<p>will increase 2 percentage points to 63.2%.</p> <ul style="list-style-type: none"> • CPE show rate will increase 1 percentage point to 85.3%. • CPE pass rate will increase 1 percentage point to 94.1%. • Through collaborative activities in support of joint degree programs (CUNY Justice Academy), the college expects to support 1-yr retention rates of URMs at partner schools, improving the pipeline & retention at JJ. • The college will offer programs for URMs under the BMI initiative. Faculty & staff will continue to enhance students' educational & professional experiences by volunteering as mentors. • Entering 1st year students at risk will be provided with targeted academic advisement. Students will be assigned an academic advisor and peer mentor. • The % of credits earned/passed by URMS will increase 1 percentage point - to 82% for Hispanics & 82.5% for Blacks. • Faculty members from selected departments, in collaboration with OOA, will begin developing a rubric to assess capstone courses. • Faculty in FYE Learning Communities will embed assessment into their course syllabi. • In collaboration with FYE, CELS will develop assessment instruments to measure learning outcomes in 6 EAP LCs. • Faculty teaching in the Master's programs, in collaboration with OOA, will develop learning outcomes assessment tools for each program.
4. Increase retention and graduation rates	4.1 Increase retention and graduation rates	4.1 Colleges will facilitate students' timely progress toward degree completion.	4.1 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; % of students with major declared by the 70th credit; average # credits earned in first 12 months <i>DSD = Division of Student Development</i>	<ul style="list-style-type: none"> • % of freshmen & transfers taking one or more courses in the summer after entry will increase by 1 percentage point to 17.7%. • The college will maintain the ratio of FTE to headcount for BA students at .80 & for AS students at .79. • % of students declaring a major by 70th credit will remain at 100%. • Average # credits earned by FT first-time BA freshmen in the first 12 months will increase from 23.4 to 24.4. • DSD and Enrollment Management will adjust the hours of academic & personal support programs and services to better serve students & improve access. • Criminal Justice MA students will declare specializations

		<p>4.2 Retention rates will increase progressively.</p> <p>4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.</p>	<p>4.2 1 year and 2 year retention rates <i>DSD = Division of Student Development</i></p> <p>4.3 6 year AA/AS/AAS, BA/BS graduation rates; 4 year BA/BS graduation rates; 4year MA/MS graduation rates.</p>	<p>within their first 15 credits.</p> <ul style="list-style-type: none"> • The Forensic Science MS program will implement mandatory advisement for all students. • The MPA program will implement specialization advisement. • 1-yr retention rates for FT first-time freshmen in BA/BS programs will increase 1 percentage point to 73.3%. • 1-yr retention rates for FT transfers in BA/BS programs will increase 1 percentage point to 75.1%. • 1-yr retention rates for FT first-time freshmen in AS programs will increase 1 percentage point to 64.1%. • 2-yr retention rates for FT first-time freshmen in BA/BS programs will increase 1 percentage point to 59.7%. • 2-yr retention rates for FT transfers into BA/BS programs will increase 1 percentage point to 68.3%. • The college will begin implementation of its strategic retention plan. • Baseline retention rates will be established for master’s students. • DSD will explore funding sources to support college programs to increase retention rates. • DSD will create a Student Orientation Office and will recruit & hire a Director of Orientation Programs. • DSD will collaborate with the Office of International Studies to develop & expand orientation programs for international students. • 6-year AA/AS/AAS graduation rates will increase 1 percentage point to 25.3. Correction 01/14/2010 • 6-year BA/BS graduation rates will increase 1 percentage point to 43.7. • 4-year BA/BS graduation rates will increase 1 percentage point to 22.2. • 4-year MA/MS graduation rates will maintain the 10.9% gain in AY 08-09.
