

The City University of New York
John Jay College Performance Year-End Results
2011-2012 Academic Year

Goals and Targets for 2011-12	Outcomes Report for 2011-12
Goal 1: Raise Academic Quality	
Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix.	
<ul style="list-style-type: none"> • The Forensic Science MS program will obtain FEPAC accreditation. • UGS will complete self-studies for the following programs: International Criminal Justice, Police Science, and Computer Information Systems. • At least one UGS program will complete a site visit with outside evaluators and develop an action plan. • OAR will increase the number of strategic partnerships between JJC and international organizations/academic institutions. • UGS will present the College’s new general education model at one major conference on general education reform. • The Hiring Plan will be linked to the Master Plan. Resources will be shifted to revenue producing areas to create a sustainable financial plan. • A College-Wide Assessment Committee will be created to promote data-based assessment in all units. • The B.A. degree in Political Science will revise the curriculum based on their self-study, evaluation report from outside evaluators, and their action plan. • FYE will assess the efficacy of Online Math CAT Prep materials and course structure. • Create Master Plan “Report Card” to gauge progress on implementation. • Graduate courses that utilize a significant technology component will increase by 5%. • FYE will offer a “virtual learning community” with University of Texas El Paso. 	<ul style="list-style-type: none"> • The initial accreditation application was rejected due to assessment concerns; we will re-submit in 2013. • The action plan for the BA in Forensic Psychology was developed to complete the process from spring 11. Self-studies were completed for International Criminal Justice and Computer Information Systems; the Police Science self-study has been drafted. • Site visits were completed for two UGS programs (ICJ and CIS) and an action plan was developed for ICJ. The CIS action plan will be developed once the report from the outside evaluators is received. • OAR received a grant from the Open Society Foundation to develop collaborations with institutions in China; the College signed MOU’s with two institutions in China: the Public Security University and Beijing Normal University. The College signed an MOU with the National Prosecutor’s University of Ukraine; the first exchange students will begin in fall 2012. • Pathways’ Common Core initiative made presentation on John Jay’s new General Education initiative moot. • Since July 2011, the college has made several key hires which are linked to the Master Plan in the following revenue generating areas: VP Marketing and Development, AVP External Affairs, Theatre Director, Theatre Associate, Director of Online and Distance Learning, Director Prisoner Reentry as well as 8 faculty and 7 lecturers in Academic Affairs and Counseling. Staff has also been hired in the Bursar and Enrollment Management. • Committee was created, and it has been providing written reviews of Departmental Assessment Reports and Plans. • A revision was completed for the program and the majority of new and revised curriculum approved by governance. • Data has been collected and course revision has begun based on the preliminary findings. • Completed. • Accomplished. Technology courses increased 18% from a total of 55 in AY 10-11 to 65 in AY 11-12. • Completed via First Year Seminar, Race and Ethnicity in America: Exploring

* Please note that all acronyms are defined on the last page of this report.

