

The City University of New York
John Jay College Performance Goals & Targets 2012-2013 Academic Year
Revised 8-31-2012

Goals	Objectives	University Targets	John Jay Goals & Targets
<p>Raise Academic Quality</p>	<p>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix.</p>	<p>1.1 Colleges and programs will be recognized as excellent by all <u>external</u> accrediting agencies.</p> <p>1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community.</p> <p>1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.</p>	<p>1.1 Graduate Studies will re-submit petition for the Forensic Science Education Programs Accreditation Commission accreditation of MS in Forensic Sciences. The difference will be a robust plan for student learning assessment, which was not developed sufficiently in our previous submission.</p> <p>1.1 College will pass all standards in the Middle States review in April 2013, as evidenced in exit interview.</p> <p>1.3 A program review process will be completed for 2 Undergraduate Studies programs (Police Studies and Humanities & Justice) including preparation of a self-study, site visit, and action plan. The self-study document requires faculty to engage with their assessments of learning outcomes and identify steps to address the results, thereby closing the assessment loop.</p> <p>1.3 Three majors will be revised next year (Security Management, International Crime and Justice and Computer Information Systems) based on program review and assessment results. The priority is graduate programs. We are engaged in aligning our graduate curricula in particular with communities of practice, and to that end we will have a series of meetings with professional communities linked to our degrees.</p> <p>After the new Gen Ed is in place we will work on two General Education courses in AY 13-14.</p> <p>1.3 Two proposals for new programs (Anthropology and Latin American and Latina/o Studies) will be developed and approved by college governance, pending approval of the Letter of Intent. The programs are NOT Pathways related. They are related to John Jay’s mission and have been in process for some years.</p> <p>1.3 We have developed a Master Plan Report Card and a separate, more comprehensive analysis of data that bears on our goals. This information was provided to the Strategic and Financial Planning sub-committees of the Budget Planning Committee as they were developing recommendations for the FY2013 Financial Plan. The result was a consensus to recommend hiring three additional professional academic advisors, additional staff for our developing digital learning infrastructure, as well as additional full-time faculty. Data on enrollment trends prompted us to form a Strategic Positioning and Enrollment Management Group in order to increase yield among better prepared applicants. The result is a reversal for fall 2012 of enrollment declines that we have seen since 2009. While meeting our numerical targets, we have attracted academically</p>

		<p>1.4 Colleges will use technology to enrich courses and improve teaching.</p>	<p>better prepared students. In general, we have much more systematically gathered data and brought it to bear on decision making in budgeting and planning. In addition, the same Group has relied on data to re-direct recruiting and marketing efforts toward prospective students with stronger academic preparation.</p> <p>1.4 First Year Experience will increase the number of virtual learning communities to 3. 1.4 Our next online program is expected to be offered in Spring 2014, and we do not expect online course offerings to increase significantly in the 2012-13 academic year as a result of our current plan. We are building infrastructure starting this year to support existing programs and the planned expansion of digital learning.</p>
	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.</p>	<p>2.1 Colleges will continuously upgrade the quality of their full and part time faculty, as scholars and as teachers.</p> <p>2.2 Increase faculty research/scholarship.</p>	<p>2.1 Center for the Advancement of Teaching will increase the number of faculty participating in faculty development workshops by 25%; 250 faculty will participate in 2012-13. The new workshops are intended to support improved teaching among newer faculty, specifically Graduate Teaching Fellows, and part-time faculty. There will be 8 workshops for GTFs over the course of the year and 4 for adjunct faculty. Eight workshops on the scholarship of teaching will be offered with the Office for the Advancement of Research, as well as two workshops on grant writing.</p> <p>The Office of Undergraduate Studies is offering other faculty development workshops. CUNY has mandated a new General education Curriculum, and the new College Option requires that all students participate in First Year Seminars. Those teaching these seminars need development so that they can deliver the curriculum effectively. First Year Seminars have specific learning outcomes that are unfamiliar to most of our faculty. They also include engagement pedagogies that are also unfamiliar to our faculty. To increase retention, improve student success and deliver the new CUNY mandated General Education curriculum, we are providing faculty development. The specific outcomes are: 1) Faculty teaching first-year seminars will deliver the curriculum effectively. 2) A baseline for student achievement of FYE learning outcomes will be established.</p> <p>2.1 60% of First Year Seminar and Learning Community faculty will participate in development workshops. 2.1 50% of faculty teaching a first-year seminar course in the Justice Core in fall '13 will participate in development. 2.1 There will be a Faculty Development Day in late August, sponsored by Academic Affairs and the Faculty Senate.</p> <p>2.2 Through internal funding of faculty scholarship, faculty development workshops, and enhanced senior-to-junior faculty mentoring, Office for the Advancement of Research will increase the number of scholarly and/or creative works produced/performed by faculty by 3% 2.2 Office for the Advancement of Research will increase the number of grants submitted to external funding organizations by 4%.</p>

