

**The City University of New York**  
**John Jay College Performance Goals and Targets Year-End Results**  
**2008-2009 Academic Year**

Goals	Objectives	2008-2009 John Jay College Target	2008-2009 John Jay College Results
<p><b>1. Raise Academic Quality</b></p>	<p>Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</p>	<ul style="list-style-type: none"> <li>• The College will continue to use resources from COMPACT &amp; the Investment Plan to strengthen liberal arts programs by developing new majors. The college will have 2 new liberal arts majors (Global History, Gender Studies) approved by the University next year. In addition, Letters of Intent will be submitted for at least 3 additional liberal arts programs (Law &amp; Society, Philosophy &amp; Sociology) with 3 others in initial stages of consideration.</li> <li>• The Letter of Intent for a Master’s in International Crime &amp; Justice will successfully complete the University review process. The Letter of Intent will then be developed into a full proposal for the next level of consideration by College governance.</li> <li>• Resources will be used to expand space for the Science research labs and for Psychology Research.</li>   <li>• The College will run at least 4 workshops to assist faculty with publication strategies &amp; with connecting research to teaching. We will continue to use financial &amp; other incentives to spur grant-seeking.</li> <li>• The report of the President’s Advisory Committee on Graduate Studies will be reviewed by faculty, staff &amp; students in FA 08. In FA 08, implementation of key recommendations will begin: (1.) governance and operations, (2.) standards &amp; student outcomes, (3.) articulation &amp; curriculum, and (4.) new directions. <i>(NASPAA= National Association of Schools of Public Affairs &amp; Administration; FEPAC = Forensic Science Education Programs Accreditation Commission)</i></li> <li>• Preparations will be made for accreditation of the Forensic Science (FOS MS) and Criminal Justice master’s programs.</li> <li>• Resources will be shifted to University flagship and college</li> </ul>	<ul style="list-style-type: none"> <li>• The Gender Studies major was approved by CUNY &amp; registered with NYS. The Global History major was approved by the College; if approved at the 6/22/09 CUNY Board of Trustees meeting, it will be registered with NYS SU 09. Letters of Intent for Philosophy and Law &amp; Society have been approved by the College Council and submitted to CUNY for campus feedback. A Letter of Intent for a degree in Sociology is in progress.</li>   <li>• The Letter of Intent for the MA in International Crime &amp; Justice completed the CUNY review process in FA 08. A full proposal was developed &amp; approved by the College in SP 09. If approved at the 6/22/09 CUNY Board of Trustees meeting, it will be forwarded to NYS for approval &amp; registration.</li> <li>• Six Science research labs have been designed and construction has begun on 3; completion is expected 6/09. The remaining 3 labs will be built in FY 09-10. Research space was built for the Psychology Department in 12/08.</li> <li>• Although workshops were not held, 7 faculty members received stipends from an anonymous source to pursue large grants.</li>   <li>• The report was reviewed in FA 08 by the Faculty Senate, a graduate student focus group &amp; the Committee on Graduate Studies. Key recommendations being implemented are: 1) Strengthening program governance by developing program bylaws, defining program director responsibilities &amp; making program budgets transparent; 2) Formalizing advisement in the MPA &amp; FOS programs &amp; requiring declaration of specializations; 3) Accrediting programs through appropriate bodies - NASPAA for the MPA program &amp; FEPAC for the FOS MS program; 4) Reaching new constituencies by delivering a hybrid (soon to be fully online) MPA-IG program.</li> <li>• The FOS MS program engaged in a self study in preparation for a 09-10 site visit. Accreditation discussion for the Criminal Justice program has been deferred due to department reorganization.</li> <li>• Protocols were established for a comprehensive approach to</li> </ul>

		<p>priority programs to support the University's commitment to become a research-intensive Institution.</p> <ul style="list-style-type: none"> <li>• Two external reviews will occur next year for Deviant Behavior &amp; Social Control and the Certificate Program in Dispute Resolution. Two self studies will be prepared for the evaluation of programs in Forensic Psychology &amp; Govt.</li> <li>• The College will strengthen its outreach &amp; dissemination of information regarding research &amp; programs by maintaining the caliber of its publications: e.g., <i>John Jay Magazine</i>, @John Jay, Alumni on-line Newsletter, etc.</li> <li>• The website will develop new content, migrate materials to the content management program, and begin to track visits to the website.</li> <li>• Public Relations (PR) will continue to promote faculty scholarship, organize press briefings, 'Book &amp; Author' programs and student forums that foster recognition of the College's expertise and research capabilities.</li> <li>• Reports by outside evaluators will be prepared for the BS in Forensic Science (FOS BS) and the college's basic math curriculum (MATH 100, MATH 103, MAT 104 &amp; MAT 105).</li> </ul> <ul style="list-style-type: none"> <li>• A schedule of self studies of master's programs will be established. At least one self study will be initiated.</li> <li>• The College will utilize a collaborative budget process, which entails program reviews, enrollment projections &amp; financial estimates to plan the College's budget. The process is designed to solicit input from the community in establishing budget priorities &amp; ensuring that resources support priorities &amp; the new direction of the College.</li> <li>• The Outcomes Assessment (OA) Director will assist academic departments in the use of institutional data and academic outcomes to inform program review and improvement of academic offerings</li> <li>• A common reading experience will be developed &amp; distributed on DVD to all incoming freshmen in FA 08. It will require students to access readings, perform activities, and contribute commentary &amp; photographs to a</li> </ul>	<p>research, policy &amp; practice in Centers and Institutes. An operations manual was created to streamline the processes and a template was developed to evaluate Center and Institute effectiveness.