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*Exempt from submitting minutes.
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All meetings begin 1:40 p.m. and are open to the College Community. The Executive Committee of the College Council meets in Room 610 Haaren Hall. The College Council meetings take place in Room 9.64NB.

**Additional meetings if needed**

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I. Adoption of the Agenda

II. Approval of Members of the College Council Committees (attachment A), Pg. 6

- Ellen Hartigan is the Interim Vice President for Enrollment Management and Student Affairs.
- Allison Pease is the Interim Associate Provost for Institutional Effectiveness.
- Benjamin Bierman is the chairperson of the department of Art and Music.
- Katherine Stavrianopoulos is the chairperson of the department of Counseling and Human Services.
- Jay Hamilton is the chairperson of the department of Economics.
- Andrew Sidman is the chairperson of the department of Political Science.
- Charles Nemeth is the chairperson of the department of Security, Fire, and Emergency Management.
- Jay Gates is the Vice Chair of the Council of Chairs.
- Karen Kaplowitz and David Shapiro was elected as Co-Chairs of the Faculty Senate Fiscal Affairs Committee.
- Erica King-Toler is the Vice Chair of the Faculty Senate Fiscal Affairs Committee.
- Musarrat Lamia was elected as the President of the Student Council.
- Fidel Osorio was elected as the Vice President of the Student Council.
- Adam Fane was elected as the Treasurer of the Student Council.

College Council

- Allison Pease was elected as the eighth administration representative.
- Teresa Booker was elected as the full-time faculty representative for the department of Africana Studies.
- Roberto Visani was elected as the Fall full-time faculty representative for the department of Art and Music. Cyriaco Lopes was elected as the Spring full-time faculty representative for the department of Art and Music.
- Violet Yu was elected as the full-time faculty representative for the department of Criminal Justice.
- Michelle Holder was elected as the full-time faculty representative for the department of Economics.
- P.J. Gibson was elected as the full-time faculty representative for the English department.
- Edward Paulino was elected as the full-time faculty representative for the History department.
- John Gutierrez was elected as the full-time faculty representative for the department of Latin American and Latinx Studies.
- Gloria Browne-Marshall was elected as the Spring full-time faculty representative for the department of Law, Police Science, and Criminal Justice Administration.
- Marta Bladek was elected as the full-time faculty representative for the Library department.
- Sven Dietrich was elected as the full-time faculty representative for the department of Mathematics and Computer Science.
- John Pittman was elected as the full-time faculty representative for the department of Philosophy.
- George Andreopoulos was elected as the full-time faculty representative for the department of Political Science.
- Peter Mameli was elected as the full-time faculty representative for the department of Public Management.
- Gail Garfield was elected as the Fall full-time faculty representative for the department of Sociology. Lila Kazemian was elected as the Spring full-time faculty representative for the department of Sociology.
- Andrea Balis was elected as a full-time faculty representative.
- Yuk-Ting (Joyce) Lau was elected as a full-time faculty representative.
- Catherine Mulder was elected as a full-time faculty representative.
- Hyunhee Park was elected as a full-time faculty representative.
- David Shapiro was elected as a full-time faculty representative.
- Rulisa Galloway-Perry was elected as a H.E.O. representative.
- Terencia Martin was elected as a H.E.O. representative.
- Michael Scaduto was elected as a H.E.O. representative.
- Janet Winter was elected as a H.E.O. representative.
- Jarrett Foster was elected as an alternate H.E.O. representative.
- Anthony Leonardo was elected as the Secretary of the Student Council.
- Natalie Segev was elected as the senior class representative.
- Daiquan Llewellyn was elected as the senior class representative.
- Sari Mendoza was elected as the junior class representative.
- Sarah Saada was elected as the junior class representative.
- Jasmine Chevez was elected as the sophomore class representative.
- Aaliyah Francis was elected as the sophomore class representative.
- Saaif Alam was elected as an alternate student representative.

Executive Committee of the College Council

- Janet Winter was elected as the H.E.O. representative.

Undergraduate Curriculum and Academic Standards Committee

- Lorraine Moller was elected as a representative for the department of Communication & Theater Arts.
- Valerie West was elected as a representative for the department of Criminal Justice.
- Sara Bernardo was elected as a representative for the department of Economics.
- Beverly Frazier was elected as a representative for the department of Law, Police Science & CJA.
- Sergio Gallegos was elected as a representative for the department of Philosophy.
- Ke Li was elected as a representative for the department of Political Science.
- Michael Leippe was elected as a representative for the department of Psychology.
- Susan Pickman was elected as a Fall representative for the department of Security, Fire & Emergency Management. Lucia Velotti was elected as a Spring representative for the department of Security, Fire & Emergency Management.
- Jayne Mooney was elected as a Fall representative for the department of Sociology. Henry Pontell was elected as a Spring representative for the department of Sociology.  
- Bhawna Kapoor was elected as a student representative.

