





			<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 and undergraduate courses making significant use of IT and/or taught entirely on line, from 89 courses with significant online technology capability in spring 08 to 100 such course by spring 09.</li> <li>• The Center for the Advancement of Teaching, established in the spring 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 College 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 out of The Center for the Advancement of Teaching.</li> <li>• An additional Blackboard support position will be added to the Academic Affairs staff during AY 08-09 to further support efforts to introduce/train faculty in using Blackboard in their traditional courses and online offerings.</li> </ul> <p><i>The College will continue to use technology to enrich courses and teaching:</i></p> <ul style="list-style-type: none"> <li>• To meet ever growing needs for reliable network resources, five 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 four year replacement cycle a number of computers in classrooms and teaching spaces will be replaced.</li> </ul>
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	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<p>2.1 College self-reports on efforts to build faculty teaching and research quality through hiring and tenure processes and investments in faculty development</p> <p>2.2 Faculty scholarship and creative work report</p>	<ul style="list-style-type: none"> <li>• The College Council (CC) will approve the recently developed faculty Personnel Guidelines, which will provide information and guidance on the personnel process and the elements of the personnel file. The guidelines suggest College standards for demonstrating the quality of teaching and research.</li> <li>• The Center for the Advancement of Teaching will create a series of workshops to provide development for new FT and adjunct faculty and graduate teaching fellows. Using support from the CUE initiative, the Center will sponsor workshops that will certify 20 faculty to teach writing-intensive courses. The Center will work with at least 5 FT 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 over 07-08. The Scholarly Excellence Reward Program out of grant revenue which provides reassigned time to nine faculty will be continued at that level, and the Research Assistance Fund paid for out of indirect cost will go from 46 awards given in 08 to 50 awards in 09, provided there are 50 qualified applicants.</li> <li>• Office for the Advancement of Research (OAR) will continue to encourage more faculty research and creative works to increase the number of works reported in the annual PMP report by 15%.</li> </ul>

		<p>2.3 % of instructional hours and mean hours taught by FT new &amp; veteran faculty; # FT faculty</p> <p>2.4 Faculty &amp; staff diversity and affirmative action reports</p>	<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 undergraduate 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 undergraduate courses taught by FT faculty will increase 1.7 percentage points to 45.3%.</li> <li>• The % of instructional hours in undergraduate 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 and Affirmative Action Committee will work with departments to reaffirm the value of diversity and establish inclusive excellence. The Affirmative Action Committee will carry out its monitoring function by continuing to meet with departments and hold discussions which examine the affirmative action profile of each department and past recruitment experiences, identify areas that need improvement, discuss best practices, and encourage department efforts to broaden searches and to develop more diverse applicant pools thereby increasing the probability of more inclusive hiring. Special emphasis will be placed on departments with underutilization of protected classes.</li> </ul>
<b>2. Improve Student Success</b>	3. Ensure that all students receive a solid general education and effective instruction, particularly in the first 60 credits of study	<p>3.1 Campaign for Success indicators:</p> <ul style="list-style-type: none"> <li>▫ The Honors Program Committee</li> <li>▫ The CUE initiative sponsors a series of Pre-Law "boot camp" intersession programs</li> </ul>	<p>Campaign for Success indicators:</p> <ul style="list-style-type: none"> <li>• The Report of the Honors Program Committee will be reviewed by all College constituencies (faculty, staff, and students) in fall 08. The proposed Honors Program will be approved by college governance in fall 08. Curriculum development will continue through spring 09.</li> <li>• The CUE initiative sponsors a series of Pre-Law "boot camp" intersession programs designed to build critical analysis skills</li> </ul>