<ul style="list-style-type: none"> • 50% of all FYS and LC sections will use collaborative class blogs. • 40% of FYS faculty will incorporate electronic portfolios into their classes. • 60% of entering freshmen will participate in John Jay Student Connect (Red Rover) during their first semester. • DoIT will provision an instructional design lab housed in the campus expansion building to allow faculty to further integrate technology in the classroom. The lab will include video editing equipment, TV studio grade video cameras and video conferencing equipment. • DoIT will increase the number of teaching labs from 1 to 5 in ITSS to better meet requests for classes that require computers and multimedia presentation equipment. 	<p>Racial and Ethnic Borders in American Colleges (ETH 125, Section 10).</p> <ul style="list-style-type: none"> • 63% of all FYS and LC sections used collaborative class blogs. • 73% of FYS faculty incorporated electronic portfolios into their classes. • FYE promoted two social media tools rather than one; 323 (24%) incoming students joined Student Connect in fall 2011, and 571 (42%) liked the FYE Facebook page by May 18, 2012. Cannot differentiate overlap. • DoIT submitted the capital procurement request to CUNY in December, 2011, with additional information provided in February, 2012. The funding for this project is through City Capital, and the Office of Management and Budget has not approved this procurement as of yet; cannot determine expected date of completion. This equipment will be deployed and utilized in the BMW building by the newly hired Director of Online and Distance Learning. • The mixed use teaching labs have been completed.
<p>Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.</p>	
<ul style="list-style-type: none"> • FYE will offer two technology workshop series for FYS and LC faculty: 1) Incorporating Electronic Portfolios into First-Year Courses, and 2) Digital Narratives: Collaborative Video Projects in First-Year Courses. • FYE will organize faculty inquiry groups: 1) assessment of student learning; 2) promoting student research and creativity. • Academic Affairs and Faculty Senate will co-sponsor a “Faculty Development Day” (FDD) with teaching workshops offered by faculty • Two FYE faculty will present at national conferences on the scholarship of teaching the first year. • At least two faculty members will present on General Education reform at the AAC&U General Education conference. • OAR will provide workshops and colloquia for junior faculty on publishing and grant activity. 	<ul style="list-style-type: none"> • Two workshops were completed successfully: 1) Incorporating Electronic Portfolios into First-Year courses - 11 FYS and 2 LC faculty members participated; 2) Collaborative Video Projects in First-Year Courses - 5 faculty, 2 FYE staff and 8 peer mentors participated. • The faculty inquiry groups created were: 1) assessment of student learning – 8 faculty participated 2) promoting student research and creativity - 4 faculty participated. • A total of 129 faculty participated in FDD held on August 25th; 13 faculty and 1 administrator facilitated a wide variety of pedagogical workshops. • One faculty member presented at the AAC&U annual meeting, the FYE National Conference, and at the AAC&U “Student Success: Pushing Boundaries, Raising Bars” Conference. • Introduction of Pathways’ Common Core initiative made a presentation on John Jay’s new General Education initiative moot. • OAR, in conjunction with the Office of Sponsored Programs (OSP) held five grant workshops in AY 11-12; two were presentations by federal agencies - National Science Foundation in December 2011 and the National Institute of Mental Health in April 2012. An in-depth Grants 101 workshop, with a focus on how to begin the grant application process, was presented for junior faculty in March 2012. There were two grant workshops geared toward helping faculty navigate the RF system. A total of 26 junior faculty attended the Grants 101 workshop and the agency presentations had approximately 30 attendees. (In the 10-11 AY OAR hosted workshops for internal grants

<ul style="list-style-type: none"> • OAR will increase the number of collaborative grants submitted by faculty. • OAR will increase the number of grants submissions for MSI-specific grants or other grants that have traditionally had high success rates. • % of instructional FTEs delivered by full-time faculty will increase incrementally. • Mean hours taught by full-time new and veteran faculty will increase incrementally. • In compliance with CUNY's affirmative action, equal opportunity and compliance and diversity programs, the College will continue to reduce and ultimately eliminate underutilization rates among women and minorities in all job categories and will actively recruit faculty and administrative staff. 	<p>(PSC CUNYs) only.)</p> <ul style="list-style-type: none"> • OAR doubled the number of collaborative grants in the last AY; 2 were submitted in AY 10-11 and 4 were submitted in AY 11-12. Additionally, 4 CUNY Junior Faculty Research applications, emphasizing mentorship by senior faculty, were submitted. • OAR increased the number of MSI and HSI grant submissions: 14 proposals to the DOE, DHS, NSF and NIH for MSI programs; 9 to the DOE and NEH for HSI programs. A total of 11 and 5 grants submissions were made to MSI and HSI programs respectively in AY 10-11. • % of instructional FTEs delivered by full-time faculty decreased from 40.7% to 36.8%. • Mean hours taught by <u>full-time veteran faculty</u> increased from 7.4 to 7.6. Mean hours taught by <u>full-time new faculty</u> increased from 6.7 to 7.2. • The underutilization rate was eliminated in the Asian/Pacific Islanders category for Higher Education Officer and Higher Education Assistant titles; eliminated for females in the Art & Music department; eliminated in the Asian/Pacific Islanders category in the Criminal Justice, Law & Police Science, and Protection Management departments; reduced for females in the History department. The hiring pause in 2011 hindered the ability to eliminate other existing underutilization rates during AY 11-12.
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Goal 2: Improve Student Success