**Committee on Student Interest**

- Ariana Kazansky was elected as a student representative. 
- Amber Rivero was elected as a student representative. 
- Andrew Berezhansky was elected as a student representative. 
- Rafia Hossian was elected as a student representative.

**Judicial Committee (Faculty-Student Disciplinary Committee)**

- Heath Grant was selected to serve in rotation as a chair. 
- Liliana Soto-Fernandez was selected to serve in rotation as a chair 
- Jamie Longazel was selected to serve in rotation as a chair 
- John Gutierrez was elected as a full-time faculty representative to serve in a panel of six members. 
- Robert McCrie was elected as a full-time faculty representative to serve in a panel of six members. 
- Jose Olivo was elected as a full-time faculty representative to serve in a panel of six members. 
- Martin Wallenstein was elected as a full-time faculty representative to serve in a panel of six members. 
- Peggilee Wupperman was elected as a full-time faculty representative to serve in a panel of six members. 
- Sarah Saada was elected as a student representative. 
- Gavin Dass was elected as a student representative. 
- DeCarlos “Carlos” Hines was elected as a student representative.

**Committee on Faculty Personnel**

- Mangai Natarajan was elected as a full-time faculty representative. 
- Brian Arbour was elected as an alternate faculty representative.

**Budget and Planning Committee**

- Jarrett Foster was elected as a H.E.O. representative.

**Financial Planning Subcommittee of the Budget and Planning Committee**

- Jessica Gordan Nembhard is a chosen representative by the Council of Chairs. 
- Adam Fane was elected as a student representative.

**Strategic Planning Subcommittee of the Budget and Planning Committee**

- Warren Eller is a chosen representative by the Council of Chairs. 
- Jay Gates is a chosen representative by the Council of Chairs. 
- Musarrat Lamia was elected a student representative.
Committee on Graduate Studies

- Ian Seda is the program director for Economics.
- Charles Stone is the program director for Forensic Psychology BA/MA.
- Charlotte Walker-Said is the program director for Human Rights.
- Charles Nemeth is the program director for Protection Management.
- Dan Feldman is the program director for MPA: Public Policy and Administration.
- Yi Lu is the program director for MPA: Inspection and Oversight.

Council of Undergraduate Program Coordinators

- Ed Snajdr is the coordinator for the undergraduate major Anthropology.
- Eric Polanco is the co-coordinator for the undergraduate majors Applied Mathematics: Data Science & Cryptography and Computer Science and Information Technology.
- Evan Mandery is the coordinator for the undergraduate major Criminal Justice (B.A.).
- Andrew Karmen is the coordinator for the undergraduate major Criminology (B.A.).
- Sara Bernardo is the coordinator for the undergraduate major Economics.
- Robert Till is the coordinator for the undergraduate majors Emergency Services Administration and Fire Science.
- Allison Kavey is the coordinator for the undergraduate major Humanities and Justice.
- Mickey Melendez is the coordinator for the undergraduate major Human Services and Community Justice.
- Rosemary Barberet is the coordinator for the undergraduate major International Criminal Justice.
- Jamie Longazel is the co-coordinator for the undergraduate major Law and Society.
- Andrew Sidman is the coordinator for the undergraduate major Legal Studies.
- Aime MacDonald is the coordinator for the undergraduate major Philosophy.
- Louis Kontos is the coordinator for the undergraduate major Sociology.

Committee on Honors, Prizes and Awards

- Madura Bandyopadhyay was elected as a full-time faculty representative.

College-Wide Assessment Committee

- Kim Liao was elected as a full-time faculty representative.
- Karen Okamoto was elected as a full-time faculty representative.

Committee on Faculty Elections

- Matluba Khodjaeva was elected as a full-time faculty representative.
- Maureen Richards was elected as a full-time faculty representative.

III. Election of the Interim Secretary to the College Council

IV. Election of the Executive Committee Members
V. Approval of the Minutes of the May 13, 2019 College Council (attachment B), Pg. 22

VI. College Council Orientation – Legal Counsel Eric Doering, Pg. 25

VII. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments C1 – C8) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies, Dara Byrne

New Courses

C1. AFR 3XX Field Education in Community Organizing & Practice I, Pg. 36
C2. AFR 3YY Field Education in Community Organizing & Practice II, Pg. 50
C3. CJBA 3YY Hate Incidents and Crimes, Pg. 64
C4. ENG 2YY Creative Expression and Human Nature (Creative Expression), Pg. 75
C5. ENG 2XX Arguments are Everywhere: Interpreting Objects, Texts and Culture (Ind & Soc), Pg. 97
C6. LWS 3XX Law in Everyday Life, Pg. 113