</p> <ul style="list-style-type: none"> <li>• External reviews were completed for the BA in Deviant Behavior &amp; Social Control and the Certificate Program in Dispute Resolution. Self studies began in SP 09 for the BA programs in Forensic Psychology &amp; Government.</li> <li>• New brochures were developed to promote the new College majors to entering students. Existing John Jay publications are shared with college constituency and input/feedback solicited in an effort to improve the caliber and outreach of publications.</li> <li>• Redesign of the website continued with more than 75% migration from the old to new site. 60% of the departments were trained on the new content management system.</li> <li>• PR continued to promote faculty scholarship; organized press briefings; sponsored 4 Book &amp; Author programs &amp; 2 student forums. A special student program was developed in conjunction with HBO's series <i>The Wire</i>; about 100 students attended.</li> <li>• The FOS BS self study &amp; site visit occurred. FEPAC granted accreditation contingent on MAT 301, Probability &amp; Statistics, being added to the major course requirements. An outside evaluation of the math curriculum was delayed to allow the Taskforce to conduct an extensive review of syllabi; run faculty workshops; and create CASPER, a database of diagnostic data of students enrolled in math.</li> <li>• The Forensic Science MS program engaged in a self study in preparation for a site visit in 09-10; target completion date is FA 09.</li> <li>• A budget review of each Vice President's area occurred, including: tax levy, IFR, Auxiliary Services Corp, JJC Foundation, Student Activities Assoc, and RF expenditures. Areas for savings or reallocation of resources are being identified. Results of the budget review process will be shared with the Budget &amp; Planning Committee and used to develop FY 2010 Financial Plans.</li> <li>• The OA Director supported OA initiatives of academic departments &amp; programs: 68 invitations were extended to participate in OA activities resulting in 31 meetings with 13 departments, 28 meetings with academic support programs. 9 projects are in progress.</li> <li>• The college debuted a web-based common reading experience: <i>The (Un)Common Learning Experience/The John Jay Subway Series</i>. It was piloted to entering freshmen in the 08 Summer Academy, introduced at Freshman Orientation, and utilized in FA 08 and SP 09.</li> </ul>
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	<p>community project hosted on <i>MySpace</i>. The college will pilot the program to approximately 300 entering freshmen in the 08 Summer Academy. About 10% of the incoming freshman will be enrolled in classes in FA 08 utilizing the common reading experience.</p> <ul style="list-style-type: none"> <li>• Five faculty members will be involved in John Jay's iTunesU project and will incorporate podcasting into their classes.</li> <li>• Immersion Skills Math courses have been redesigned to include computer-assisted tutorials to monitor levels of mastery and homework assignments. Twenty-five courses will be offered in Summer 08.</li> <li>• The Center for English Language Support will continue to expand on-line tutorials by developing a CPE preparatory course.</li> <li>• The College will increase the number of master's courses &amp; undergraduate courses making significant use of IT from 89 courses in SP 08 to 100 courses in SP 09.</li> <li>• The Center for the Advancement of Teaching (CAT), established SP 08, will provide support for faculty seeking to incorporate technology into their teaching and/or will help faculty improve their existing use of technology.</li> <li>• A faculty task force is being established in the summer of 08 to develop guidelines for faculty development of online courses. The Curriculum Committee will endorse and adopt the guidelines by the end of the fall semester. The guidelines will be promulgated in the spring semester through a faculty development initiative from CAT.</li> <li>• A Blackboard support position will be added to the Academic Affairs staff to further support efforts to introduce/train faculty in using Blackboard.</li> </ul> <p><i>Continuing use of technology to enrich courses &amp; teaching:</i></p> <ul style="list-style-type: none"> <li>• To meet ever growing needs for reliable network resources, 5 instructional lab networks will be upgraded.</li> <li>• A series of classroom technology equipment refits and upgrades are taking place in the next year (projectors, podium equipment, etc...)</li> <li>• Through the college's 4- year replacement cycle,</li> </ul>	<p>During SU 08, 14 writing instructors and 184 students participated in the pilot study. Retention specialists, Keeling and Associates, praised the college for this creative and novel approach to connect students to reading and writing.</p> <ul style="list-style-type: none"> <li>• This was accomplished using Blackboard 6 &amp; resulted in increased faculty demand. The project is discontinued: CUNY system stability issues have resulted in CUNY CIS not implementing software that supports iTunes-U &amp; podcasting in Blackboard 8.</li> <li>• ALEKS (assessment software providing tutorials to monitor levels of course mastery &amp; homework assignments) was introduced &amp; used in the Immersion Skills Math courses in the 08 Summer Academy. 30 instructors &amp; tutors were trained; 286 students used ALEKS to prepare for the Math COMPASS test.</li> <li>• The Center wrote &amp; incorporated student feedback into 15 online tutorials preparing students for CPE Tasks 1 &amp; 2. The tutorials will be programmed for the E-Resource Center website beginning 6/09.</li> <li>• The College increased the number of master's &amp; undergraduate courses making use of IT and/or taught entirely online, from 89 courses in SP 08 to 210 courses in SP 09.</li> <li>• CAT provided 5 Maple 12 math software workshops; 15 faculty participated. CAT provided support to faculty seeking to integrate online technology in their courses. In FA 08, 24 faculty received training in the use of online assessment tools for Math 100.</li> <li>• The Online Teaching Effectiveness Faculty Task Force developed an assessment protocol &amp; instruments for online courses during 08-09. 10 online courses will pilot the protocol &amp; instruments in FA 09. The Task Force will meet at the end of FA 09 to assess the effectiveness of the instruments before bringing them forward to governance.</li> <li>• An additional Blackboard support position was added to the Academic Affairs staff during AY 08-09 to further support efforts to introduce/train faculty in using Blackboard.</li> <li>• Labs in North Hall and Haaren have been upgraded using the latest state-of-art switching hardware.</li> <li>• This initiative will be completed SU 09. It includes the elimination of remote controls &amp; installation of touch control panels in 1/3 of the classrooms.</li> <li>• All college classrooms have been equipped with the latest computer</li> </ul>
