

**Planning Subcommittees of BPC**  
**Meeting Agenda for May 20, 2014**  
**Room 610 Haaren Hall**  
**3:00 – 4:30 pm**

1. Approval of Minutes for May 6. Proposed minutes are attached.
2. Recommendations for campus-specific PMP metrics for next year. For our recommendations to be useful, we have to wrap this up at the meeting. You may want to refer to the examples and description provided by CUNY (attached, see “College Focus Area Goals” on page 2) and to earlier email exchanges among members.
3. VP Troy Report on Planning in Enrollment Management.
4. Future Meeting Schedule. With no additional meetings scheduled at the moment, we need to talk about number and frequency of meetings moving into the summer.

As of the time of this announcement, there is no new update on the budget situation.

**Joint Meeting: SPS – FPS  
Minutes  
May 20, 2014**

**Present:** Jane Bowers, James Llana (*SPS Chair*), Robert Pignatello (*FPS Chair*), Ricardo Anzaldua, Ned Benton, Kim Chandler, Janice Dunham, Karen Kaplowitz, Patricia Ketterer, Virginia Moreno, Carina Quintian, Fritz Umbach, Mariani Mewengkang (*Recorder*)

**Guest:** Maki Haberfeld (*Chair of LPS*)

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1. **Approval of Minutes for May 6, 2014.** Karen asked that the minutes be amended in the section “Faculty Senate Request for Consideration.” Karen will edit this portion of the minutes. The minutes were approved pending those changes.
  
2. **Recommendations for Campus-Specific PMP Metrics.** The college can create up to 5 PMP goals for itself. Some of these goals have been discussed via email, but we need to recommend as a committee which goals we will work on over the next year. Jim distributed a list of the recommendations that have been discussed.(attached) The committee discussed the list and decided that some of the recommendations are related and could be combined into one goal. The committee also agreed that some of the recommendations should be rephrased.  
Maki Haberfeld, chair of the Department of LPS attended the meeting as a guest to discuss the issue of rebalancing the enrollment distribution among majors. Maki emphasized the point that students come to John Jay for our brand and reputation in Criminal Justice; changing that could be institutional suicide. Maki also told the committee that she welcomes other faculty from other departments to teach courses in LPS. In response to Maki, Jane said that the college plans on promoting more balance in enrollment in the curriculum. It is becoming more apparent that organizations such as the NYPD, and others are looking for people from other majors – not just CJ.  
Fritz also agreed with the sentiment that students come to John Jay for Criminal Justice. Now is not the time to push students out of CJ, especially if we need to keep our enrollment numbers.  
Pat reminded the committee that the goals we chose are ones that we should be able to achieve. Since John Jay will allow students to choose “undeclared” as a major option, we should probably revisit this measure in a year. The committee agreed that they are against rebalancing particular majors for this fall.  
Classroom utilization rates were also discussed as an important measure to work on.  
Jim will prepare and send out a draft of the campus-specific goals for 2014 – 2015 based on the discussion from this meeting. The committee voted to support the five goals as a package in a vote of: 6 – Yes, 0 – No, 0 - Abstention
  
3. **VP Troy Report on Planning in Enrollment Management.** Bob Troy gave a presentation to the committee regarding his planning and budgetary needs for the upcoming academic year.(attached) The Office of Enrollment Management currently has six different sub-offices under its umbrella. Among his priorities, Bob said that getting assistance for Stephanie Autenreith is important as she has a heavy workload. He is also looking to reorganize the Registrar’s Office and to improve other student services.
  
4. **Future Meeting Schedule.** There are no SPS/FPS meetings scheduled for the summer but we will plan to have at least two meetings.

**THE CITY UNIVERSITY OF NEW YORK PERFORMANCE MANAGEMENT PROCESS GOALS**  
**2014-15 ACADEMIC YEAR**

All colleges will be responsible for making annual progress on the eight university goals (section A), the relevant sector goals (section B), and a set of three to five focus area goals to be determined by the college (section C). Listed beneath each numbered goal in sections A and B are one or more indicators which will serve as the standard measure of progress for that goal. Standard metrics that do not apply to a particular college will be replaced by alternate metrics to be developed by the college in collaboration with the central office. Standard metrics will be prepared by the Central Office of Institutional Research and Assessment (OIRA). Alternate metrics and other college-specific evidence are to be provided by the college.

