

**The City University of New York  
John Jay College Performance Goals and Targets  
2007-2008 Academic Year**

Goal	Objectives	Indicators	2007-2008 John Jay College Target
<b>Raise Academic Quality</b>	<ul style="list-style-type: none"> <li>Strengthen CUNY Flagship and college priority programs, and continuously update curricula and program mix</li> </ul>	1.1 Documented efforts to move flagship and priority programs and research programs to the next level	<ul style="list-style-type: none"> <li>Utilizing resources from the Investment and COMPACT plans, the College will conduct 40 searches to fill tenure and untenured positions; a majority of these positions will be in the flagship and priority programs.</li> <li>The College will also utilize resources from the Investment and COMPACT plans to strengthen the priority Liberal Arts program as identified below:               <ul style="list-style-type: none"> <li>Economics – proposal submitted to University Spring 07; awaiting approval of University and State.</li> <li>English – Letter of Intent approved Summer 07; University granted JJC permission to develop full proposal; full proposal will be submitted to the University Fall 07.</li> <li>Gender Studies – Letter of intent will be submitted to the University Fall 07.</li> <li>History – University granted JJC permission to develop Letter of Intent; LOI will be submitted to the University Fall 07.</li> <li>Five additional majors are in the initial stages of consideration.</li> </ul> </li> <li>Graduate Studies is currently supporting 2 faculty initiatives to develop new Masters programs with strong research components, in Criminology and International Crime and Justice. Each group will submit a Letter of Intent to the Committee on Graduate Studies and the College Council for approval.</li> <li>One new Masters program - Forensic Mental Health Counseling, has been approved by the CUNY Board. New York State Department of Education approval is expected by Fall 07, and the College plans to implement the program at the beginning of Fall 08.</li> <li>The President's Advisory Committee on Graduate Studies has created the following 4 subcommittees to address areas critical to the assessment and revamping of graduate studies: (1.) governance and operations; (2.) standards and student outcomes; (3.) articulation and curriculum; and (4.) new initiatives. The Advisory Committee will complete a comprehensive review of Graduate Studies, fully engage both Institutional Research and input from all segments of the College including faculty, staff, and student in the process, and formulate a final report by June 2008.</li> <li>Additional resources will be allocated to flagship and college priority programs to further support the College's commitment to becoming a research-intensive institution.</li> <li>The successful research assistance fund and the faculty scholarly excellence reward program will be continued and new programs encouraging external grant-seeking, including the formation of interdisciplinary research teams, will be developed.</li> </ul>



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		1.4 Reports of courses with a significant technology component and self-reports by colleges	<p><i>Criminology, Department of Sociology; Criminal Justice Administration, Fire &amp; Emergency Service, Fire Science and Public Administration, Department of Public Management.</i> In addition to the external reviews, the College will conduct 3 self-studies in the following departments/programs: <i>Government, Department of Government; Deviant Behavior &amp; Social Control, Department of Anthropology; Police Studies, Department of Law &amp; Police Science.</i></p> <ul style="list-style-type: none"> <li>• The Office of the Provost will analyze and support changing departmental staffing needs based upon changes in enrollment, programmatic offerings and other variables.</li> <li>• The College will utilize a Spring Call Budget Process, which entails program reviews, enrollment projections and financial estimates, to plan the College's budget. The process is designed to solicit input from the college community in establishing budget priorities and ensuring that resources support priorities and the new direction of the college.</li> <li>• The Office of Graduate Studies and the Office of Graduate Admissions will work closely with each Program Director to define admissions criteria and identify target populations for recruitment into each graduate program.</li> <li>• The Center for English Language Support will develop an on-line English language preparatory course and tutorial for non-native English-speaking international students.</li> <li>• A 3-year Technology Plan to support the College's vision and mission will be completed.</li> <li>• "Smart" equipment will be installed in additional areas of the College.</li> <li>• The network infrastructure will be upgraded to improve speed, security and performance.</li> <li>• Access to electronic Library resources will be improved to further support student success.</li> <li>• Wireless network connectivity to North Hall and the Library will be upgraded to provide improved network access.</li> </ul>