		<ul style="list-style-type: none"> <li>▫ Develop a new general education curriculum</li> <li>▫ Redesign of the First Year Experience &amp; Freshmen Learning Communities (LCs)</li> <li>▫ % of students passing gateway courses with C or better</li>   <li>▫ % of freshmen and transfers taking courses the summer after entry</li> <li>▫ ratio of undergrad FTEs to headcount.</li>   <p><i>Baccalaureate colleges only</i></p> <li>▫ Average # credits earned in first 12 months</li>   <li>▫ % of lower division seats taught by full-time faculty</li> <li>▫ % of students with major declared by the 70th credit.</li>   <p><b>3.2 All colleges:</b></p> <li>▫ % of all admitted freshmen who pass a remedial course at a given campus during the pre-entry summer.</li> </ul>	<p>and educate students about the expectations and rigor of law school. Approximately 80 students participated in 07-08, and the target for 08-09 will be a 20% increase.</p> <ul style="list-style-type: none"> <li>• The General Education Task Force Report will be reviewed by all College constituencies (faculty, staff, and students) in fall 08. A new general education curriculum will be developed in spring 09.</li> <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. The enrollment in LCs will increase from 8 LCs and 185 students in 07 to 12 LCs and 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 fall 07 measure of 69%.</li> <li>• The Office of Outcomes Assessment will support the Math Taskforce in the development of assessment tools to track student performance in gateway mathematics courses.</li> <li>• The Office of Outcomes Assessment will support the Math Taskforce in the development of assessment tools to track student performance in remedial mathematics courses.</li> <li>• The % of freshmen and transfer students taking course(s) the summer after entry will increase by 1 percentage point.</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 Baccalaureate full-time first-time freshmen in the first 12 months will increase from the Fall 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>• All students declare a tentative major at the time of application; therefore, 100% of students will continue to 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 percentage points to 71.3%.</li> </ul>
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	<p>4. Increase retention and graduation rates</p>	<p>4.1 One-year and two-year retention rates</p> <p>4.2 Six-year AA/AS/AAS, BA/BS graduation rates; four-year BA/BS graduation rates; four-year MA/MS graduation rates</p> <p>4.3 Student development initiatives to support increased retention and graduation rates.</p> <p>4.4 Increase student engagement in athletic programs.</p>	<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 comprehensive, peer leadership and ambassador program which will be a collaborative, cross campus initiative with areas like Enrollment Management and Alumni Relations. Approximately 30 students will be trained for placement across campus. Program participants will receive training on social, personal, and academic skills, as well as participate in volunteer programming. Through assessment, the work of this program will be shown to have a direct impact on retention rates.</li> <li>• Develop the current Athletic Program to increase the capacity of our current intramural program. This will be the</li> </ul>

		<p>4.5 Emphasis on student leadership programs that increase skill development for students.</p> <p>4.6 Enhance Career Services component of student experience.</p> <p>4.7 Increase support services for veteran students.</p> <p>4.8 Campus-wide plan for the Advisory Committee on Students in Crisis.</p>	<p>cornerstone of connecting the general student population to an integral part of campus life; thereby, increasing engagement. Data will be collected (number of programs and attendees), organized in a database, and analyzed for future efforts.</p> <ul style="list-style-type: none"> <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 and collaborations between student and alumni. Student Services shall develop an Office of Community Service which will increase the volunteer efforts and 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 and presence of work of the Advisory Committee on Students in Crisis; roll out campus wide plan.</li> </ul>
	5. Improve post-graduate outcomes	<p>5.1 Pass rates and numbers of students passing licensure/certification exams</p> <p>5.2 Surveys of graduates</p>	<ul style="list-style-type: none"> <li>• Continuing Education will continue to provide students with the foundation to improve performance on licensure and certification exams by offering GED courses, GRE and LSAT courses and paralegal training courses.</li> <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 and LSAT.</li> </ul>
	6. Improve quality of student academic support services	6.1 Student experience survey results and other data and reports on satisfaction with academic	<ul style="list-style-type: none"> <li>• The Director of Academic Advisement will join the college in June 08. The Academic Advising Center will be complete in</li> </ul>

and technological support services, including academic advising

- fall 08, and four academic advisors will be hired by the end of the fall 08. A system of academic advisement will be developed in 08-09 and the Academic Advisement Center will gradually consolidate the advisement activities of the college.
- The Director of Honors and Awards will be appointed in fall 08 and will implement the College plan for nurturing high achieving students to apply for prestigious national fellowships and for admission to prestigious graduate programs.
  - The College will design and administer a survey of student usage and satisfaction with academic support services.
  - The College will integrate Degree Works advisement in academic advisement sessions.
  - The effectiveness of Graduate Career Advisement will be increased through collaboration with Career Services.
  - DoIT in coordination with Enrollment Management will provide a web application to allow students to declare and reconfirm their major online.
  - To streamline student support DoIT will provide the student ONESTOP center with tools to respond to common technology requests related to CUNY central systems.
  - If funded, DoIT will standardize the ONESTOP and DoIT services desks with common call queuing software.
  - DoIT will improve communication between students and adjunct faculty by providing voicemail for adjuncts who do not have designated office space.
  - Through the College's four year replacement cycle, computers in general usage labs will be replaced this fiscal year - 128 computers (100%) in the Student Computing Lab Center and 70 computers (51%) of the Library's open access computers.
  - Registration Integration will be implemented by the Fall Semester. Students will be able to browse and order required textbooks online. When implemented, JJC will be the first CUNY campus to offer this service to students.
  - Through the Tech Fee several projects will be completed including replacement/upgrade of computers and peripherals in smart classrooms, cyber lounges, and labs. During the 08-09 fiscal year 129 computers will be replaced in academic/departmental labs and 106 computers (100%)