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		<p>computers in classrooms/teaching areas will be replaced.</p> <ul style="list-style-type: none"> <li>• A Traffic shaping device will be installed to ensure internet traffic is managed giving priority to known academic network usage.</li> <li>• Dept. of Information Technology (DoIT) will empower faculty to address technical issues themselves with a customizable self service knowledge base (Right Answers).</li> <li>• DoIT will install a self service password management tool to empower faculty &amp; staff to reset the password used for common systems without a call to the Helpdesk.</li> <li>• DoIT will offer sessions specific to the use of Web 2.0 Technologies; i.e. Blogs, Wikis, Podcasting, Social Networking.</li> <li>• CAT &amp; DoIT will explore new instructional technologies &amp; decide which to implement (Podcasting, Wiki, Blogs, etc.).</li> </ul>	<p>hardware.</p> <ul style="list-style-type: none"> <li>• Due to persistent network traffic issues, DoIT installed the traffic shaping solution (Packeteer) under the guidance of the Technical Advisory Committee (TAC).</li> <li>• More than 60 JJC specific communications channels and self-service applications have been integrated within the <i>Inside John Jay</i> electronic information center.</li> <li>• To date, 263 faculty and staff have registered and are using the self service password management tool.</li> <li>• ITSS provided ongoing training via “Tech Bites” sessions &amp; various workshops during the year as well as at the JJ Summer Institute. DoIT presented a Web 2.0 session at the CUNY IT conference.</li> <li>• CAT and ITSS continued to collaborate in exploring the next phase of instructional technologies.</li> </ul>
	<p>Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<ul style="list-style-type: none"> <li>• The college will conduct 36 searches for full-time faculty tenure track positions.</li> <li>• The College Council will approve the recently developed faculty Personnel Guidelines, which provide information &amp; guidance on the personnel process &amp; the elements of the personnel file.</li> <li>• CAT will create a series of development workshops for new full time &amp; adjunct faculty &amp; graduate teaching fellows. With support from CUE, CAT will sponsor workshops to certify 20 faculty to teach writing-intensive courses. CAT will work with at least 5 full time faculty to create podcasts that will be accessible through iTunesU.</li> <li>• Faculty self-reports on their research accomplishments in 08-09 will show a 15% increase in productivity 07-08. The Scholarly Excellence Reward Program, from grant revenue which provides reassigned time to 9 faculty, will be continued at that level &amp; the Research Assistance Fund paid for out of indirect cost. Awards will increase to 50 in 09, provided there are 50 qualified applicants.</li> <li>• Office for the Advancement of Research will encourage faculty research &amp; creative works to increase the number of works reported in the annual PMP report by 15%.</li> <li>• Workload guidelines will be developed.</li> </ul>	<ul style="list-style-type: none"> <li>• The Provost’s Office, with department chairs, ran 36 searches for full time faculty tenure track hires. Of the 31 new hires, 28 were our first choice candidates.</li> <li>• In FA 08, the College Council approved the recently developed Faculty Personnel Process Guidelines. The guidelines, available on the intranet, suggest College standards for demonstrating the quality of teaching and research.</li> <li>• 4 workshops to certify faculty teaching writing-intensive courses occurred; 15 faculty participated. By 4/09, 67 faculty were certified to teach writing intensive courses. Workshops to design practical &amp; effective pedagogical strategies to enhance students’ reading skills were offered to the History Dept; 15 faculty participated. An online ‘Reading History’ handbook &amp; faculty blog will be available FA 09.</li> <li>• Faculty reported publishing 23 books in 2008; the total number of publications for AY 08-09 increased 98%, from 204 to 401. This publication number does not include conference presentations. The Scholarly Excellence Reward Program provided 2 courses of reassigned time to 7 faculty; the Research Assistance Fund provided \$750 grants to 40 faculty. Both were paid from RF funds allocated to the Office for the Advancement of Research.</li> <li>• OAR’s efforts contributed to the increase in publications as noted above.</li> <li>• To increase full-time faculty coverage, the Provost developed workload guidelines, to be implemented in FA 09, which will allow</li> </ul>