Objective 3: Ensure that all students receive quality general education and effective instruction.

<ul style="list-style-type: none"> • The Gen Ed framework will be completed and all learning outcomes will be scaffolded in line with the CUNY Gen Ed Pathways Initiative. • The number of FYs will increase from 13 to 18. • The number of first-time student who participate in LCs or FYE Seminars will increase from 844 to 900. • % of students who increase their <u>reading</u> basic skill test scores in summer will increase to 97%. • % of students who increase their <u>writing</u> basic skills test scores in the summer will increase from 75% to 77%. • % of entering first-time students who increase their math COMPASS 1 basic skills test scores in the summer will increase from 96.2% to 97%. <i>[Original rate should have been 93% instead of 96.2%.]</i> • % of entering first-time students who increase their math COMPASS 2 basic skills test scores in the summer will increase from 90.2% to 92%. <i>[Original rate should have been 97.8% instead of 90.2%.]</i> • 75% of SEEK students enrolled in the summer immersion developmental courses 	<ul style="list-style-type: none"> • The Gen Ed framework has been completed and learning outcomes identified for all areas. • The number of FYs increased from 13 to 18; 15 in fall and 3 in spring. • A total of 622 students participated in LCs or FYE Seminars; this equals 278 students under target and a decline of 222 students. However, nearly the same percentage of the FYE participated - 40.9% of BA/BS students in AY 11 compared to 41% in AY 10. • % of first-time freshmen who increased their <u>reading</u> basic skill test scores in summer was 95.3%. (up from 94.6%) • % of students who increased their <u>writing</u> basic skills test scores in the summer was 96.7% (up from 78.7%) • % of entering first-time students who increased their math COMPASS 1 basic skills test scores in summer 2011 was 98.4% (up 5.4 points). • % of entering first-time students who increased their math COMPASS 2 basic skills test scores in summer 2011 was 96.8% (down 1 point). • 96% of SEEK students increased their test scores during the summer.
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<p>will increase their test scores during the summer.</p> <ul style="list-style-type: none"> • There will be a 5% increase (from 73% to 78%) in the number of SEEK students who are skill certified after their freshman year. • There will be a 1% increase (from 70.6% to 71.6%) of ESL BA students (SEEK & Regular) will pass all skills tests within 2 years. • The pass rate for EAP 121 will increase from 81% to 84% in fall 2011. • The pass rate in CAT-R will increase from 66% to 72%. • Pass rates on exit from remediation will increase: reading by 2 percentage points to 51.4%; math by 2 percentage point to 53.5%; writing by 2 percentage points to 52.3%. • % of students passing <u>freshman composition</u> with C or better will increase by 1% to 84.6%. • % of students passing <u>gateway math</u> courses with C or better will increase two points to 64.9%. • There will be a 50% increase in the number of students participating in FYE Early Start courses during the summer prior to matriculation. • 1-yr retention rates for full-time first-time BA freshmen from URMs will increase 1 percentage point from 76.2% to 77.2%. • 1-yr retention rate for full-time first-time BA male freshmen will increase 1 percentage point from 76.2% to 77.2%. • 1-yr retention rate for full-time first-time BA female freshmen will increase 1 percentage point from 77.1% to 78.1%. • There will be no gap in URM & non-URM retention. • There will be no gap between first-time BA female and male freshmen. • Ten LC and FYS faculty will start to use portfolios to assess the attainment of learning outcomes. • Learning outcomes in WI courses will be assessed and results used to improve curriculum. • The new Gen Ed program will develop a protocol for the assessment of student learning. • All established majors, and 50% of established minors, will assess student learning. • All academic departments will complete written assessment plans. 	<ul style="list-style-type: none"> • The % of SEEK students who were skill certified within one year increased from 73% to 81.8% for entering class of Fall, 2009 and entering class of Fall, 2010. • The % of ESL students (SEEK and regular) who passed all basic skills tests within two years increased 10.6 points to 81.2% for entering class of Fall, 2008 and entering class of Fall, 2009. • The pass rate for EAP 121 was 83.3%. • The pass rate for CAT-R for COM 102 ESL students was 73.5%. • The pass rates on exit from remediation from FA '10 to FA '11 were as follows: reading decreased from 41.8% to 37.8%; math decreased from 45.5% to 44.7%; writing increased from 43.7% to 51.5%. • % of students passing <u>freshman composition</u> with C or better decreased by 1.4 percentage points, from to 83.6% to 82.2% for FA '10 and FA '11 respectively. • % of students passing <u>gateway math</u> courses with C or better increased 1.5 percentage points, from 62.9% to 64.5% for FA '10 and FA '11 respectively. • Exceeded target. The FYE Early Start program grew from 50 to 109 students, resulting