	<p>5. Improve post-graduate outcomes</p>	<p>5.1 Professional preparation programs will improve or maintain high numbers of successful graduates.</p> <p>5.2 Job and education rates for graduates will rise.</p>	<p>5.1 Pass rates and # of students passing licensure/certification exams. <i>FMHC = Forensic Mental Health Counseling</i></p> <p>5.2 College self reports and surveys of graduates’ job placement rates; % of</p>	<ul style="list-style-type: none"> • Graduates of the Forensic Mental Health Counseling (FMHC) MA program will pursue post graduation credentials (3,000 hours of experience) toward licensure. • The Dean of Graduate Studies, FMHC Program Director & OIR will develop & pilot a survey to track FMHC

			<p>graduates continuing their education. <i>FMHC = Forensic Mental Health Counseling</i> <i>OIR = Office of Institutional Research</i> <i>CDS = Office of Career Development Services</i></p>	<p>graduates.</p> <ul style="list-style-type: none"> • The Office of Career Development Services (CDS) will sponsor two new activities: 1) “class days” to promote career services in connection with class identity; 2) workshops to connect new majors with career opportunities. • Funding will be sought to expand CDS staffing. • OIR will continue with its schedule of graduating student and two-year alumni surveys. Furthering one’s education & employment status are items included in the surveys.
	<p>6. Improve quality of student academic support services</p>	<p>6.1 Colleges will improve the quality of academic support services, academic advising, and use of technology to strengthen instruction.</p>	<p>6.1 Students experience survey results and other data and reports on improved quality and satisfaction with academic and technological support services, including academic advising. <i>FYE = First Year Experience</i> <i>CSI = College Student Inventory</i> <i>LC = Learning Community</i> <i>CELS = Center for English Language Support</i> <i>ACC = Academic Advisement Center</i> <i>DSD = Division of Student Development</i> <i>OIR = Office of Institutional Research</i> <i>SES = Student Experience Survey</i></p>	<ul style="list-style-type: none"> • FYE will use CSI survey data, LC early attendance rosters & student registration data to identify & refer students to academic advising, counseling or student support services. • CELS will conduct a survey to identify areas for improving its academic support services. • CELS will promote the use of the E-Resource Center to faculty and students in EAP, English & gateway courses. • The Academic Advisement Center (AAC) will hire 3 academic advisors in FA 09. Transition of academic advisement from the Counseling Dept. to AAC will be implemented in SP 10. An Academic Advising training program to build partnerships among faculty, staff & other campus members will be developed. • College tutoring labs will be certified by the National College Learning Center Association & tutors will complete a national certification training program. • The college’s wireless network will be upgraded to the newest generation of wireless technology. • Student email will be upgraded improving communication between students, faculty & staff. • DoIT will develop a web application to allow students to reserve loaner laptops through the web. • DoIT will “recycle” older Student Technology Fee lab computers for use in club spaces. • DoIT will implement wireless printing to support both laptop loaners and personal machines. • DoIT will create and distribute a comprehensive JJC Student Technology Guide. • OIR will continue to administer its online undergraduate

				<p>and master's student experience surveys in the off-year in which CUNY does not administer the CUNY SES, allowing the college to track changes in student satisfaction.</p> <ul style="list-style-type: none"> • DSD will use the results of a 08-09 survey to increase student engagement in athletic programs; collaborate with VP of Marketing & Development to create a marketing plan for campus athletics; partner with the Health Office to develop personal health/wellness sessions. • DSD will continue to offer student leadership programs; will develop 5 collaborative efforts under the auspices of the Office of Community Service; will assess the Student Ambassador Program; will develop a campus life manual to review current policies & practices; will review the Student Activities Board of Directors.