	<ul style="list-style-type: none"> <li>• Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</li> </ul>	<p>2.1 College self-reports on efforts to build faculty 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 Office of the Provost will work with other Academic Affairs offices to deliver academic year-long new faculty orientation activities related to instruction, research and creative activity, external grant development, community service, and community building.</li> <li>• Emphasis will be placed on hiring faculty with research accomplishments, external grants experience, and other evidence of research potential.</li> <li>• The Office for the Advancement of Research will run four faculty development workshops to help faculty advance their scholarly agendas.</li> <li>• The College will add new Library faculty to service the additional needs of new majors and research faculty.</li> <li>• The new <i>Teaching and Learning Center</i> will be launched.</li> <li>• The new <i>Teaching Resource</i> website will be launched.</li> <li>• DoIT will offer informal and formal workshops, training sessions, one-on-one individual instruction, and "lunch and learn" sessions, to aid faculty in developing technical skills.</li> <li>• Articles published by faculty in peer-reviewed journals and books will rise 20%, as</li> </ul>

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		<p>2.3 % of instructional hours and mean hours taught by FT new and non-new faculty; # FT faculty</p> <p>2.4 Faculty &amp; staff diversity reports</p>	<p>indicated in the SCOPUS database, Central Office scholarship database and other national databases.</p> <ul style="list-style-type: none"> <li>• In Summer 08 the College will sponsor its first ‘faculty-led’ study abroad program. The program will provide academic and cultural enrichment for 10-15 JJC students, and a model of a new kind of pedagogy for faculty.</li> <li>• The % of undergraduate courses delivered by FT faculty will increase to 45%; an increase of 5.7 percentage points over the Fall 06 measure of 39.3%.</li> <li>• The % of graduate courses delivered by FT faculty will increase 1% over the Fall 06 measure of 56.6%.</li> <li>• The # of FT faculty in Fall 06 was 355; the # of FT faculty as of 9/1/07 is projected to be 377. In AY 07-08 the college will conduct 40 searches; assuming that some searches will be unsuccessful and that some FT faculty will leave in the course of the year, the number of FT faculty as of 9/1/08 is projected to be 400.</li> <li>• The College will recruit faculty and staff from underrepresented groups by placing job announcements in print media and websites that provide the widest exposure to applicants of all backgrounds, especially those in underrepresented groups.</li> <li>• The Office of the Provost will ensure that every program search for tenure line or tenured faculty will include an Affirmative Action (AA) based search strategy that takes into account up to date information regarding its current AA profile and the likely availability of job applicants from underrepresented populations.</li> <li>• Every hiring department will work with AA to develop an acceptable AA recruitment plan.</li> <li>• An Affirmative Action Director will be appointed; a key role of this position is working with department chairs to provide ethnic and gender data as guidance in conducting faculty searches.</li> </ul>