		<p>2.3 Instruction by full-time faculty will increase incrementally.</p> <p>2.4 Colleges will recruit and retain a diverse faculty & staff.</p>	<p>2.2 The Office for the Advancement of Research will increase the number of grants submitted that are appropriate for Minority Serving Institutions, Hispanic Serving Institutions and other targeted programs. We are focusing our grant applications more than in the past.</p> <p>2.3 % of instructional FTEs delivered by full-time faculty will increase by 3%. We will add 12 new full-time faculty this year as part of a five-year program to rebuild the faculty.</p> <p>2.3 Mean hours taught by full-time new and veteran faculty will increase by .2 hours in each category.</p> <p>2.4 The college will further reduce underutilization in departments where it remains.</p>
Improve Student Success	<p>3. Ensure that all students receive quality general education and effective instruction.</p>	<p>3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative.</p> <p>3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.</p> <p>3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.</p> <p>3.4 Colleges will reduce performance gaps among students from underrepresented groups.</p>	<p>3.1 Over 20 courses will be revised and over 30 new courses will be approved in response to Pathways.</p> <p>3.1 Three new certificate programs in Interpretation and Translation will be registered.</p> <p>3.1 One Letter of Intent for a major in Fraud and Forensics will be developed.</p> <p>3.1 Undergraduate Studies will develop a robust selection of offerings, sufficient for all projected Gen Ed students for the CUNY Common Core curriculum and College Option courses.</p> <p>3.1 Undergraduate Studies will revise two majors to accommodate decisions made by CUNY curriculum committees, if needed.</p> <p>3.2 85% of SEEK students who have earned 30 credits will have passed all basic skills tests.</p> <p>3.2 The percentage of SEEK students who are skill certified after their freshman year will increase from 79% to 83% through careful monitoring, faculty oversight and the adoption of general summer immersion pedagogies.</p> <p>3.2 The percent of credits earned of those attempted will increase from 87.6% to 89% for SEEK students.</p> <p>3.2 The percent of credits earned of those attempted will increase by 1.5% for ESL students.</p> <p>3.3 % of students passing freshman composition with C or better will increase by 1 percentage point.</p> <p>3.3 % of students passing gateway math courses with C or better will increase by two percentage points.</p> <p>3.3 100% of the Collegiate Learning Assessment target sample will be administered the Collegiate Learning Assessment test.</p> <p>3.4 There will be no significant gap in Under Represented Minorities & non-Under Represented Minorities retention.</p>