Enhance Financial & Mgmt Effctvns	7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses	<p>7.1 Colleges will increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.</p> <p>7.2 Colleges will achieve & maintain high levels of program cooperation with other CUNY colleges.</p>	<p>7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs. <i>OCPS = Office of Continuing & Professional Studies</i></p> <p>7.2 Ex: TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc. <i>EP = Educational Partnerships</i> <i>BMCC = Borough of Manhattan Community College</i> <i>HCC = Hostos Community College</i> <i>KCC = Kingsborough Community College</i></p>	<ul style="list-style-type: none"> • The Office of Marketing & Development will support Enrollment Management in the development of marketing initiatives for recruitment of first year, transfer, graduate & international students. • The college will maintain current total enrollment levels in its degree programs. • SAT scores will increase 2 percentage points to 945. • CAA will increase .9 percentage points to 82.0. • Enrollment in OCPS programs will rise 2.5%. • TIPPS course equivalencies will remain above 99%. • In 09-10, the college will continue to build a presence at the 5 community colleges where the first dual admission/joint degree programs of the Educational Partnerships (EP) will open by increasing the number of JJC faculty guest lecturers to 10+; facilitating on-site availability of JJC student development personnel; establishing platforms for a virtual community via a dedicated website; organizing visits to JJC. • EP will implement a process for assessing the student experience of participants in the joint degree programs. • EP will initiate collaboration for opening 2 new dual/joint programs at BMCC (Criminal Justice & Forensic Science) & 1 at HCC (Forensic Financial Analysis).

		7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.	7.3 # of College Now (CN) participants; College Now course completion and pass rates, # participants re-enrolled. <i>CN =College Now</i>	<ul style="list-style-type: none"> • EP will complete curriculum development & the approval process for the dual/joint program in Forensic Science with KCC. The target opening date is SP 10. • EP will create at least 3 articulation agreements with CUNY institutions & at least 3 with non-CUNY schools. • EP will collaborate with all 6 CUNY community colleges on marketing the “CUNY Justice Academy” and on securing external/grant funding. • College Now will enroll 95% of its enrollment target of 830 students, achieve a completion rate of 75%, and increase the number of students enrolling in more than 1 course. CN will work to strengthen existing partnerships by increasing school-based enrollment & increasing programming opportunities. CN will also work to develop sequential activities of at least 21 hours, through pre-college activities such as Poets for Justice, Think College Now, Hip-Hop & the Classics, and the Forensic Science workshops. CN will appoint an Assistant Coordinator, charged with implementing recruitment & retention strategies.
	8. Increase revenues and decrease expenses	8.1 Alumni-corporate fundraising will increase or maintain current levels. 8.2 Each college will achieve its productivity savings target and revenue targets including those	8.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Revenue <i>OCPS = Office of Continuing & Professional Studies</i>	<ul style="list-style-type: none"> • The college will continue to hold Connect & Reconnect events with alumni in the New York/metropolitan area, Washington, DC, and other locations where there are concentrations of alumni. The college will track attendance at events to determine the effect on annual campaign results. The annual campaign will consist of five mailings (2 soft included in the JJ Magazine & 3 targeted). The college will continue to build the Scholars Circle (\$1,000+ donors) and host special events for this group. The planned giving program will be expanded. • The college will continue to develop strategies for highlighting our academic capabilities to attract corporate & foundation support for our strategic initiatives including: Supporting Student Success; Building a Strong Faculty; Reimagining our Academic Programs; Expanding our Campus. The college will also focus on fund raising for its Centers and Institutes. • The college plans to meet its productivity savings by reducing costs for credit card payments & printing and by leveraging use of non-tax levy funds.

		<p>for Adult & Continuing Ed.</p> <p>8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services.</p> <p>8.4 Colleges will implement financial plans with balanced budgets.</p> <p>8.5 Contract/grant awards will rise.</p> <p>8.6 Indirect cost recovery ratios will improve.</p>	<p>8.3 % of budget spent on administrative services</p> <p>8.4 Financial health and evidence of a solid financial plan</p> <p>8.5 Contract/grant awards (RF report + CUNY projects) including for research <i>OCPS = Office of Continuing & Professional Studies</i></p> <p>8.6 Indirect cost recovery as ratio of overall grant/contract activity</p>	<ul style="list-style-type: none"> • OCPS anticipates a 2.5% increase in revenue • The unified Centers for Research, Policy and Practice will engage in efforts to obtain additional external funding. • Absent any additional CUNY allocations for Administrative Services, the college will hold constant the current % of its tax levy budget that is spent on administrative services. • The college will continue to develop its balanced financial plan before the fiscal year begins & continue to monitor expenditures to ensure adherence to the plan. • Contract grant/awards provided by faculty and staff for 09-10 will increase 8%. • OCPS is pursuing stimulus funding projects at the federal, state & local levels; OCPS will continue to respond to grant solicitations and submit proposals for foundation & private support. • Indirect cost recovery as a ratio of overall grant/contract activity will rise from 10.1 in 08-09 to 10.5 in 09-10.