<p><b>Improve Student Success</b></p>	<ul style="list-style-type: none"> <li>• Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study</li> </ul>	<p>3.1 Campaign for Success indicators:</p> <ul style="list-style-type: none"> <li>• % of students passing gateway courses with C or better</li> <li>• % of freshmen and transfers taking course(s) the summer after entry</li> <li>• % of grades issued for withdrawal</li> <li>• Ratio of undergrad FTEs to headcount.</li> </ul> <p><i>Baccalaureate colleges only:</i></p> <ul style="list-style-type: none"> <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 70<sup>th</sup> credit.</li> </ul>	<p>Campaign for Success indicators:</p> <ul style="list-style-type: none"> <li>• The % of students passing gateway courses with C or better will increase by 1% from the Fall 06 measure of 73.6%.</li> <li>• The % of freshmen and transfers taking course(s) the summer after entry will increase by 2% from the Fall 06 measure of 20.3%.</li> <li>• The % of grades issued for withdrawal will decrease by 1%.</li> <li>• Ratio of undergrad FTEs to headcount will increase by 1%.</li> </ul> <p><i>Baccalaureate colleges only:</i></p> <ul style="list-style-type: none"> <li>• The average # credits earned in first 12 months will increase to 25 credits from the Fall 05 measure of 22.6 credits.</li> <li>• The % of lower division seats taught by full-time faculty will increase by 5% from the Fall</li> </ul>

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		<p>3.2 <i>Baccalaureate colleges:</i></p> <ul style="list-style-type: none"> <li>• % of SEEK students who pass skills tests in 1 yr</li> <li>• % of ESL students who pass in 2 years.</li> </ul> <p><i>Associate colleges:</i></p> <ul style="list-style-type: none"> <li>• pass rates on skills tests following remediation</li> <li>• % of remedial students at 30 credits who pass all basic skills tests</li> </ul> <p>3.3 Show &amp; Pass rates on CUNY proficiency exam</p> <p>3.4 College Now</p> <ul style="list-style-type: none"> <li>• # of College Now course/workshop participants</li> <li>• course completion and pass rates</li> <li>• implementation of 04-08 College Now strategic plan</li> </ul>	<p>06 measure of 35.7%.</p> <ul style="list-style-type: none"> <li>• The % of students with a major declared by the 70<sup>th</sup> credit will remain constant at the Fall 06 measure of 100%.</li> </ul> <p><i>Baccalaureate colleges:</i></p> <ul style="list-style-type: none"> <li>• The % of SEEK students who pass the skills test in 1yr will increase by 1 % from the Fall 05 measure of 80.1%.</li> <li>• The % of ESL students who pass in 2 yrs will increase from the Fall 04 measure of 33.3%.</li> </ul> <p><i>Associate colleges:</i></p> <ul style="list-style-type: none"> <li>• The % pass rates on skills tests following remediation will increase as follows: 1% over the Fall 06 measures of 69% for reading and 62.1% for writing; 2% over the Fall 06 measure of 51.6% for math.</li> <li>• % of remedial students at 30 credits who pass all basic skills tests will increase by 2% from the Fall 06 measure of 50.9%.</li> </ul> <ul style="list-style-type: none"> <li>• CUNY Proficiency Show rates will improve by 3% from the Fall 06 measure of 82.5%.</li> <li>• CUNY Proficiency Pass rates will improve by 3% the Fall 06 measure of 91.7%.</li> <li>• Development of an online system for sending automatic CPE notices to students, with the capacity to target specific populations of test-takers and provide information about available tutoring services to improve show &amp; pass rates.</li> </ul> <ul style="list-style-type: none"> <li>• College Now will maintain 13 existing partnerships, and set an enrollment goal of 890 participants in a range of activities including: college-credit courses, high school credit courses and various workshops.</li> <li>• College Now 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 College Now Strategic Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase retention and graduation rates</li> </ul>	<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>	<ul style="list-style-type: none"> <li>• One-year and two-year retention rates will increase by 2% as a result of raising admissions standards and changing the mix of degree students.</li> <li>• The BA/MA program will initiate regular program assessment in order to establish baselines with respect to retention and other indicators that will serve as a guide to future improvement.</li> <li>• The six-year BA/BS graduation rate of full-time first-time freshmen will increase by 2% from the entering class of Fall 00 measure of 42.3%.</li> <li>• The four-year BA/BS graduation rate of full-time first-time freshmen will increase by 1% from the entering class of Fall 02 measure of 20.7%.</li> <li>• The four-year MA/MS graduation rate of students who graduated within four years of entry</li> </ul>

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			into master's program will increase by 1% from the entering class of Fall 02 measure of 61.5%.