**A. University Goals**

- 1. Increase opportunities for students to be taught by full-time faculty<sup>1</sup>**
  - a. Percentage of instruction delivered by full-time faculty
  - b. Ratio of Student FTEs to Full-time Faculty
- 2. Increase faculty scholarship and research impact<sup>2</sup>**
  - a. Number of publications and creative activities (3-year weighted rolling average)
  - b. Number of funded research grants
  - c. Total dollar amount of research grants (3-year weighted rolling average)
- 3. Ensure that students make timely progress toward degree completion**
  - a. Average number of credits (equated credits) earned in one year
  - b. Percentage of students who earn 30 credit (equated credits) per year
  - c. One-year retention rate of first-time freshmen (actual and regression-adjusted)
- 4. Increase graduation rates**
  - a. Four-year graduation rate of first-time freshmen (actual and regression-adjusted)
  - b. Six-year graduation rate of first-time freshmen
- 5. Improve student satisfaction with academic support and student support services**
  - a. Even years: Colleges will report on policies, practices, and activities intended to increase student satisfaction with academic and student support services
  - b. Odd years: Student satisfaction with *Academic Advising Effectiveness* and *Campus Support Services* as measured by Noel-Levitz SSI
- 6. Improve student satisfaction with administrative services<sup>3</sup>**
  - a. Even years: Colleges will report on policies, practices, and activities intended to increase student satisfaction with administrative services
  - b. Odd years: Student satisfaction with *Recruitment and Financial Aid Effectiveness*, *Registration Effectiveness*, and *Service Excellence* as measured by Noel-Levitz SSI
- 7. Increase revenues**
  - a. Voluntary contributions (3-year weighted rolling average)
  - b. Grants and contracts (3-year weighted rolling average)
  - c. Alternative revenues (e.g., rentals, licensing, ACE) (3-year weighted rolling average)
- 8. Use financial resources efficiently and prioritize spending on direct student services**
  - a. Spending on instruction, research, student services as a percentage of tax-levy budget
  - b. Percent of budget in reserve (colleges should target 1-3%)

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<sup>1</sup> University Goal 1 does not apply to the Graduate Center, the School of Professional Studies, the Law School, the School of Journalism, or the Macaulay Honors College.

<sup>2</sup> University Goal 2 does not apply to the Macaulay Honors College.

<sup>3</sup> University Goal 6 does not apply to the Macaulay Honors College.

## B. Sector Goals

### 1. Goals for Senior Colleges

1. Increase faculty satisfaction
  - a. COACHE<sup>4</sup> satisfaction measures (specific measures to be determined)
2. Increase enrollment in master's programs<sup>5</sup>
  - a. Total enrollment in master's programs
  - b. Recruitment for new master's programs (new master's student enrollment)
  - c. One-year retention rate in master's programs

### 2. Goals for Community Colleges

1. Create more efficient remediation pathways
  - a. Percentage of students fully proficient by the end of the first year (of those initially needing any remediation)
2. Prepare students for transfer to baccalaureate programs
  - a. Percentage of first-time freshmen transferring to any baccalaureate program within 6 years
  - b. Transfer rate of AA/AS graduates to any baccalaureate program
  - c. Mean first-semester GPA of baccalaureate transfers from CUNY community colleges
3. Increase (or maintain high) pass rates on professional licensure exams
  - a. Professional licensure pass rates (Nursing [NCLEX], Occ. Therapy Asst. [NBCO-COTA], Resp. Therapy Asst. [NBRT-CRT/RRT], etc.)

