John Jay College of Criminal Justice
The City University of New York

Minutes of the Council of HEOs
November 20, 2009

Opening:
The second general meeting of the Council of HEOs for the academic year 2009-2010 was convened by Vice President Dana Trimboli at 12:13PM in room 630T.

Members Present:
A list of members present is attached.

Approval of Minutes:
A motion to approve the minutes for the meeting on October 23, 2009 was made by Irene O'Donnell and second by Marva Lilly.

Announcements:
The HEO Holiday Reception is December 17, 2009 at 3:30PM in the Faculty Dining Room.

The presentation from the Crisis Management Team will be postponed to spring 2010.

New Business:
The HEO President, Vice President, Secretary and Treasure met with representatives from Keeling & Associates, LLC – a consultant firm helping the College plan our Strategic Retention Plan – on October 30. The details of the plan were emailed to the HEO Council. Members are welcome to review the document and email any suggestions to the HEO Secretary, Nilsa Lam. The document is also available on the HEO Blackboard.

The Budget Committee also had a recent meeting in which a PowerPoint presentation was sent to the HEO Council. The presentation explains the budget situation at the College and the projection of the next year. The presentation can also be found on the HEO Blackboard.

Irene O'Donnell raised an issue regarding a suggestion raised to the College's space planner for the Phase 2 building. The suggestion from an anonymous source claims that an individual suggested to the space planner that all HEOs should be working in open spaces. Inez Brown, as representative on the Strategic Planning Committee, is not aware of such suggestion or consideration, but will make note if such a suggestion is made at the next Strategic Planning Committee meeting on December 10, 2009.

Dean Gray presented on the process of HEO evaluation. The purpose of the HEO evaluation is a way for the employee and the supervisor to have a discussion of the employee's performance, achievement, and professional growth. Conference with the supervisor should be scheduled 2-3 days in advance. Employees are encouraged to do a self-evaluation prior to the conference which is not required to submit to the supervisor. The final evaluation should not be a correction of the employee's self-evaluation. The conference should be of adequate time to discuss concerns from the supervisor and from the employee. The evaluation timeline and the evaluation form are available on Inside John Jay. The conference should be between the employee and the supervisor, but not with multiple supervisors.

If an evaluation conference is not scheduled, employees must ask for an evaluation session to be done or it will be forfeited. Members in the Council also suggest that Dean Gray to send an email to all supervisors to remind them of the guidelines of the evaluation process.

Agenda for Next Meeting:
No notations.

Adjournment:
A motion to adjourn the meeting was made by Dana Trimboli at 12:55PM and second by Raquel Piazza. The next HEO event is the Holiday Reception. The next Council of HEOs meeting is March 19, 2009 at 12PM in room 630T.

Minutes submitted by: Nilsa Lam

HEO Meeting Attendees
November 20, 2009

	Last Name	**First Name**
1	Barnet	David
2	Brown	Inez
3	Cedeno	Helen
4	Chan	Sau Ying
5	Dikambi	Sandrine
6	Doney	Michele
7	Garcia	Maria
8	Jasmin	Stephanie
9	Lam	Nilsa
10	Lilly	Marva
11	Lorenzo	Jennifer
12	Marshall	Nancy
13	McGinniss	Shawn
14	Montalban	Silvia
15	Moreno	Virginia
16	O'Donnell	Irene
17	Perez	Maribel
18	Piazza	Raquel
19	Pitcavage	Victoria
20	Rahmeh	Michelle
21	Taveras	Rita
22	Trimboli	Dana
23	Zubizarreta	Gulen

Budget and Planning Committee Meeting Presentation

John Jay College 2010 Financial Plan

November 13, 2009
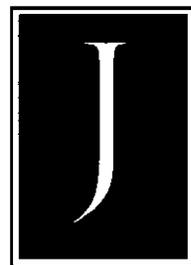
JOHN JAY COLLEGE
THE CITY UNIVERSITY OF NEW YORK
OF CRIMINAL JUSTICE

FY2010 Financial Plan Development Process

- VP Budget Review conducted in Spring 2009
  - Savings identified: $743k Total, $579k Tax Levy.

- Preliminary Financial Plan Allocations in July 2009 included FY2010 College Assistant and OTPS Allocations based on FY2009 allocations, then adjusted for one time costs or transfers, VP budget review reductions, and 1.5% university encumbrance.