in a 118% increase. • 1-yr retention rates for full-time first-time BA freshmen from URMs increased 3.4 percentage points from 76.2% to 79.6%. • 1-yr retention rate for full-time first-time BA male freshmen increased 1.5 percentage points from 76.2% to 77.7%. • 1-yr retention rate for full-time first-time BA female freshmen increased 1.9 percentage points from 77.1% to 79.0%. • The 1-yr retention gap between URM & non-URM increased from -1.1 to 3.1. • The gap between first-time BA female and male freshmen increased slightly from -1.0 to -1.3. • Exceeded target. At total of 11 FYS sections used e-Portfolios to assess attainment of learning outcomes. • The WAC program developed learning and writing outcomes, and conducted reviews of WI syllabi, assignments, student paper assessments, and a student survey in order to assess the outcomes. • Pathways' Common Core initiative made presentation on John Jay's new General Education initiative moot. • All majors completed student assessment according to their plans; one-fourth of active minors did some assessment. • Completed.
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<ul style="list-style-type: none"> • New College-Wide Assessment Committee will promulgate comprehensive assessment plan and best campus practices. 	<ul style="list-style-type: none"> • Committee developed a comprehensive assessment plan that will go to the Strategic Planning Subcommittee for review in the fall.
Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion.	
<ul style="list-style-type: none"> • % of freshmen and transfers who take a summer course after entry will increase to 24% from 22.7%. • The ratio of undergrad FTEs to headcount will stay constant at a high level for BA students and remain constant for AA students. • 100% of students will declare a major by the 70th credit. • The average # of credits earned by full-time freshmen in the first 12 months will increase from 23.1 to 23.5. • The average number of credits SEEK students will earn in the first 12 months will increase from 22.7 to 23.1. <i>[22.7 was an error in original target statement]</i> • First year retention will increase by 1% to 77.7%. • 1 and 2 year retention rates for graduate programs will increase by 1 percentage point. • There will be a 5% increase in retention for 1st and 2nd year SEEK students. • 4-year graduation rates for MA and MS programs will increase by 1 percentage point. • 4- and 6-year graduation rates for baccalaureate students will increase incrementally. 	<ul style="list-style-type: none"> • % of freshmen and transfers who take a summer course after entry decreased from 22.7% to 21.6%. • The ratio of undergrad FTEs to headcount increased slightly from .822 to .824 for BA students and decreased from .708 to .643 for AA students. • 100% of students declared a major by the 70th credit. • The average # of credits earned by full-time freshmen in the first 12 months remained constant at 23.1. • The average number of credits earned by SEEK students in their freshmen year was 20.2 for fall 2011 cohort (data from JJ Registrar's Office), down from 21.6 in 2010. • First year retention increased 1.7 percentage points from 76.7% to 78.4%. • One-year overall retention rates improved by 2.1 points (between entering cohorts in 2009 and 2010) to 75.6%. Two-year rates decreased by .9% (between entering cohorts in 2008 and 2009) to 35.9%. • The data for 2011 is not available at this time. • 4-year graduation rates for MA and MS programs decreased 1.8 percentage points from 60.7% to 58.9%. • 4-year graduation rates for baccalaureate students increased from 21.0% to 25.3%; 6-year graduation rates for baccalaureate students decreased from 40.1% to 39.4%.
Objective 5: Improve post-graduate outcomes.	
<ul style="list-style-type: none"> • LSAT average will rise from 141.1 to 143. • CDS will increase the total percentage of students utilizing services by 10%. • Employment level two years after graduation (for class of 2009) will remain high at 84%. 	<ul style="list-style-type: none"> • The average LSAT score increased to 142.8. The acceptance rate for law schools, averaged over the last five years, is 36%. • The new baseline MCAT average score, for 12 students who took the exam, is 27. • GRE scores are on order, to establish a baseline. Available in July. • The total number of students who utilized the various CDS services decreased from 7,165 in FY 11 to 5,237 in FY 12. CDS has a concern that the contact reduction is related to data loss upon move to new building and/or new Kiosk Student Tracking System, since anecdotal evidence is contrary. • Although scheduled, the two year alumni survey for the class of 2009 was not administered last year due to staff transition and shortage in IR. Survey for class of 2010 has gone out.
Objective 6: Improve quality of student and academic support services.	
<ul style="list-style-type: none"> • Student satisfaction with student support services will be increased or maintained at a high level as evidenced in JJC 2011 SES. 	<ul style="list-style-type: none"> • Student satisfaction with <u>academic support services</u> increased from 2.99 to 3.16, number one among all CUNY colleges. Student satisfaction with