		3.5 Colleges will show progress on implementing faculty-driven assessment of student learning.	3.5 Among faculty teaching in the CUNY Justice Academy, Undergraduate Studies will benchmark the percent of faculty who employ the assessment tools developed collaboratively by faculty in the CUNY Justice Academy Academic Council. 3.5 Assessment, including decisions for improvement based on assessment, will occur in 100% of the majors.
	4. Increase retention and graduation rates and ensure students make timely progress toward degree completion.	4.1 Colleges will facilitate students' timely progress toward degree completion. 4.2 Retention rates will increase progressively. 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.	4.1 % of freshmen and transfers who take a summer course after entry will increase by 1.5%. 4.1 The ratio of undergrad FTEs to headcount will stay constant at a high level for BA students and remain constant for AA students. John Jay was # 1 among senior colleges in 2011-12 year-end report. 4.1 100% of students will declare a major by the 70th credit. 4.1 The average # of credits earned by full-time freshmen in the first 12 months will increase by .5. 4.1 The average number of credits SEEK students will earn in the first 12 months will increase will increase from 20.2 (2011 cohort) to 22. 4.2 One-year retention rate will increase by 1.5%. The College continues to implement the Strategic Retention Plan of 2009, including successful efforts to enhance student support and services, and to build a sense of community. This year we will bring on three more professional advisors which will give us ten toward our target of fifteen. A Retention Workgroup meets periodically with the Executive Staff to review progress and results. An extensive data set helps to chart progress and to identify problems. Selective efforts for next year include: For SEEK students we will focus intensively on a multisensory approach to learning with a target of 80% for first year retention. The Academic Advising Center will conduct systematic outreach to students whose performance is in the second quartile from the bottom. For the CUNY Justice Academy we will put into full effect a "touch plan" to create sustained contact with--and support for--CJA students as the approach the time of transfer to John Jay. 4.3 Four-year graduation rates for baccalaureate students will increase by 1.5%. 4.3 Four-year graduation rates for MA and MS programs will increase by 1.5%.
	5. Improve post-graduate outcomes	5.1 Professional preparation programs will improve or maintain the quality of successful graduates. 5.2 Job and education rates for graduates will increase.	5.1 The law school acceptance rate of graduating seniors will increase to 37%; this represents a 1% increase over the five-year average, with one outlier year removed from the calculation. 5.2 Mean GRE score for 2009-10=846; for 2010-11=866. The mean MCAT (Medical College Admissions Test) score for 2011-12 was 27. We will not project higher numbers, because at this point we do not have programming to support GRE or MCAT prep. The LSAT mean for 2011-12 was 142.8. We will increase the average score by one point to 143.8.

			5.2 College will report employment and education results from two-year out survey for Class of 2010. We will create targets for 2013-14 when we have sufficient baseline data.
	6. Improve quality of campus life and student and academic support services.	<p>6.1 Colleges will improve the quality of student life and campus climate.</p> <p>6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.</p>	<p>6.1 The following goals will enable Theater Services to contribute to improving the quality of life and campus climate: a) maintain professional staffing for all events presented in the Gerald W. Lynch Theater ; b) continue to provide students and the campus community with affordable, high quality cultural events and services; c) expand programming and student accessibility to cultural events through the use of innovative new performance spaces including the Kroll Atrium Mezzanine and the Jay Walk: Rooftop Plaza; d) increase student attendance at Gerald W. Lynch Theater events by 10% over last year’s number of 309 students attending. This takes advantage of the programming possible in the new building.</p> <p>6.2 The College will maintain or improve consistently high levels of student satisfaction across all support services. John Jay ranked first in student satisfaction in the year-end report across three of the 4 measures. We have lost our benchmarks due to the use of a new survey, but the following small sample of new programs and services suggests the range of efforts at promoting student satisfaction and service: 1) a collaborative program in fall 2012 with Fordham on the John Jay campus for veterans: four workshops aimed at transforming military strengths into tools for civilian success; to continue in the spring semester with John Jay participants only 2) a fall 2012 program focused on wellness and healthy living; participants “weigh in” weekly and learn about diet and lifestyle 3) “Beyond John Jay” consists of ten workshops on life readiness skills that will show students how to market themselves and otherwise get prepared for the world of career choice and pursuit. 4) we just opened a 64-seat computer lab 5) we are installing way-finding computer kiosks in the new building.</p> <p>6.2 Advising coverage in the CUNY Justice Academy will increase. We will advise 2% more students than previously.</p>
Enhance Financial & Management Effectiveness	7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.	<p>7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.</p> <p>7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.</p> <p>7.3 Colleges will meet 95% of enrollment targets for College</p>	<p>7.1 The mean SAT score will increase from 951 to 980 and the mean CAA will increase from 82.9 to 83.4. This is in line with our year-old effort in Strategic Positioning and Enrollment Management; we have developed long-term targets for enrollment and academic preparation.</p> <p>7.1 The College will meet all enrollment targets.</p> <p>7.2 Undergraduate Studies will document compliance with the Pathways’ communications’ implementation plan.</p> <p>7.3 College Now will achieve 95% of enrollment target.</p> <p>7.3 We are in transition with Adult and Continuing Education. We discontinued most of the</p>

		Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or pre-college activity.	program and are now searching for someone at the Associate Provost level to redefine and direct a new program.
8. Increase revenues and decrease expenses.	<p>8.1 Alumni-corporate fundraising will increase 10%.</p> <p>8.2 Colleges will make progress within a declared capital campaign.</p> <p>8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.</p> <p>8.4 Colleges improve or maintain sound financial management and controls.</p> <p>8.5 College will end fiscal year in strong financial condition with 1-3% of allocated budget in reserve.</p> <p>8.6 Contract/grant awards will increase.</p> <p>8.7 Indirect cost recovery ratios will improve.</p>	<p>8.1 The Alumni Campaign Committee will roll out campaign for next tier of alumni prospects; alumni-corporate fundraising will increase 10% (rolling three-year average)</p> <p>8.2 "Campaign for the Future of Justice" has a \$5 million goal for 2012-2013. The College will hire a Foundations and Corporations professional.</p> <p>8.3 The College's revenue will be 100% of its revenue target. Our collection rate will equal or exceed 98.99 % for fall 2012 and 97.82% for spring 2013.</p> <p>8.4 The College plans to spend no more than 7.4% of its operating budget on general administration, and plans to have no material weaknesses or significant deficiencies in its audit findings.</p> <p>8.5 1% of the FY 2013 allocated budget shall be retained as reserve.</p> <p>8.6 Office for the Advancement of Research will increase grants/contracts awarded by 3%.</p> <p>8.7 Office for the Advancement of Research will increase the amount of funds recovered through indirect and release charges by 3%.</p>	
9. Improve administrative services.	<p>9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.</p> <p>9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.</p>	<p>9.1 Department of Public Safety will orient customer service training given to Public Safety personnel to emphasize responsiveness to students to be measured by the customer service survey.</p> <p>9.1 Facilities Management will continue to maintain John Jay's standing above the satisfaction levels of CUNY as a whole and strive to improve upon current satisfaction levels.</p> <p>9.2 There will be an incremental increase in % of instruction delivered on Fridays, nights, weekends.</p>	

		<p>9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws, and develop business continuity plans.</p> <p>9.4 All colleges will make progress on CUNYFirst implementation.</p> <p>9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.</p>	<p>9.3 Department of Public Safety will conduct internal audits of regulatory compliance; will formulate a business continuity plan to be implemented in the event of an emergency.</p> <p>9.4 The FY 2013 financial plan will be prepared and submitted in the CUNYFirst budget and planning module</p> <p>9.4 Human Resources has submitted a proposal for an Human Resources Information System position that will be dedicated to CUNYFirst actions, including rolling out new components, upgrades, communications and training. The Human Resources Information System position will be our liaison between the Central Office and JJC; the new hire will also work with the Central Office in order for us to have a CUNYFirst “Super User” on campus.</p> <p>9.4 In addition, we will have a dedicated training professional that will support our internal needs including CUNYFirst training. Both functions will report their activities in order for us to quantify the work done.</p> <p>9.4 Human Resources will conduct internal training regarding rollouts to departments and system upgrades.</p> <p>9.4 Human Resources staff have been challenged to place John Jay in the top 10 related to the CUNYFirst quarterly report card as generated by the CUNY Central Office and as it relates to errors made using CUNYFirst. We currently rank at 18.</p> <p>9.4 Department of Information Technology will continue to have CUNYFirst meetings of all campus liaisons. Department of Information Technology staff will meet all commitments in support of CUNYFirst (meetings, trainings, etc.). Department of Information Technology will help prepare John Jay for the deployment of campus solutions.</p> <p>9.5 Facilities Management will pilot an IBM smart buildings project for CUNY in the new building using analytics to determine areas of energy efficiency. Facilities Management is working with CUNY’s energy team to install a new monitoring system in all campus buildings. An energy engineer will be hired this year to spearhead energy usage monitoring and control. The goal is to reduce energy consumption by 10% year end 2013. CUNY has not provided the 2012 baseline number to us yet---it probably won’t be ready until the fall.</p> <p>9.5 Facilities Management will baseline data on water usage in the new building by total quantity and usage types where possible.</p> <p>9.5 The Sustainability Committee will draw new members from the student body and meet during the AY.</p>
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