		<ul style="list-style-type: none"> <li>• The % of instructional FTEs taught by FT faculty will increase 1.5 percentage points to 45.2%.</li> <li>• The % of instructional FTEs in undergrad courses taught by FT faculty will increase 1.7 percentage points to 43.5%.</li> <li>• The % of instructional FTEs in graduate courses taught by FT faculty will increase .1 percentage points to 59.3%.</li> <li>• The % of instructional hours taught by FT faculty will increase 1.5 percentage points to 47.3%.</li> <li>• The % of instructional hours in undergrad courses taught by FT faculty will increase 1.7 percentage points to 45.3%.</li> <li>• The % of instructional hours in graduate courses taught by FT faculty will increase .1 percentage points to 70.0%.</li> <li>• Mean teaching hours of veteran FT faculty will increase .1 percentage points to 7.0.</li> <li>• Mean teaching hours of FT faculty eligible for contractual release time will increase .1 percentage points to 7.2.</li> <li>• The College's Affirmative Action Office &amp; Affirmative Action Committee (AAC) will work with departments to reaffirm the value of diversity &amp; establish inclusive excellence. The AAC will carry out its monitoring function by meeting with departments to examine the affirmative action profile of each department &amp; past recruitment experiences; to identify areas that need improvement, discuss best practices, encourage department efforts to broaden searches &amp; to develop more diverse applicant pools. Emphasis will be placed on departments with underutilization of protected classes.</li> </ul>	<p>more careful management of reassigned time and faculty workload.</p> <ul style="list-style-type: none"> <li>• The % of instructional FTEs taught by FT faculty increased 1.1 percentage points to 44.9% from 43.8%.</li> <li>• The % of instructional FTEs in undergraduate courses taught by FT faculty increased 1.3 percentage points to 43.2% from 41.9%.</li> <li>• The % of instructional FTEs in graduate courses taught by FT faculty remained constant (decreased 0.1 points to 59.1% from 59.2%).</li> <li>• The % of instructional hours taught by FT faculty remained constant (decreased 0.1 points to 45.9% from 46.0%).</li> <li>• The % of instructional hours in undergraduate courses by FT faculty remained constant (increased 0.2 points to 44.1% from 43.9%).</li> <li>• The % of instructional hours in graduate courses taught by FT faculty decreased 2.8 points to 58.1% from 60.9%.</li> <li>• Mean teaching hours of veteran FT faculty increased 0.3 percentage points to 7.2 from 6.9.</li> <li>• Mean teaching hours of FT faculty eligible for contractual release time remained constant (decreased 0.1 points to 7.0 from 7.1).</li> <li>• Diversifying the workforce is an ongoing process &amp; priority for the College. The Affirmative Action Office has focused on working with the recruitment &amp; selection committees of departments that are recruiting to fill new faculty lines. As a result, 10 affirmative action units have either eliminated or decreased underutilization rates of protected classes.</li> </ul>
<b>2. Improve Student Success</b>	Ensure that all students receive a solid general education and effective instruction, particularly in the first 60 credits of study	<p><i>Campaign for Success indicators:</i></p> <ul style="list-style-type: none"> <li>• The Report of the Honors Program Cttee will be reviewed by faculty, staff &amp; students in FA 08 and will be approved in FA 08. Curriculum development will continue in SP 09.</li> <li>• The CUE initiative sponsors a series of Pre-Law "boot camp" intersession programs designed to build critical analysis skills &amp; educate students about the expectations &amp; rigor of law school. About 80 students participated in 07-08; the target for 08-09 will be a 20% increase.</li> <li>• The General Education (Gen Ed) Task Force Report will be reviewed by all College constituencies (faculty, staff, and</li> </ul>	<ul style="list-style-type: none"> <li>• The proposal for the new Honors Program was approved by the College Council in SP 09.</li> <li>• In 1/09, 92 students participated in the Pre-Law Boot Camp intersession program. Boot Camp I, for freshmen &amp; sophomores, and Boot Camp II, for juniors &amp; seniors, will be held 6/09 with 90 students expected to participate. The anticipated increase is over 200%, well exceeding the target.</li> <li>• The report was issued in FA 08 &amp; college-wide discussion ensued. Adopted by the College in SP 09, the report includes proposed</li> </ul>

		<p>students) in FA 08. A new general education curriculum will be developed in SP 09.</p> <ul style="list-style-type: none"> <li>• The Director of the First Year Experience will be hired by the end of the summer 08 and the First Year Experience will be redesigned. Enrollment in LCs will increase from 8 LCs &amp; 185 students in 07 to 12 LCs &amp; 336 students in 08.</li> <li>• The College will continue to work to increase the % of students passing gateway courses with C or better by 1 percentage point from the FA 07 measure of 69%.</li> <li>• The Office of Outcomes Assessment (OA) will support the Math 2012 Taskforce in the development of assessment tools to track student performance in <u>gateway mathematics courses</u>.</li> <li>• The Office of Outcomes Assessment (OA) will support the Math 2012 Taskforce in the development of assessment tools to track student performance in <u>remedial mathematics courses</u>.</li> <li>• The % of freshmen &amp; transfer students taking course(s) the summer after entry will increase by 1 percentage pt.</li> <li>• The ratio of undergraduate FTEs to headcount has remained constant for the past four years at .80. The expectation is to maintain this distribution.</li> <li>• The average number of credits earned by BA full-time first-time freshmen in the first 12 months will increase from the FA 06 measure of 23.5 credits to 24.5 credits.</li> <li>• The % of lower division seats taught by FT faculty will increase by two percentage points from 07-08.</li> <li>• Students declare a tentative major at the time of application; 100% of students will have declared a major by the 70th credit. In 08-09, the college will require students to re-declare their major at 45 credits.</li> <li>• The percentage of non-ESL SEEK students (first-time full-time freshmen in BA programs) who passed the skills tests within 1 year will increase by 5 points to 71.3%.</li> <li>• The percentage of ESL and SEEK students who pass all basic skills tests within 2 years will increase by 1% to 61%.</li> <li>• The pass rates on exit from remediation for Associate FT first time freshmen will increase in reading by 5 percentage points to 63.2%; for mathematics by 3</li> </ul>	<p>principles &amp; learning outcomes designed to serve as the foundation for Gen Ed revision. Curriculum development began in SP 09.</p> <ul style="list-style-type: none"> <li>• The Director was hired. Design of the First Year Experience is underway with expansion of the <i>(Un)Common Learning Experience/ The John Jay Subway Series</i> and First Year Seminar. In FA 08, 13 LCs were offered and 317 students enrolled.