<ul style="list-style-type: none"> • Student satisfaction with wireless service will remain high or increase as indicated by the number of laptops loaned in ITSS, the Student Satisfaction Survey (DoIT Proposes to conduct a student technology related survey) and an increase in student wireless logins. • HS will expand clinical and health promotion services to provide quality, affordable health care and support for those who experience physical, mental, and emotional illnesses. Indicators include patient sign-in and referral logs and a program evaluation, including survey. 	<p><u>student services</u> increased from 2.77 to 2.91, ranked #3 among senior colleges.</p> <ul style="list-style-type: none"> • As of 3/20/2012, laptop loans in the first half of FY11-12 remained strong with 5,501 loaners during that time. Wireless usage is at an all-time high and now regularly exceeds 3,000 simultaneous connections of student devices. Student satisfaction with <u>access to computer technology</u> increased from 3.09 to 3.18 in OIRA Student Experience Survey, number one among all CUNY colleges. • The AY 11-12 statistics for student participation are as follows: 921 received clinical service; 503 received a gym physical/prescriptive service; 286 participated in the Health & Wellness Fair; 93 participated in the Stress Fest; 36 participated in the Hall Walker’s Program; 166 received health insurance consults/referrals. The HS restored fully functional clinics and secured licensing as a Limited Service Laboratory. This data will serve as the baseline moving forward.
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Goal 3: Enhance Financial & Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.