- IP3 and Compact Funding Received in Initial Allocation
  - IP3: $650k for 6 new Faculty (450k), Library Resources (50k), and 1 International Student Advisor (75k)
  - Compact: $2.553M Gross for 13 new Faculty (728k), 3 Academic Advisors (195k), 1 Educational Partnerships Student Liaison (75k), 3 Career Advisors (195k), 1 Career Specialist (49k), 1 Internships Coordinator (75k), 3 Financial Aid Advisors (113k), 1 Veterans Certifying Officer (38k), CUNYFirst positions (125k), Internal Audit and Bursar Assistant (132k)

- Financial Plan development efforts in September 2009 projected revenue and personnel expense shortfalls.
  - Mitigation efforts included increasing summer revenues, increased FTE worth, additional RF offsets, elimination of IP3 OTPS, hiring lags and additional reductions to OTPS and CA's.
  - Planned CA and OTPS reductions were built into the Financial Plan Submission and subsequently proportionately allocated to Vice Presidents.

FY2010 Financial Plan Projection

	FY 2009	FY 2010 Financial Plan	FY 2010 1st Quarter	FY 2011	FY 2012
BUDGET ALLOCATION AND REVENUE					
CUNY Revenue Target	$59,093,000	$68,798,000	$68,798,000	$69,829,970	$70,877,420
Actual Enrollment / FY10-11 Projection [1]	10,999	11,543	11,677	11,274	11,173
Base Allocation	$60,756,800	$73,918,952	$73,918,952	$73,918,952	$73,918,952
Lump Sum Allocations	$6,722,600	$2,560,900	$2,560,900	$2,560,900	$2,560,900
Additional Allocations	$12,652,410	$4,853,436	$4,853,436	$4,853,436	$4,853,436
Current Year Gross Tuition Revenue above (below) CUNY Target [2]	$763,300	$755,119	$1,585,076	($1,595,656)	($3,213,558)
TOTAL BASE BUDGET ALLOCATION	$80,895,110	$82,088,407	$82,918,363	$79,737,631	$78,119,730
Prior Year Cutra Balance	$2,596,700	$691,947	$878,100		
Lease Revenue	$1,004,468	$1,004,468	$1,004,468		
TOTAL ADDITIONAL REVENUES	$3,601,168	$1,696,415	$1,882,568	$0	$0
TOTAL BUDGET ALLOCATION	$84,496,278	$83,784,822	$84,800,932	$79,737,631	$78,119,730
EXPENDITURES					
Personnel Services (PS)	$ 57,409,708	$ 59,885,608	$ 61,789,561	$ 62,239,561	$ 62,239,561
Adjuncts [3]	$ 10,624,534	$ 9,989,534	$ 9,989,534	$ 9,989,534	$ 9,989,534
Teaching Adjuncts / CLTs	$ 10,371,685	$ 9,871,685	$ 9,871,685	$ 9,871,685	$ 9,871,685
CETs	$ 252,850	$ 117,850	$ 117,850	$ 117,850	$ 117,850
Temp Services [4]	$ 7,904,465	$ 7,178,497	$ 7,178,497	$ 7,178,497	$ 7,178,497
College Assistants	$ 6,796,174	$ 6,233,242	$ 6,233,242	$ 6,233,242	$ 6,233,242
Non-Teaching Adjuncts	$ 1,108,290	$ 945,254	$ 945,254	$ 945,254	$ 945,254
TOTAL PS:	$ 75,938,707	$ 77,053,639	$ 78,957,592	$ 79,407,592	$ 79,407,592
TOTAL OTPS :	$ 6,861,156	$6,711,155	$6,905,912	$6,711,155	$6,711,155
TOTAL FINANCIAL PLAN EXPENDITURES	$ 82,799,863	$ 83,764,795	$ 85,863,504	$ 86,118,748	$ 86,118,748
YEAR-END BALANCE	$1,696,415	$20,027	($1,062,573)	($6,381,116)	($7,999,018)

FY2010 Financial Plan Projection Assumptions

1. Enrollment Projection of 11,677 assumes a 93.78% retention from Fall to Spring.

2. FY2010 CUTRA assumes college will realize $200,000 increase in Summer tuition above FY2009 actual.

3. Adjunct projection has not been revised to reflect actual payroll expenditures for Fall. Does not reflect additional costs for Spring when not all existing substitute faculty hires are not reappointed.

4. Current College Assistant and Non-Teaching adjunct projection must be revised and reconciled to reflect increased expenditures as projected in year-to-date payrolls. Vice Presidents have committed to spend within their allocations.