</li> <li>• The % of students passing <i>Freshman Composition</i> courses increased 4.7 percentage points from 77.5% to 82.2%; the % passing <i>Math</i> courses increased 1.5 percentage points from 60.1% to 61.6%.</li> <li>• OA assisted the taskforce in the design &amp; analysis of student performance in <u>gateway math</u> courses. CASPER, a database capturing diagnostic data of students enrolled in math courses, was developed as well as an assessment plan to guide curricular &amp; academic support initiatives. Pilot data are being collected.</li> <li>• OA assisted the taskforce in the design &amp; analysis of student performance in <u>remedial math</u> courses. The use of a common performance data tool (Web Assign) to assess academic progress in remedial courses was adopted. Pilot data are being collected.</li> <li>• The % of students taking courses the summer after entry remained constant at 16.7% (increase 0.1 points from 16.6%).</li> <li>• The ratio of undergraduate FTEs to headcount has remained constant at .81.</li> <li>• The average number of credits earned in the first 12 months remained constant at 23.4 credits (decrease 0.1 point from 23.5).</li> <li>• The % of lower division seats taught by FT faculty increased 0.8 percentage points to 40.1% from 39.3%.</li> <li>• 100% have declared a major by the 70th credit. College policy requiring students to re-declare a major at 45 credits went into effect FA 08.</li> <li>• The percentage of non-ESL SEEK students who passed increased 9.2 percentage points, from 66.3% in FA 06 to 75.5% in FA 07.</li> <li>• The percentage of ESL students who passed all basic skills tests within 2 years remained constant at 60.0 %.</li> <li>• The pass rates on exit from remediation are: <ul style="list-style-type: none"> <li>○ <i>Reading</i>: increased 9.4 percentage points from 58.2% to 67.6%.</li> <li>○ <i>Math</i>: decreased 1.1 percentage points from 42.2 % to 41.1%.</li> </ul> </li> </ul>
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		<p>percentage points to 45.2% and for writing by 1 percentage point to 66.7%.</p> <ul style="list-style-type: none"> <li>• CPE show &amp; pass rates will increase by 1 percentage point to 91%. Plans to use the CPE website &amp; on-line tutoring more effectively will be implemented in 08-09.</li> </ul>	<ul style="list-style-type: none"> <li>○ <i>Writing</i>: remained constant (decrease of 0.1 points from 65.7% to 65.6%).</li> <li>• The CPE show rate remained constant (decrease of 0.2 points from 84.5% to 84.3%). The CPE pass rate increased 3.1 percentage points from 90.0% to 93.1%.</li> </ul>
Increase retention and graduation rates	<ul style="list-style-type: none"> <li>• The College will initiate a college-wide retention effort and will identify a high level administrator to be responsible for retention initiatives.</li> <li>• One and two year retention rates will increase by 2%.</li> <li>• The Office of Outcomes Assessment will assist units in the College with development of assessment protocols to establish the effectiveness of First-Year Experience Initiatives in improving student retention</li> <li>• Six-year AA/AS/AAS graduation rates will increase by 1%.</li> <li>• Six-year BA/BS graduation rates will increase by 1%.</li> <li>• Four-year MA/MS graduation rates will increase by 1%.</li> <li>• Four-year BA/BS graduation rates will increase by 1%.</li> <li>• Development of a comprehensive peer leadership &amp; ambassador program will be a collaborative, cross campus initiative with areas like Enrollment Management</li> </ul>	<ul style="list-style-type: none"> <li>• Keeling &amp; Associates have been retained to assist with College retention efforts; a report has been shared with the College community &amp; an initial retreat occurred in 6/09. A strategic plan for retention has been developed.</li> <li>• <i>One-year</i> retention rates for <i>FT first-time freshmen</i> in BA/BS programs decreased 1.8 percentage points from 74.1% to 72.3%.</li> <li>• <i>One-year</i> retention rates for <i>FT first-time freshmen</i> in AS programs increased 0.1 percentage points from 63.0% to 63.1%.</li> <li>• <i>One-year</i> retention rates for <i>FT transfers</i> in BA/BS programs decreased 0.4 percentage points from 74.5% to 74.1%.</li> <li>• <i>Two-year</i> retention rates for <i>FT first-time freshmen</i> in BA/BS programs increased 2.4 percentage points from 56.3% to 58.7%.</li> <li>• <i>Two-year</i> retention rates for <i>FT transfers</i> into BA/BS programs increased from 0.4 percentage points 66.9% to 67.3%.</li> <li>• OA met with the Directors of the First-year Experience, Learning Communities &amp; Summer Academies. Analysis of outcomes data of student participants in these initiatives is ongoing to establish relationships between participation &amp; retention. Learning objectives for each initiative have been established.</li> <li>• <i>Six-year</i> AS graduation rates for <i>FT first-time freshmen</i> decreased 1.7 percentage points from 26.0% to 24.3%.</li> <li>• <i>Six-year</i> BA/BS graduation rates for <i>FT first-time freshmen</i> increased 0.6 percentage points from 42.1% to 42.7%.</li> <li>• <i>Six-year</i> BA/BS graduation rates for <i>FT transfers</i> decreased 1.3 percentage points from 58.6% to 57.3%.</li> <li>• <i>Four-year</i> MA/MS graduation rates increased 10.9 percentage points from 54.6% to 65.5%.</li> <li>• <i>Four-year</i> BA/BS graduation rates for <i>FT first-time freshmen</i> decreased 1.9 percentage points from 23.1% to 21.2%.</li> <li>• <i>Four-year</i> BA/BS graduation rates for <i>FT transfers</i> decreased 1 percentage point from 49.8% to 48.8%.</li> <li>• An Ambassador Program was created this year &amp; partial funding identified. A cohort of 25 students will be trained during SU 09 to begin working in FA 09. An assessment component, based on</li> </ul>	