<ul style="list-style-type: none"> • The mean SAT score will increase to 941 and the CAA will increase to 84. • CJA will re-articulate CJ curriculum to align dual/joint degrees with the new JJC B.S. • CJA will collaborate with University Registrar’s office to devise an application-free transfer process that bridges to implementation of CUNY First. • CN will maintain 21 existing partnerships, and set an enrollment goal of 830 participants in a range of activities including college-credit courses, high school credit courses and various 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 in all program course offerings. College Now will maintain a re-enrollment rate of 20%. 	<ul style="list-style-type: none"> • The mean SAT score increased from 939 to 951; the mean CAA increased from 82.2 to 82.9. • The CJ re-articulation document was approved by College governance, shared with partner campuses, and submitted for inclusion in the May 2012 Chancellor’s Report. • The CJA administration, EM, FYE and OIR, have collaborated with the University Registrar’s Office to design the sequence of steps for an application-free transfer process, with on-going operational refinements. • During the 11-12 AY, CN maintained its existing partnerships and had an enrollment of 822 participants in a range of activities including college-credit courses, H.S. credit courses and various workshops. • During the 11-12 AY, CN improved the readiness of high school students by meeting 99% of the enrollment target and achieving 93% successful completion rate in all program course offerings. CN exceeded its target and attained a re-enrollment rate of 23%.
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Objective 8: Increase revenues and decrease expenses.

<ul style="list-style-type: none"> • Alumni-corporate fundraising will increase 10%. • The College will exceed the FY 11 revenue target of \$69,012,000. • FBS will establish a new food service contract that will exceed the current year commissions of \$177,500. 	<ul style="list-style-type: none"> • Fundraising in these categories increased well over 600%, thanks mainly to a very large alumnus contribution. • The preliminary 3rd Q projection estimates that our revenue collections will be \$76,400,000 which is in excess of the FY 11 target of \$69,012,000. However we are \$42,000 short of the FY 12 target of \$76,442,000. • The new food contract approved in April 2012 provides for guaranteed annual commissions of \$185,000.
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<ul style="list-style-type: none"> • The College expects the % of budget spent on administrative services to remain constant despite the decrease in non-administrative spending as a result of faculty participation in the early retirement initiative. • The College will end the fiscal year with 2.5% of allocated budget as reserve. • OAR will increase contracts/grant awards by 5%. • Professional Studies' contracts and grant awards will increase 5%. • The percent of indirect cost recovery as a ratio of overall grant/contract activity will increase. 	<ul style="list-style-type: none"> • Based on the preliminary PMP indicators released in May 2012, the % of budget spent on general administration (Institutional Support Services) held constant at 22.2 % in FY 2011; we expect this to remain the same for FY 12. • The preliminary 3rd Q projection estimates that our year-end balance will be \$3,256,763 or 3.75% of our 3rd Q base allocation of \$86,646,329. • The final amount for FY 11-12 will be determined by the RF during at the end of the FY/summer. As of 03/30/12, the total contracts/grants amount was \$10,610,639.54. The estimate for the FY is \$12 to \$13 million, a reduction from the previous year of about \$2.5 million. • Professional Studies' contracts increased 19.74% from \$665,366 to \$796,710, thus exceeding the 5% target. • The percent of indirect cost recovery as a ratio of overall grant increased from 14% in FY 11 to 16.8% to-date for FY 12.
<p>Objective 9: Improve administrative services.</p>	
<ul style="list-style-type: none"> • The College will implement and secure first pledges for its capital campaign. • Student satisfaction will increase 7% as a result of occupying the new facility. • John Jay and CUN Y Student Experience Surveys will show student satisfaction with administrative services at the current high level or greater. • The % of graduate instruction delivered on Fridays and weekends will increase 5%. • The % of instruction delivered on Fridays, nights, weekends will increase incrementally from 40.5 in fall 2010. • DPS will monitor key performance indicators to identify trends relating to risk management, specifically regarding Clery crimes and incidents of workplace violence. • The RAC will also review the new expansion project and identify any risk factors by June 30, 2012. • HR will adhere to CUNY implementation schedule for CUNYfirst, and ensure organizational readiness prior to implementation. 	<ul style="list-style-type: none"> • The College inaugurated the active phase of the capital campaign and received major new gifts, including one for \$2 million and another for \$5 million. Three naming resolutions have been approved by the BOT and one is scheduled for consideration at the June 25 meeting. Philanthropic giving has more than doubled over last year. • Student satisfaction with <u>student services</u> increased 5% from 2.77 to 2.91; number three among CUNY senior colleges. • Student satisfaction with <u>administrative services</u> increased from 2.90 to 2.92; number one (tied with Brooklyn) among CUNY senior colleges. • The % of graduate instruction delivered on Fridays and weekends increased 74% from 35 in AY 10-11 to 61 in AY 11-12. • The % of instruction delivered on Fridays, nights, weekends increased from 40.5% to 48.8%. • DPS has experienced reduced instances of property crime during the beginning of FY 11-12. Allegations of instances of workplace violence have increased and the DPS is working with HR to evaluate and expand training. • RAC was disbanded and a new Environmental Health and Safety Director was hired to reconvene the committee and identify risk factors. • Ongoing changes in the HR team resulted in the loss of the 3 Super Users; HR has been functioning without one since the end of 2011. Despite that, HR has worked with DoIT to ensure employee access and the assignment of security roles. HR continues to work with the budget office for position management. HR utilizes CUNYfirst as the official system of record for all personnel information and all positions; throughout 2012 HR matched job descriptions to the CUNYfirst templates and all employees with existing