Reasons for the Shortfall

- Decrease in revenue as result of change in mix of students (more full-time, fewer out of state) - $2,174,814

- 1.5% University cut to all Colleges - $1,125,300

- Personnel Services Expenditures- $820,016

- Increase in University revenue target due to Compact - $564,000

- Fewer than Expected Employee Separations - $359,285

- Bed Bug Treatment - $243,000

Options to Address the Gap

- Request Revenue Target Reduction from University $2,174,814

- Delay (Hard Pause) All Administrative Hires until Mar 1, 2010 - $256,000

- Seek Reimbursement from CUNY for Bed Bug Treatment - $243,000

- Partial Restoration of 1.5% Cut - $393,500

- Better Management of College Assistant Annual Leave - $140,000

- Increase Enrollment of Associate Degree Students by 100 FTEs in Spring - $287,400 (Gross)

- Spring Schedule Efficiency - TBD

- Retain more students for Spring 2010 - TBD

- Use of and Further Examination of Non-Tax Levy Resources (Additional Use of RF Indirect Revenue) - $150,000

John Jay College of Criminal Justice

Strategic Retention Plan
June 8, 2009

Introduction

Improving retention requires an institution-wide commitment that student learning, engagement, and success are central to the achievement of the University's mission. A strategic retention plan is an institution-wide affirmation of the priority of student learning, engagement, and success, incorporating core goals and objectives and linked to benchmarking and transparent accountability.

The goals defined in the tables that follow derive from the final report of findings and recommendations regarding retention at the John Jay College of Criminal Justice (John Jay) prepared by Keeling & Associates, LLC (K&A) and submitted on April 22, 2009. Each table explicates one or more closely related goals; the goals are identified in the first column. The second column defines objectives and activities pertinent to each of the goals; the third and fourth columns display the recommended timing and presumptive accountability for each objective or activity. Notes in the first column of each table link goals to the recommendations in the K&A report.

Student Retention: Goals

Goal 1: Strategic Planning

Strategic planning offers the occasion for institution-wide affirmation of mission, priority setting, commitment to rigorous benchmarking, and transparent assignment of responsibility for the accomplishment of institutional objectives.

Goal 1: Strategic Planning	Objectives & Activities	Timing	Accountability
Goal 1: *Complete a rigorous, consensus-based institutional strategic planning process to clearly define the vision and priorities of the University.* [From Recommendation 1]	Create a new institutional strategic plan, integrating academic and retention strategies, for the period 2010-2015. ‣ Assign the College's Budget and Planning Committee to lead the strategic planning process. ‣ Design the planning process to build community while fostering institutional change for learning. ‣ Establish and monitor achievement of timelines to ensure completion of plan on schedule. ‣ Clearly define relative priorities of teaching/ learning and research/scholarship for the planning period. ‣ Emphasize redistribution/reallocation of existing resources to support student learning. ‣ Address changes in policy and practice required to support greater engagement of faculty with undergraduate education, student learning, and student success. ‣ Using a common format, develop specific implementation plans through which each Division defines the processes and activities through which it will implement the goals and objectives of the institutional strategic plan; include specific timelines, priorities, and defined accountability in each implementation plan.	ASAP; complete by 12/09	President

Goal 2: Assessment

Assessment, understood as a vibrant and organic form of teaching and learning, rather than as "accountability," is a powerful variable in student success. Appropriate and timely feedback to students within a context of demanding yet caring instruction and support increases the effectiveness and quality of student learning and ultimately strengthens student motivation, satisfaction and retention.

Goal 2: Assessment	Objectives & Activities	Timing	Accountability
Goal 2: *Develop and implement a rigorous system for assessment of student learning applied to all classroom and out-of-classroom learning experiences.* [From Recommendation 8]	Complete the recruiting and hiring of the Associate Provost for Assessment and Planning to support the process of developing the College's strategic plan (including implementation plans), outcomes-based decision-making, and creation of a culture of assessment and evidence.	ASAP	Provost
	Assess the preparedness and competency of members of the faculty and professional staff to assess student learning.	Winter-Spring 2010	Associate Provost for Assessment and Planning
	Develop and launch a professional and faculty development curriculum designed to increase the capacity of faculty and professional staff to assess student learning.	Spring-Sum-Fall 2010	Associate Provost for Assessment and Planning
	Require the establishment of desired learning outcomes for every intentional educational experience the College offers.	Spring 2010	Associate Provost for Assessment and Planning
	Continue to administer and disseminate results of the National Survey of Student Engagement (NSSE) on a semiannual basis.	Spring 2010, 2012, and 2014	Associate Provost for Assessment and Planning