	<ul style="list-style-type: none"> <li>• Improve post graduation outcomes</li> </ul>	<p>5.1 Pass rates on licensure/certification exams</p> <p>5.2 Performance on standardized exams required for entry to graduate/professional programs</p> <p>5.3 Survey of associate and baccalaureate graduates one year after leaving college</p>	<ul style="list-style-type: none"> <li>• The Office of Continuing and Professional Studies (OCPS) will pilot a non-credit paralegal program via a distance learning platform; expected enrollment of 15 students.</li> <li>• The OCPS legal assistant program, piloted in Spring 07, will be offered twice in AY 07-08 with expected enrollment of 15 students.</li> <li>• The OCPS EMT program will be re-evaluated during the Summer 07.</li> <li>• Requirements for the new Forensics Mental Health Counseling program will prepare graduate students to successfully pass the NYS Dept. of Education licensing examination.</li> <li>• In order to begin tracking performance on state licensure/certification exam, results will be obtained from the NYS Dept. of Education licensing authority.</li> <li>• Graduate Studies will establish a mechanism to ascertain performance on standardized exams for entry to graduate/professional programs.</li> <li>• The six-month job placement rate (VTEA) in vocational training for graduates will increase from the 04-05 measure of 76.2%.</li> <li>• The six-month education placement rate (VTEA) in vocational programs will increase from the 04-05 measure of 33.3%.</li> <li>• The six-month job and education placement rate (VTEA) for graduates in vocational programs will increase from the 04-05 measure of 88.1%.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve quality of student support services</li> </ul>	<p>6.1 Student experience survey results on satisfaction with academic, technological and support services, including academic advising</p>	<ul style="list-style-type: none"> <li>• The initiatives listed below will be implemented in an effort to increase student satisfaction with academic support services, student services and technological services, which were rated on a scale of 1 thru 4, at 2.99, 2.85 and 3.13 respectively. The student experience survey is conducted every 2 years; the next survey will be administered in 08. <ul style="list-style-type: none"> <li>▪ Creation of a Consolidated Testing Center.</li> <li>▪ By Fall 2007, a consolidated college Testing center serving students and prospective students will be created and ready for operation. This includes building 2 new testing labs capable of serving 67 students and 9 offices for support, counseling and processing the students and their exams.</li> <li>▪ Several new web-based applications will be implemented at the College for faculty and administrators to interact and communicate information to all students.</li> <li>▪ Brooklyn College's SIMS Access LAN Interface (SALI) has been implemented at the College and is currently in production by the Office of the Registrar and faculty.</li> <li>▪ Faculty can now achieve class attendance online.</li> <li>▪ An enhanced version of grading through the web will be implemented for Spring grading</li> <li>▪ A new client-based application will be implemented in the Fall to facilitate creation of the new semester class schedule by academic chairs.</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>▪ In collaboration with Barnes &amp; Noble, a “registration integration” system will be installed.</li> <li>▪ Customer Service training opportunities on campus will be increased from two to three workshops per year in order to accommodate all front line managers and clerical staff.</li> <li>▪ Develop a broad based Employee Relations Program that will :               <ul style="list-style-type: none"> <li>○ Assure all staff have sense of contribution and purpose in their role at College</li> <li>○ Assure all staff is mission focused and client oriented in carrying out their role</li> <li>○ Assure all staff have access to adequate training and development</li> <li>○ Assure all staff is recognized formally and informally for their efforts.</li> </ul> </li> <li>▪ Upgrade of furniture in North Hall Student Lounge.</li> <li>▪ Additional investments in classroom technology equipment.</li> <li>▪ Improve food service operations.</li> <li>▪ Expansion of student laptop loaner program.</li> </ul>
<b>Enhance Financial And Management Effectiveness</b>	<ul style="list-style-type: none"> <li>• Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs</li> </ul>	<p>7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs</p> <p>7.2 % of TIPPS course equivalencies completed</p>	<ul style="list-style-type: none"> <li>• Total enrollment will increase by 1% from the Fall 06 total enrollment measure of 14,645.</li> <li>• Approximately 20 students will be accepted into the Distinguished Student Program and 30 into the Honors Program during Fall 07. Enrollment in the Honors program currently stands at a total of 49 students: 10 in the 2003 cohort, 16 in the 2004 cohort and 23 in the 2005 cohort.</li> <li>• Enrollment in all tuition-supported courses offered via OCPS will increase by 10% from the 06-07 level of 11,003.