## C. College Focus Area Goals

1. Colleges will consult broadly with campus constituencies, including elected faculty representatives, to identify important priority areas for the college not already addressed by the university or sector goals
2. Colleges will articulate three to five goals, each of which should have a stated outcome by year's end for which evidence of progress can be demonstrated (qualitatively or quantitatively)
3. Some suggestions for college focus area goals are shown below as examples. Colleges are *not* required to select from these suggestions.
  - Increase access to online/web-enhanced course offerings
    - Indicator: Number of web-enhanced and/or online sections
    - Indicator: FTE enrollment in web-enhanced and/or online sections
  - Increase opportunities for undergraduates to engage in \_\_\_\_\_ (faculty directed research, internships, fieldwork, service learning, etc.)
    - Indicator: Number of students engaged in \_\_\_\_\_ (compared to prior year, and five year trend)
    - Partnerships with area businesses, organizations, programs, etc.
    - Indicator: Number of available openings for student participation in \_\_\_\_\_
  - Increase the number of STEM graduates
    - Indicator: Number of graduates from STEM programs in the last complete academic year (compared to prior year, and five year trend)
  - Increase summer course-taking as a means for enhancing students' early momentum
    - Indicator: Percentage of freshmen and transfers taking one or more courses the summer after entry
  - Attain, maintain, or improve accreditation status of professional programs
    - Indicator: accreditation of individual programs by end of year (or outcomes demonstrating progress toward attaining accreditation)

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<sup>4</sup> COACHE is the Collaborative on Academic Careers in Higher Education (<http://isites.harvard.edu/icb/icb.do?keyword=coache>), a research unit at the Harvard Graduate School of Education that focuses on improving recruitment, retention, and work/life quality of faculty at four-year institutions. CUNY is exploring the possibility of developing a community college faculty survey with COACHE.

<sup>5</sup> Sector Goal 2 does not apply to Medgar Evers or NYCCT.

# ENROLLMENT MANAGEMENT BUDGET REQUEST FY15

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R.C. Troy – May 20, 2014 to the subcommittee of  
the John Jay College Budget and Planning  
Committee

# Enrollment Management Division

- Undergraduate and Graduate Admissions – Stephanie Autenreith
- Registrar – Adam Stone
- Financial Aid – Sylvia Lopez
- Jay Express – TBA (current search – Sylvia Lopez is committee Chair)
- Testing and Evaluations – Karen Rambharose
- Special Academic Sessions – TBA (current search – Anne Lopes is committee Chair)

# Admissions

- Requests 3 positions
- Associate Director for Graduate Admissions (HEA) – oversee all graduate admissions processes including ApplyYourself, work with Academic Departments, recruitment events on and off-campus, etc. \$75,000
- Undergraduate Admissions Counselor (aHEO) – external recruiter in high schools, college fairs and national; our four undergraduate recruiters unable to cover all events; approved last year by SPG but then frozen. \$45,000
- Associate Director for Processing and Transitions (HEA) – liaison to offices outside Admissions to enroll new students, lead for Hobson's CRM for recruitment and conversion; approved last year by SPG but then frozen. \$75,000

# Registrar

- Organization is “top heavy” - many upper level HEA administrators and very few aHEO and COA positions.
- The directive is to use vacated lines to create the correct organizational structure.
- Request from Registrar is \$0



# Financial Aid

- Currently searching for Work Study coordinator and another financial aid counselor (aHEO)
- Request to fill our third position waiting approved to start the search for an appointment after July 1.
- Request \$0

# Jay Express

- Director of eight years resigned – currently searching for replacement.
- Added some new technology to the office – texting appointments and video tracking for call center.
- New Director will bring the opportunity to assess the overall operation of the unit.
- Request \$0

# Testing and Evaluations

- Oversee all testing requirements – CUNY proficiency exams, math placement, CLA; process faculty teaching evaluations.
- Recently became responsible for transfer evaluations of all incoming transfer students.
- Increased volume due to the transfer evaluations – need new frontline person to answer phones and counsel students on their evaluations and help with data entry during heavy workload – COA \$31,000

# Special Academic Sessions

- New position to increase course offerings during winter and summer sessions, increase visiting student attendance and to work on articulation agreements with external institutions.
- OTPS - \$20,000 – used for marketing sessions and general office materials
- An assistant – COA \$31,000

# Enrollment Management Summary

Office	Additional Positions	Additional OTPS
Admissions	\$195,000	0
Registrar	0	0
Financial Aid	0	0
Jay Express	0	0
Testing and Evaluations	\$31,000	0
Special Academic Sessions	\$31,000	\$20,000
<b>Total</b>	<b>\$257,000</b>	<b>\$20,000</b>