		<p>&amp; Alumni Relations. Approximately 30 students will receive training in social, personal &amp; academic skill development as well as participate in volunteer programming. Through assessment, we will determine if the program has an impact on retention rate.</p> <ul style="list-style-type: none"> <li>• Develop the current Athletic Program to increase capacity of our intramural programs. This will be the cornerstone of connecting the student population to an integral part of campus life; thereby, increasing engagement. Data will be collected (# of programs &amp; attendees), organized in a database &amp; analyzed for future efforts.</li> <li>• Reorganize student life agenda with a focus on increasing the number of student leadership programs, workshops, and opportunities to further develop skills and prepare students for post graduate opportunities. The current student life agenda will be enhanced by dedicating 5 programs to student leadership and committing to 5 collaborative efforts with faculty in AY 08-09.</li> <li>• Enhancement of Career Services with a special emphasis on increasing the number of interactions &amp; collaborations between student &amp; alumni. Develop an Office of Community Service which will increase the volunteer efforts &amp; opportunities available to students.</li> <li>• Increase contacts with veteran students and the number of programmatic efforts focused on serving this special population. Contact information will be collected and organized in a database for reference and to establish benchmarks for this new initiative.</li> <li>• As part of our consideration for risk management, increase the visibility &amp; presence of work of the Advisory Committee on Students in Crisis; roll out campus wide plan.</li> </ul>	<p>program goals and community expectations, is included to assess the effectiveness of the program.</p> <ul style="list-style-type: none"> <li>• The Athletics Department experienced a year of transition under the leadership of an interim director. Reassessment of department goals occurred and resulted in modifications due to organizational changes &amp; budgetary constraints. During SP 09, a community survey was administered to determine the needs and plans for AY 09-10.</li> <li>• <i>Collaborative Efforts</i> included: 'Lunch Series' and Art exhibit sponsored/coordinated by the Art &amp; Music Dept; official Student Activities Facebook account developed by the Student Activities Office and the Technology Club; co-sponsorship of 'John Jay's Got Talent' and 'Culturefest'; collaboration on 'Women &amp; Islam' film series. <i>Leadership Opportunities</i>: Student leaders attended an 'Emerging Leaders' conference in New Orleans in FA 08; participated in an off-campus leadership development day; successfully lobbied in getting a proposition on the ballot to raise the student activity fee. 2 students placed in the CUNY Leadership Academy; 5 students ran for student president (unprecedented in student election history). A Student Government transition dinner occurred in SP 09.</li> <li>• Career Services collaborations included: contributions to the JJC Alumni Newsletter; participation in Alumni 'Connect/Reconnect' programs and reunions. 300 additional alumni registered on JJ Careers online bringing the total to 2700. A Director of Community Service will be in place 7/09.</li> <li>• The Veterans Club was reestablished &amp; has engaged the student population in various activities, e.g., lectures, discussion groups, information sessions. The club also participates in the CUNY Veterans Steering Committee. A mostly online resource library has been established to support veteran needs.</li> <li>• Crisis Roll Out will take place in FA 09 &amp; will involve dissemination of documents created by the Committee, a Town Meeting, Committee visits to various campus constituents &amp; a message to the community from President Travis.</li> </ul>
	<p>Improve post-graduate outcomes</p>	<ul style="list-style-type: none"> <li>• Continuing Education will continue to provide students with the foundation to improve performance on licensure &amp; certification exams by offering GED courses, GRE &amp; LSAT courses &amp; paralegal training courses.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing Education met its targets by offering GED, GRE &amp; LSAT courses and by expanding its paralegal program to include larger classes and an online option.</li> </ul>



		<ul style="list-style-type: none"> <li>• OIR will continue to administer surveys to JJC alumni.</li> <li>• Strategic Planning will collaborate with the Graduate Admissions Office and the Pre-Law Institute to collect data regarding scores on standardized tests: GRE &amp; LSAT.</li> </ul>	<ul style="list-style-type: none"> <li>• OIR administered surveys to the classes of 2006 &amp; 2008.</li> <li>• The Graduate Admissions Office and Pre-Law Institute continued to collect test score data.</li> </ul>
	Improve quality of student academic support services	<ul style="list-style-type: none"> <li>• The Director of Academic Advisement will join the college 6/08. In FA 08, the Academic Advising Center will be complete &amp; 4 academic advisors will be hired. A system of academic advisement will be developed in 08-09 &amp; the Academic Advisement Center will gradually consolidate the advisement activities of the college.</li> <li>• The Director of Honors &amp; Awards will be appointed in FA 08 &amp; will implement the College plan for nurturing high achieving students to apply for prestigious national fellowships &amp; for admission to prestigious graduate programs.</li> <li>• The College will design and administer a survey of student usage and satisfaction with academic support services.</li> <li>• The College will integrate Degree Works advisement in academic advisement sessions.</li> <li>• The effectiveness of Graduate Career Advisement will be increased through collaboration with Career Services.</li> <li>• DoIT with Enrollment Management will provide a web application allowing students to re-declare their major.</li> <li>• To streamline student support DoIT will provide the ONESTOP center with tools to respond to common technology requests related to CUNY central systems.</li> <li>• If funded, DoIT will standardize the ONESTOP and DoIT services desks with common call queuing software.</li> <li>• DoIT will improve communication between students and adjunct faculty by providing voicemail for adjuncts who do not have designated office space.</li> <li>• Through our 4-year replacement cycle, computers in general usage labs will be replaced: 128 computers (100%) in the Student Computing Lab Center &amp; 70 computers (51%) of the Library open access computers.