Goal 2: Assessment	Objectives & Activities	Timing	Accountability
Goal 2: *Develop and implement a rigorous system for assessment of student learning applied to all classroom and out-of-classroom learning experiences.* [From Recommendation 8]	Create and administer a survey of student satisfaction, particularly regarding admissions experiences and personal and academic support services from matriculation through the first two years.	Fall 2010	Associate Provost for Assessment and Planning
	Inform decision making about the redistribution of resources with clear, sound assessment data that demonstrate the outcomes, value, and worth of various programs and activities. ‣ Use a decision matrix approach -- ranking programs (both academic and student development or support services) on the intersecting axes of mission-centeredness and greatest good for the greatest number. ‣ Rate programs on the basis of outcomes data, not impressions or history. ‣ Use the development and implementation of the decision matrix to support the creation of a culture of evidence in the institution.	Fall 2010	Provost; Associate Provost for Assessment and Planning
	Continue to advance, support, and diversify the assessment of learning in all intentional educational experiences offered by the College.	Fall 2010	Associate Provost for Assessment and Planning
	Develop and launch consistent methods for assessing and documenting students' learning in multiple domains, such as e-Portfolios.	Fall 2011 - Spring 2012	Provost; Associate Provost for Assessment and Planning
	Use assessment results to strengthen all intentional educational experiences.	Spring 2011	Faculty and Student Dev Staff

Goals 3-6: Student Success

Personal and academic support for students, including the full range of programs and services from appropriate admissions and recruiting literature to orientation programs during the summer prior to first fall term, first-year experience courses or seminars, mentoring, tutoring, academic and learning skills services, academic advising, career counseling, personal counseling, and health services are essential components of efforts to support student learning, engagement, success, and retention.

Goals 3-6: Student Success	Objectives & Activities	Timing	Accountability
Goal 3: *Increase resources for student academic and personal support services.* [From Recommendations 9 and 13]	Continue to increase resources (funding and positions) for student academic and personal support services.	Ongoing; begins ASAP	Cabinet
	Increase the number of positions for professional academic advisors from 3 to 15 over the planning period.	Add avg 3 positions per year	Provost
	Establish a credit-bearing and required first semester/first year transition to college course designed to enhance students' academic, study, and cognitive skills and strengthen their engagement with the College and its programs.	Fall 2010	Dean of Undergrad Studies
	Strengthen the resources and programs of the Office of the Dean of Undergraduate Studies.	Fall 2010	Provost
	Create a Student Orientation Office in the portfolio of the Vice President for Student Development.	Fall 2010	Vice President for Student Dev

Goals 3-6: Student Success	Objectives & Activities	Timing	Accountability
Goal 3: *Increase resources for student academic and personal support services.* [From Recommendations 9 and 13]	Recruit and hire a director for Student Orientation.	Winter 2011	Vice President for Student Dev
	Develop a summer orientation experience through which to facilitate students' adjustment to college, prepare them for college-level academic expectations, and link them to academic and personal support services.	Sum 2011	Vice President for Student Dev; Director, Orientation
	Expand peer mentoring and peer tutoring programs in all academic departments and in general education.	Fall 2011	Dean of Undergrad Studies
	Develop and implement learning communities of students focused on academic disciplines or topics of common interest.	Fall 2011	Provost; Dean, Undergrad Studies; Vice President for Student Dev
Goal 4: *Create and implement reliable, sturdy systems of academic monitoring and support designed to facilitate the early recognition of students with emerging academic limitations or problems.* [From Recommendation 10]	Change the service and practice models of academic and student services to emphasize early recognition of and intervention with students who have academic or personal/social/family/financial problems that are interfering with their achievement and progress.	Fall 2009	Provost; Dean, Undergrad Studies; Vice President for Student Dev
	Prepare/train faculty members to intervene when students exhibit evidence of personal problems or constraints in academic performance.	Spring 2010	Provost