</li> <li>• Contact hours in all tuition supported courses offered via OCPS will increase by 10% from the 06-07 level of 228,702.</li> <li>• The mean SAT scores for the Fall 07 freshmen class will remain constant as compared to the Fall 06 mean of 941; preliminary data for incoming freshmen supports this.</li> <li>• The CAA scores for the Fall 07 freshmen class will increase by 1% as compared to the Fall 06 score of 80.5. This is the result of changing the high school average for admissions.</li> <li>• <i>Educational Partnerships:</i> The College is working with CUNY and NYSED to approve 7 dual/joint degree (2 + 2) programs: 4 in Criminal Justice and 3 in Forensic Science. The community college partners for the CRJ program are BMCC, BxCC, LAGCC &amp; QCC. The community college partners for the Forensic Science program are BMCC, BxCC &amp; QCC.</li> <li>• TIPPS equivalency evaluations for 90% of courses will be completed by June 30, 2008.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase revenues from external sources</li> </ul>	8.1 Alumni/corporate fundraising (CAE-VSE report)	<ul style="list-style-type: none"> <li>• Develop a comprehensive corporate cultivation and fundraising plan that will identify 20 new corporate prospects, secure grants from 10 new corporate donors and increase contribution of the College’s Annual Gala by 25%. The total fundraising goal for 07-08 is \$3 million dollars.</li> <li>• Identify the top 100 alumni donors/prospects and make personal contact for solicitation and</li> </ul>

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		<p>8.2 Productivity targets</p> <p>8.3 Percent of budget spent on administrative services</p> <p>8.4 Balanced budget and evidence of a solid financial plan</p> <p>8.5 Contract/grant awards (RF Report + CUNY projects)</p> <p>8.6 Indirect cost recovery as ratio of overall grant/contract activity</p>	<p>stewardship purposes.</p> <ul style="list-style-type: none"> <li>• Identify potential alumni donors for the capital campaign and for planned giving.</li> <li>• Increase the College's annual fund retention and acquisition of donors by adding an outsourced phone program.</li> <li>• Expand corporate fund raising to include support of general funds and targeted projects.</li> </ul> <ul style="list-style-type: none"> <li>• The College will continue to meet its productivity savings target and redirect those savings toward academic improvements including support for the sciences and library.</li> <li>• Use the online adjunct employment application and searchable database to maintain a pool of highly qualified adjunct teaching staff.</li> <li>• Convert some HR/Payroll administrative functions by to web based client server format (e.g. time sheets, time cards, personnel action forms, and various benefit filings).</li> <li>• Focus staff training budget/activities on developing clerical and departmental support staff in those areas of new software that better support the needs of departmental faculty.</li> </ul> <ul style="list-style-type: none"> <li>• John Jay intends to maintain its current level of spending on administrative services.</li> </ul> <ul style="list-style-type: none"> <li>• The Office of the Provost will develop an automated budget system designed to track and manage allocations to Academic Affairs.</li> <li>• The Office of the Provost will work with Academic Affairs offices, departments and programs to enhance budget management capacities to ensure that allocations are used to maximize effect and with increase efficiency.</li> <li>• The College will continue to develop balanced financial plans and submit them to the University as required. The College has instituted a regular system of monitoring expenditures to ensure adherence to the financial plan.</li> <li>• Determination of the College's financial plan before the fiscal year begins.</li> </ul> <ul style="list-style-type: none"> <li>• Contract/grant awards will increase 15% over 06-07 levels by increasing visits to funding agencies, offering grant writing workshops, and promoting funding opportunities.</li> <li>• OCPS is responsible for contracts and grants in the amount of \$3,803,370 through March 07, and a \$1 million grant for DNA training, awarded by NYS Dept of Criminal Justice Services for 07-08.</li> <li>• OCPS is aggressively pursuing new grant opportunities and anticipates an increase of 2-5% in 07-08 grant activity.</li> </ul> <ul style="list-style-type: none"> <li>• Indirect cost recoveries will increase 20 % over 06-07 levels by requesting the maximum allowable rate, and by increasing the number of grant proposals funded.</li> <li>• The current (FY 06-07) ratio of Indirect to Direct is approximately 1: 7.5 (indirect costs amount to approximately 2/15 or 13.33% of direct costs.) We expect that ratio of indirect</li> </ul>