</li> <li>• Registration Integration will be implemented by the Fall Semester. Students will be able to browse and order</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Academic Advisement was hired 6/08 &amp; 3 academic advisors were hired FA 08. The Directors of Academic Advisement &amp; Counseling have jointly developed an academic advisement transition plan which shifts the advising function from the Counseling Department to the Academic Advisement Center.</li> <li>• The Director of Honors &amp; Awards was appointed SP 09.</li> <li>• OIR piloted an online undergraduate student experience survey in Winter 08. A report has been issued &amp; OIR has presented the findings. An online graduate student experience survey was piloted in SP 09.</li> <li>• All new freshmen &amp; transfer students are provided orientation with Degree Works. OIR's Winter 08 online student experience survey assessed students' use of Degree Works.</li> <li>• Graduate Career Advisement will be realigned and integrated into Career Development Services for greater efficiency.</li> <li>• The web application was completed and deployed 5/09 at the same time as JSTOP (<a href="http://jstop.jjay.cuny.edu">http://jstop.jjay.cuny.edu</a>).</li> <li>• DoIT provided tools such as Active Directory interface, phone hunt groups, and laptops. Project was completed FA 08.</li> <li>• Equipment is being received. Work is scheduled to start 6/09 with a target completion in SU 09.</li> <li>• The College received a \$25,000 Microsoft grant &amp; will identify 100 adjuncts in SU 09 to pilot the system FA 09. John Jay is seeking additional funding to roll this out to the entire adjunct population.</li> <li>• Replacement of computers in general usage labs is on target for completion during SU 09.</li> <li>• Registration Integration was implemented. The system provides detailed information regarding assigned books, allowing students to easily order books online. DoIT received positive feedback from students.</li> </ul>

		<p>required textbooks online. When implemented, JJC will be the first CUNY campus to offer this service to students.</p> <ul style="list-style-type: none"> <li>• Through the Tech Fee several projects will be completed including replacement/upgrade of computers &amp; peripherals in smart classrooms, cyber lounges &amp; labs. In FY 08-09, 129 computers will be replaced in academic labs &amp; 106 computers (100%) in smart classrooms.</li> </ul>	<ul style="list-style-type: none"> <li>• The scheduled upgrades and replacements have been completed. 5 cyber lounges (a total of 81 computers) were upgraded in Westport, North Hall and Haaren. Replacement DVD/VHS combo players, amplifiers &amp; projectors have been replaced as needed in classrooms.</li> </ul>
<b>3. Enhance Financial &amp; Management Effectiveness</b>	Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses	<ul style="list-style-type: none"> <li>• OCPS will increase enrollment by 2.5%, and concentrate on building comprehensive programs that result in greater contact hours.</li> <li>• SAT scores will increase by 3% and CAA scores will increase by 2%.</li> <li>• The Office of Outcomes Assessment (OA) will support Enrollment Management (EM) in the development of plans &amp; assessment methods to meet enrollment targets.</li> <li>• 8 educational partnerships (2+2 joint degrees) in Forensic Science &amp; Criminal Justice with 5 CUNY community colleges will be approved in SU 08; we will begin to recruit &amp; admit students in FA 08. 3 additional joint degrees in these disciplines will be approved in FA 08. Joint degree proposals in Business/Forensic Financial Analysis will be developed in FA 08, with approval by the end of 08-09.</li> <li>• The mix of students at the College will continue to qualify the College as a Hispanic Serving Institution (HSI) and a Minority Serving Institution (MSI).</li> <li>• College Now (CN) will maintain 15 existing partnerships &amp; set an enrollment goal of 600 students. Students will participate in college courses, CN preparatory experiences &amp; workshops. CN will work to improve the readiness of high school students by meeting 95% of the enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• OCPS worked with the CUNY Dispute Resolution Consortium to develop &amp; offer non-credit programs and certificates. OCPS worked with Public Management to implement a new non-credit certificate for public managers in 2010. For AY 08-09, total OCPS enrollment was 47,768 up from 10,118 the previous year; contact hours were 646,284 up from 215,479. The increase is a result of College-sponsored concerts in the Lynch Theater.</li> <li>• SAT scores increased by 12 points, from 931 to 943. CAA remained constant at 81.</li> <li>• OA initiated conversation with EM to begin developing assessment plans. OIR was brought in to work closely with the division in its development of enrollment projections &amp; targets.</li> <li>• Three new educational partnerships will be approved by SU 09 in Criminal Justice, Forensic Science, &amp; Forensic Financial Analysis. Students will be admitted in FA 09. The 8 partnership programs in operation have enrolled more than 500 students to date. Six guest talks by JJC “faculty ambassadors” will occur by SU 09. A Central Office-supported marketing effort will be launched in SU 09.</li> <li>• JJC continues to qualify. The undergraduate student population is 42% Hispanic &amp; 25% African American/Black. The college received U.S. Dept of Ed Title V collaborative grants with QCC &amp; BMCC as an HSI to increase the number of &amp; success rates of Hispanic students in the STEM areas. As an MSI, the college received 2 Dept of Homeland Security grants for student &amp; new faculty research projects and an NSF grant which provides scholarships to undergraduate, minority students in math &amp; science.</li> <li>• CN maintained 15 existing partnerships. The 07-08 program enrolled 586 students in college-credit &amp; high school-credit courses, and various pre-college workshops. CN exceeded its target in 08-09 with an estimated 789 students enrolled and achieved a 82% successful completion rate (% of students earning an A, B or C in CN</li> </ul>

		target & by achieving 75% successful completion rate by implementing the CN strategic plan.	high school and college credit courses).