	9. Improve administrative services	<p>9.1 Colleges will complete agreed-upon restructuring of philanthropic foundations to comply with CUNY guidelines & document participation in the CUNY Compact.</p> <p>9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.</p>	<p>9.1 Evidence of foundation restructuring</p> <p>9.2 Surveys of student satisfaction with nonacademic administrative support services <i>OIR = Office of Institutional Research</i> <i>DoIT = Department of Information Technology</i> <i>SES = Student Experience Survey</i></p>	<ul style="list-style-type: none"> • The college has completed the agreed-upon restructuring of its philanthropic foundation and will continue to document participation in the CUNY Compact. • OIR will continue to administer its online undergraduate & master's student experience surveys in the off-year in which CUNY does not administer its SES, allowing the college to track changes in student satisfaction. • Facilities Management will focus resources and manpower toward those areas identified as needing improvement by the SP 09 Faculty/Staff Survey. • DoIT, with Enrollment Management & Student Development, will create an Electronic Information and Services Center (The JJAY Stop) for the most commonly requested student information and services. • DoIT will implement a Contact Center system to better manage student service requests in the ONESTOP & DoIT call centers. • DoIT will streamline in-person student requests by creating workflow enabled web applications, e.g.,

		<p>9.3 The % of instruction delivered on Fri, nights & weekends will rise.</p> <p>9.4 Prepare and implement a campus risk management plan that is integrated with the University's risk management program.</p> <p>9.5 All colleges will make timey progress in CUNY FIRST implementation.</p> <p>9.6 Each campus should have a functioning campus sustainability council and have a recognized, multi-year campus sustainability plan.</p>	<p>9.3 % of instruction delivered on Fridays, nights, weekends</p> <p>9.4 Present to the Risk Management Council the plan and the metrics by which its successful implementation will be measured</p> <p>9.5 Evidence of leadership/communication, deployment of campus supplied trainers, and organizational readiness</p> <p>9.6 Evidence that the committee meets regularly and progress is being made on implementation of the multi-year plan</p>	<p>Change of Address, Certification of Enrollment, etc.</p> <ul style="list-style-type: none"> • DoIT will empower students to address technical issues themselves with a customizable self-service knowledgebase - <i>Right Answers</i>. • Using the Student Technology Fee, the college will continue ongoing replacement of computers & peripherals in smart classrooms, cyber lounges & labs. • Through City Capital funding, DoIT will replace old web servers that service students with newer servers. • The Security Dept. will increase students' awareness of personal safety & security by posting and distributing policies and holding workshops. The Security Dept. will institute ongoing customer service training for security personnel. Crime rates will remain low at the college. • % of FTEs offered on Fridays, evenings and weekends will increase by 3 percentage points to 40.3%. <ul style="list-style-type: none"> • The Risk Management Council will hold meetings to address issues identified on campus and those identified by the CUNY Risk Management Council, including internal controls, insurance & liability, infectious disease protocols, and emergency preparedness. • The JJ FIRST campus team will continue to meet regularly and ensure full campus participation/involvement in all JJ FIRST required activities. • Facilities Management will ensure the college's Sustainability Committee and program are intact & operational. The college will complete the sustainability plan as directed by the CUNY Sustainability Task force. • DoIT will reduce power utilization in the data center by consolidating servers using virtualization technologies.
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