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		8.7 Adult and Continuing Education revenues	<p>costs to direct costs to change to approximately 1: 6.625 (8/53 or 15% of direct costs). This increase will be due to the pursuit of more grants (i.e. proposal submissions, and subsequent funding), specifically those that allow for the maximum indirect cost rate in our agreement, 69% of total personnel costs.</p> <ul style="list-style-type: none"> <li>• OCPS anticipates a growth in revenue of 2-5% for AY 07-08. Total tuition receipts FY06 were \$599,749, as compared with \$481,967 in 05-06 and the 04-05 baseline of \$438,151.76.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve productivity, service to students, and environmental health and safety</li> </ul>	<p>9.1 Evidence of foundation restructuring.</p> <p>9.2 Surveys of student satisfaction with nonacademic administrative services</p>	<p>The College will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines, and document participation in the CUNY Compact by performing the following:</p> <ul style="list-style-type: none"> <li>• Complete revisions of by-laws and record keeping processes and establish accepted accounting systems to insure proper maintenance of records.</li> <li>• Add three additional members to the JJC Foundation board.</li> <li>• Assist the JJC Foundation in establishing gift policies and procedures.</li> </ul> <p>• Strategies will be developed to further ensure student satisfaction with nonacademic administrative services. They include the following:</p> <p><u>Improve the Recycling Program</u></p> <ul style="list-style-type: none"> <li>▪ Install a recycling compactor which will increase the efficiency of manpower handling cardboard recycling materials. These efficiencies will be redirected to increase service to the college by collecting recycling materials on a timelier basis. By the beginning of the Fall semester, with installation of a compactor in T-bldg and staff training, pick ups are estimated to increase by 25%.</li> </ul> <p><u>Improve the North Hall HVAC System</u></p> <ul style="list-style-type: none"> <li>▪ By end of April, 2008, the Heating Ventilation and Air Conditioning supply in the 1st and 2nd floors of North Hall will be improved. The following is proposed to increase quality and efficiency of service. <ol style="list-style-type: none"> <li>1) Provide supplemental air conditioning in the Registrar, English, Testing, and Admissions Departments</li> <li>2) Improve the ventilation system throughout North Hall.</li> </ol> </li> <li>▪ As part of the Emergency Preparedness Initiative the following security improvements will be undertaken: <ol style="list-style-type: none"> <li>1) CCTV- Additional cameras will be installed throughout North Hall and T-building to improve safety &amp; security of the occupants</li> <li>2) Additional emergency phones will be installed throughout both buildings</li> <li>3) The installation of panic buttons in key campus locations</li> <li>4) Addition portable two way radios will be issued to building coordinators</li> </ol> </li> <li>▪ Emergency Kits consisting of a first aid kit and emergency AM/FM portable radio with flashlight have been issued to key locations throughout the College.</li> </ul>

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		<p>9.3 Percentage of instruction delivered on Fridays, nights, and weekends</p> <p>9.4 Evidence of a chemical inventory and hazardous waste management system and that faculty/staff working in labs have participated in hazardous waste training.</p> <p>9.5 Report card measuring campus performance on ERP implementation (specific measures to come)</p>	<p><u>Technology Improvements</u></p> <ul style="list-style-type: none"> <li>▪ The College will migrate to a new email system.</li> <li>▪ Replacement of 300 student computers and 6 servers in student labs.</li> <li>▪ Improvement of wireless connectivity throughout North Hall and the Library.</li> <li>▪ Library switches will be replaced.</li> <li>▪ Network security will be enhanced.</li> <li>▪ Review of Customer Satisfaction Survey to further improve services.</li> </ul> <p>• The percentage of class instruction occurring on Fridays, nights and weekends will increase by 2% from the Fall 06 rate of 37.4%.</p> <p>The College will complete the following tasks to comply with CUNY waste management criteria:</p> <ul style="list-style-type: none"> <li>• Identify hazards associated with equipment use and protocols in the Departments of Facilities and Art, Music, and Philosophy.</li> <li>• Develop written policies to address identified hazards so as to effectively be incorporated into administrative procedures within department.</li> <li>• Ensure signage is posted appropriately, provide adequate training to affected staff, and ensure that safety equipment is provided and being utilized.</li> <li>• Implement and complete hazardous waste management system program by Spring 08; all written policies will be followed and 100% of training will be completed. All faculty and staff in the Science Department have been trained, some will request/receive re-training, and new faculty and staff will receive training as they come on board. During the academic year it is estimated that 30 to 70 people will receive hazardous waste training.</li> </ul> <p>The College will complete the following tasks to comply with CUNY ERP implementation:</p> <ul style="list-style-type: none"> <li>• Continue to audit and clean CUPS data in preparation for loading the new system.</li> <li>• Work with University staff to train in all aspects of the HR/Payroll ERP rollout.</li> <li>• Host college-wide user orientation and training for the new HR/Payroll system.</li> </ul>