<ul style="list-style-type: none"> • FM will extend its comprehensive recycling program into the new expansion building. The college will purchase and install two new containerized compactors for trash and paper recycling. Key Performance Indicators will be updated to reflect and monitor the waste stream to minimize our new carbon footprint. 	<p>functional titles have been matched to CUNYfirst titles. In mid-2012 HR intends to recruit for a CUNYfirst lead position to help the College move forward with CUNYfirst initiatives. This position will be our Super User and lead a team that currently uses CUNYfirst for personnel transactions.</p> <ul style="list-style-type: none"> • The new building has been 70% occupied; however, the planned high efficiency recycling program is delayed. DASNY has not provided a reason regarding the delayed purchase of the 2 containerized compactors to be purchased with Project FF&E through DASNY. We expect them to be purchased and delivered sometime this summer. Recycling for both buildings is now being done manually via the Haaren Hall loading dock, but once the compactors are delivered and installed the planned recycling program will be implemented more efficiently.
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John Jay College 2011-2012 Year-End PMP Report

Acronyms Legend

AAC = Academic Advisement Center

BOT=Board of Trustees

CAT = Comprehensive Assessment Test

CDS = Career Development Services

CIS = Computer Information Systems

CJA = CUNY Justice Academy

CN = College Now

COMPASS = Comprehensive Assessment; CUNY Assessment Test

CRJ = Criminal Justice

DASNY = Dormitory Authority of the State of New York

DHS = Department of Homeland Security

DOE = Department of Education

DoIT = Department of Information Technology

DPS = Department of Public Safety

EAP = English for Academic Purposes

FBS = Finance and Business Services

*FEPAC=Forensic Science Education Programs Accreditation
Commission*

FF&E=Fixtures, Furniture and Equipment

FM = Facilities Management

FYE = First Year Experience

FYS = First Year Seminar

Gen Ed = General Education

HS = Health Services

HR = Human Resources

HSI = Hispanic Serving Institution

ICJ = International Crime and Justice

LC = Learning Community

MSI = Minority Serving Institution

NEH = National Endowment for the Humanities

NIH = National Institute of Health

NSF = National Science Foundation

OAR = Office for the Advancement of Research

OIR = Office of Institutional Research

OIRA=Office of Institutional Research and Assessment

RAC = Risk Assessment Committee

RF = Research Foundation

SES = Student Experience Survey

URM = Under Represented Minorities

WAC = Writing Across the Curriculum

WI = Writing Intensive