			will be replaced in smart classrooms.
<p><b>3. Enhance Financial &amp; Management Effectiveness</b></p>	<p>7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses</p>	<p>7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs</p> <p>7.2 Exs: TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc.</p> <p>7.3 Enrollment of underrepresented groups</p> <p>7.4 # of College Now (CN) participants, course completion and pass rates; # participants re-enrolled in progressively challenging precollege and general education courses</p>	<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 will support areas of Enrollment Management in the development of plans and assessment methods to meet enrollment targets.</li> <li>• Eight educational partnerships (2+2 joint degrees) in Forensic Science and Criminal Justice with five CUNY community colleges will be approved in summer 08, and will begin to recruit and admit students in fall 08. Three additional joint degrees in these disciplines will be approved in fall 08. Joint degree proposals in Business/Forensic Financial Analysis will be developed in fall 08 and will be approved by the end of the 08-09 AY.</li> <li>• The mix of students at the College will continue to qualify the College as a Hispanic Serving Institution and a Minority Serving Institution.</li> <li>• College Now will maintain the 15 existing partnerships and set an enrollment goal of 600 students. These students will participate in a variety of activities, including college courses, CN preparatory experiences and workshops. CN will work to improve the readiness of high school students by meeting 95% of the enrollment target and achieving 75% successful completion rate by implementing the CN strategic plan.</li> </ul>
	<p>8. Increase revenues and decrease expenses</p>	<p>8.1 Alumni/corporate fundraising (CAE-VSE report)</p>	<ul style="list-style-type: none"> <li>• The College will conduct six additional Connect &amp; Reconnect events in the five boroughs and Washington D.C., bring alumni together and presenting speakers. The College will track event attendees to determine the effect on the annual campaign results. The annual campaign consists of three targeted mailings and two soft mailings (in each issue of the JJ Magazine). In addition, we will continue to build the number of \$1000 members of our Scholars program as well as our outreach in the planned giving program.</li> </ul>

		<p>8.2 Productivity and revenue targets</p> <p>8.3 Percent 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</p> <p>8.6 Indirect cost recovery as ratio of overall grant/contract activity</p> <p>8.7 Adult and Continuing Education revenues</p>	<ul style="list-style-type: none"> <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 that is spent on administrative services.</li> <li>• The College will continue to develop its balanced financial plan before the fiscal year begins and 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>• Adult and Continuing Education revenues have grown consistently over the past four years and should continue to increase at the projected rate of 2.5% annually.</li> </ul>
	<p>9. Improve administrative services</p>	<p>9.1 Evidence of foundation restructuring</p> <p>9.2 Surveys of student satisfaction with nonacademic administrative support services</p>	<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> <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, in coordination with Enrollment management, will develop a web application to allow students to download verification of their student status for tax and employment purposes.</li> <li>• DoIT will install a self service password management tool to</li> </ul>

		<p>9.3 Percentage of instruction delivered on Fridays, nights, weekends</p> <p>9.4 Evidence of a campus risk management committee chaired by the Univ. Risk Management Council designee</p> <p>9.5 Evidence of CUNY FIRST leadership/communication, training progress, and equipment readiness</p> <p>9.6 Evidence of a sustainability committee and a validated plan</p>	<p>empower students to reset the password used for common systems without a call to the Helpdesk.</p> <ul style="list-style-type: none"> <li>• DoIT will simplify access to some campus systems (Print Release OCS, Student Intranet, Email, Library Proxy and Wireless) through the consolidation of systems onto a standardized username and 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 one percentage point from the fall and spring 08 measures of 38.7% and 38.6% respectively.</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.</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>
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