Goals 3-6: Student Success	Objectives & Activities	Timing	Accountability
	Provide priority access to available advisors for students who are self- or faculty-identified as having academic distress.	ASAP	Director, Advising Center
	Institute College-wide policies supporting a) ongoing formative evaluation of student learning in classes, b) criteria for notification by faculty members to advisors or counselors that students are "in trouble," and c) systems that make it easy for faculty members to make easy referrals of troubled students to advisors or sources of personal counseling and assistance.	Spring 2010	Provost, Vice President for Student Dev
	Provide "second best" or alternative programs for students who are unable to succeed in their originally chosen program of study, especially forensic sciences. ‣ Students should be able to shift their academic program to an alternative tangential program without losing the value and time invested in courses already taken and passed.	Fall 2011	Provost, Vice President for Enrollment Mgmt, and Vice President for Student Dev
Goal 5: *Provide assistance to students who are facing complex life circumstances or challenges.* [From Recommendation 12]	Facilitate students' access to all sources of financial aid for which they are eligible.	ASAP	Vice President for Enrollment Mgmt

Goals 3-6: Student Success	Objectives & Activities	Timing	Accountability
Goal 6: *Deploy student-centered class, program, and service scheduling.* [From Recommendation 12]	Adjust service hours of student academic and personal support programs and services to better match students' convenience and improve access.	ASAP	Vice Presidents for Student Dev & Enrollment Mgmt
	Continue initiative to make academic scheduling more student-centered, including graduate students.	ASAP	Provost, Vice President for Enrollment Mgmt, and Registrar

Goal 7: Community Development

Retention in part is linked directly to how strongly students feel connected to the institution. Appropriate gathering places for study and socializing, empathic and helpful policies and procedures for student events and activities, and academic and social events that bring students together help build student attachment to the institution ("my home away from work or home").

Goal 7: Community Development	Objectives & Activities	Timing	Accountability
Goal 7: *Adjust policies, programs, and practices to support the creation of a greater sense of community at John Jay.* [From Recommendation 15]	Review and revise the policies and programs of the Office of Student Activities as needed to improve students' engagement with programs and the campus.	ASAP	Vice President for Student Dev
	Review campus-event security requirements for student groups.	ASAP	Vice President for Student Dev
	Develop and improve communal gathering areas on campus - especially with the addition of the new building.	2010-2011	Vice President for Admin; Vice President for Student Dev
	Use the social networking tools of online communities to enhance students' sense of connectedness and community at John Jay.	2010-2011	Vice President for Student Dev

Goals 8-9: Admissions Standards

The College's admissions process and the development and communication of clear standards provide powerful first messages to potential students and their families.

Goals 8-9: Admissions Standards	Objectives & Activities	Timing	Accountability
Goal 8: *Raise standards sufficiently to avoid admission of students whose academic portfolios are so weak that they will almost certainly fail in college.* [From Recommendation 11] **Goal 9:** *Employ more aggressive and extensive student recruitment, especially of the most able students.*	Incrementally raise minimum admissions standards for first time in college undergraduates during the planning period.	2010-2015	Vice President for Enrollment Mgmt
	Convey the facts, and the significance, of higher academic standards to prospective students, parents, high school guidance staff, and high school teachers.	ASAP	Vice President for Marketing and Dev.
	Create and implement special programs and learning opportunities that will distinguish and enhance undergraduate education at John Jay. ‣ Honors Program ‣ Undergraduate research ‣ Internships ‣ Community-based learning, including service opportunities ‣ International education	2010-2011	Provost, Vice President for Student Dev, Vice President for Marketing and Dev, Dean of Undergrad Studies
	Intensify and expand student recruitment efforts for the most able students by emphasizing opportunities for these special programs and earning opportunities.	2010-2011	Vice President for Enrollment Mgmt

Goal 10: Increase Faculty Engagement with Students and Student Learning

The single most powerful factor in retention is how well and often students engage with faculty in and out of the classroom. Students consistently report in national studies that faculty members are perceived as the most important and most respected people on campus. Faculty feedback to students in class, for example, can be candid, even harsh, but if it is constructive and perceived as caring, students acknowledge its usefulness and a sign that the institution cares about helping them become successful.

Goal 10: Faculty Engagement	Objectives & Activities	Timing	Accountability
Goal 10: *Increase faculty engagement and responsibility for supporting student learning, retention, and success.*	Appoint cross-institutional task force or working group on faculty rewards and responsibilities; charge with making recommendations for articulating promotion and tenure criteria to support faculty engagement with students and student learning.	Start fall 2009	Provost
	Provide faculty development programs and resources on learning and the support of student success.	Start fall 2009	Provost
	Use the conclusions of the recently completed review of general education to reinforce the reorientation of faculty priorities toward teaching, assessment, and student success.	Fall 2009	Provost
	Strengthen, enlarge, and expand resources for the Center for the Advancement of Teaching and engage larger numbers of faculty with its programs.	2010	Provost