Increase revenues and decrease expenses	<ul style="list-style-type: none"> <li>• The College will conduct 6 Connect &amp; Reconnect events in the 5 boroughs &amp; Washington D.C., bring alumni together &amp; present speakers. We will track event attendees to determine the effect on annual campaign results. The annual campaign consists of 3 targeted mailings &amp; 2 soft mailings (in each issue of the JJ Magazine). We will continue to build the number of \$1000 members in our Scholars Program as well as our outreach in the planned giving program.</li> <li>• The College will continue to reach out to corporations which might participate in our partnership program, requesting support for scholarships.</li> <li>• The College plans to meet its productivity savings by reducing costs for credit card payments and leveraging use of non-tax levy funds.</li> <li>• Absent any additional CUNY allocation for Administrative Services, the College will hold constant the current % of its tax levy budget spent on administrative services.</li> <li>• The College will continue to develop its balanced financial plan before the fiscal year begins &amp; continue monitoring expenditures to ensure adherence to the plan.</li> <li>• Contract /grant awards in the Office of the Advancement of Research for 08-09 will rise at a rate 8-10% higher than 07-08.</li> <li>• Indirect cost recovery as a percentage of overall grant/contract activity will rise from 15.75 % to 16.75%.</li> <li>• (OCPS) Adult &amp; Continuing Education revenues have grown consistently over the past 4 years &amp; should continue to increase at projected rate of 2.5% annually.</li> </ul>	<ul style="list-style-type: none"> <li>• The College held 11 Connect &amp; Reconnect events with alumni in the NY metro area and Washington, DC. The College tracked event attendance to determine the effect on annual campaign results. The annual campaign consisted of 5 mailings (2 soft included in the JJ Magazine &amp; 3 targeted mailings). The College established a Scholars Circle for \$1,000+ donors; 11 donors joined the Circle &amp; 1 special event was held. The planned giving program was expanded by doing 2 mailings to alumni that resulted in 41 inquiries.</li> <li>• The College developed strategies to attract corporate &amp; foundation support for strategic initiatives, such as Supporting Student Success; Building a Strong Faculty; Reimagining our Academic Programs; Expanding our Campus.</li> <li>• The College met its productivity savings by reducing costs for credit card payments and leveraging use of non-tax levy funds.</li> <li>• The College has reduced the current % of its tax levy budget that is spent on administrative services from 25.3% to 24.4%.</li> <li>• The College developed its balanced financial plan at the beginning of the fiscal year &amp; monitors expenditures quarterly to ensure adherence to the plan.</li> <li>• This information will be provided after July 1. The College will be using RF figures after years of using internal data which are often inconsistent with RF. The RF data for 08-09 and 07-08 will be compared to ascertain the change in award levels.</li> <li>• Using RF rather than college figures from now on, indirect recovery on a percentage of direct costs from all external funds decreased to 10.1 from 10.7.</li> <li>• FY 08 revenues are not yet available. To date, revenues are \$750,000 (pending confirmation) and additional deposits are anticipated. Total tuition receipts for FY 07 were \$875, 008.</li> </ul>	
Improve administrative services	<ul style="list-style-type: none"> <li>• The College will establish an Investment Committee for the John Jay College Foundation and an investment policy.</li> <li>• The College will recruit an additional two members to the foundation board.</li> </ul>	<ul style="list-style-type: none"> <li>• An Investment Committee was established 5/09. The investment policy will be established early in 09-10. A change in leadership in Marketing &amp; Development in the 1<sup>st</sup> quarter of 2009 slowed down certain board-related activities.</li> <li>• The College did not recruit any new board members. A change in leadership in Marketing &amp; Development in the 1<sup>st</sup> quarter of 2009</li> </ul>	

		<ul style="list-style-type: none"> <li>• Facilities Management Dept will provide more focused services to the public spaces, resulting in the student survey result of 75% or higher being satisfied with the non-academic campus facilities.</li> <li>• DoIT, with Enrollment Management, will develop a web application allowing students to download forms to verify their student status for tax &amp; employment purposes.</li> <li>• DoIT will install a self service password management tool to empower students to reset the password used for common systems without a call to the Helpdesk.</li> <li>• DoIT will simplify access to some campus systems (e.g., Student Intranet, Email, etc.) by consolidating systems to a standardized username &amp; password.</li> <li>• The Security Department will concentrate on increasing the student enrollment to CUNY Alert and student involvement in the Security/Workplace Violence Committee.</li> <li>• The % of instruction delivered on Fridays, nights, weekends will increase by 1 percentage point.</li> <li>• The College will establish a Risk Management Council; regular meetings will begin in FY 09 and will address issues identified on campus as well as those identified by the CUNY Risk Management Council (CRMC).</li> <li>• The JJ FIRST campus team will continue to meet on a regular basis, and ensure participation and involvement of all parties in all required activities to make FIRST a complete success.</li> <li>• The College will develop a Sustainability Council comprised of faculty, staff and students.</li> <li>• The council will develop a Sustainability Plan which will have the goal of reducing the College's carbon footprint 30% over ten years.</li> <li>• The Sustainability Plan will be forwarded to CUNY for review and shall be monitored for progress quarterly.</li> </ul>	<p>slowed down certain activities.</p> <ul style="list-style-type: none"> <li>• The Winter 08 online student experience survey administered by OIR showed that over 75% of surveyed students are satisfied with the cleanliness &amp; availability of restrooms; over 60% are satisfied with the overall condition of buildings &amp; grounds.</li> <li>• Software development work on the application was completed. The final product was launched 5/09.</li> <li>• Installation of the self service password management tool for students is complete. Active directory has been completed for students.</li> <li>• DoIT will standardize the ONESTOP and DoIT service desks with common call queuing software. Work is scheduled to begin 6/09; target completion date is SU 09.</li> <li>• CUNY Alert recruitment is ongoing during registration, orientation, at major events, etc. The Workplace Violence Policy is posted on the JJ Security Website &amp; incorporated in the booklet distributed to students during Orientation. Four students were appointed to the Security &amp; Violence Prevention Committee.</li> <li>• The % of instruction delivered on Fridays, nights, weekends decreased 1.6 percentage points from 38.9% to 37.3%.</li> <li>• The Risk Management Council has been established. The Council has begun to address issues identified on campus as well as those identified by the CRMC.</li> <li>• The JJ FIRST team meets biweekly to review implementation status &amp; issues. College-wide communication occurs through regular "Fridays at First" updates, Town Hall meetings &amp; periodic bulletins. As implementation proceeds, a checklist of readiness items is completed &amp; transmitted to CUNY. HR, Payroll, Affirmative Action, and Enrollment Management staff attend trainings, testing sessions and meetings.</li> <li>• Facilities Dept. has established a Sustainability Council comprised of students, faculty and staff.</li> <li>• The college has been successful in planning changes in all areas of the CUNY protocol &amp; fully expects to have a Sustainability Plan in place by year's end.</li> <li>• A Sustainability Plan will be in place by year's end and forwarded to CUNY.</li> </ul>
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