Course Revisions

C7. CJBS 377-378-379 Internships in Criminal Justice, Law and Policing, Pg. 128
C8. MAT 351 Introduction to Ordinary Differential Equations, Pg. 130

VIII. Bylaw Amendment: HEO Representation on the Judicial Committee (attachment D), Pg. 132

IX. 2018-2019 College Council Committee Activity Report (attachment E), Pg. 134

X. 2019-2020 College Council Calendar (attachment F), Pg. 135

XI. New Business

XII. Administrative Announcements – President Karol Mason

XIII. Announcements from the Student Council – President Musarrat Lamia

XIV. Announcements from the Faculty Senate – President Warren (Ned) Benton

XV. Announcements from the HEO Council – President Brian Cortijo
The College Council held its first meeting of the 2019-2020 academic year on Thursday, September 12, 2019. The meeting was called to order at 1:44 p.m. and the following members were present: Saaif Alam*, Schevaletta (Chevy) Alford, Elton Beckett, Warren (Ned) Benton, Marta Bladek, Teresa Booker, Avram Bornstein, Dara Byrne, Jasmine Chevez, Marta Concherio-Guisan, Glenn Corbett*, Brian Coritijo, Silvia Dapia, Lissette Delgado-Cruzata, Sven Dietrich, Adam Fane, Jarrett Foster*, Aaliyah Francis, Joel Freiser, Rulisa Galloway-Perry, Gail Garfield, Robert Garot*, P.J. Gibson, Heath Grant, Amy Green, John Gutierrez, Maria (Maki) Haberfeld, Ellen Hartigan, Michelle Holder, Karen Kaplowitz, Erica King-Toler, Musarrat Lamia, Yuk-Ting (Joyce) Lau, Anthony Leonardo, Yi Li, Daiquan Llewellyn, Yue Ma, Peter Mameli, Terencia Martin, Mickey Melendez, Sari Mendoza, Catherine Mulder, Fidel Osorio, Hyunhee Park, Edward Paulino, John Pittman, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Marta-Laura Suska, Catherine Mulder, Fidel Osorio, Hyunhee Park, Edward Paulino, John Pittman, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Marta-Laura Suska, Steven Titan, Roberto Visani, Hung-Lung Wei, Rebecca Weiss, Janet Winter, Violet Yu, and Guoqi Zhang.

Absent: George Andreopoulos, Andrea Balis, Anthony Carpi, Karol Mason, Allison Pease, Sarah Saada, and Natalie Segev.

* Alternates

I. Adoption of the Agenda

A motion was made to adopt the agenda. The motion was seconded and approved.

In Favor: 47  
Opposed: 1  
Abstention: 1

II. Approval of Members of the College Council Committees (attachment A)

A motion was made to approve the membership with the following changes.

Budget and Planning Committee

- DeCarlos (Carlos) Hines is the one additional student representative.

Committee on Graduate Studies

- Dan Feldman is the graduate program director of MPA: Inspection and Oversight.
- Yi Lu is the graduate program director of MPA: Public Policy and Administration.
- Robert McCrie is the graduate program director of Protection Management.
- Charles Nemeth replaces Marie-Helen Maras as the graduate program director of Security Management MS program.
Council of Undergraduate Program Coordinators

- Jayne Mooney replaced Louis Kontos as the coordinator for the undergraduate major Sociology.
- Nancy Velazquez-Torres replaces Mickey Melendez as the coordinator of undergraduate major Human Services and Community Justice.
- Eric Polanco was removed as a co-coordinator of undergraduate majors Applied Mathematics: Data Science & Cryptography and Computer Science and Information Security.

College-Wide Grade Appeals Committee

- Teresa Booker was elected as a full-time faculty representative.
- P.J. Gibson was elected as a full-time faculty representative.

College-Wide Assessment Committee

- David Shapiro replaced Amy Green as a full-time faculty representative.
- Demy Spadideas replaced Ritu Boswell as a H.E.O. representative.

The motion was seconded and approved.

In Favor: 54         Opposed: 0         Abstention: 1

III. Election of the Interim College Council Secretary

A motion was made to elect Ms. Debra Hairston as the Interim College Council Secretary. The motion was seconded and approved.

In Favor: 55         Opposed: 0         Abstention: 1

IV. Election of the Executive Committee Members

A motion was made to elect the Executive Committee members. The motion was seconded and approved unanimously.

V. Minutes of the May 13, 2019 College Council

A motion was made to adopt the minutes. The motion was seconded and approved.

In Favor: 50         Opposed: 0         Abstention: 6

VI. College Council Orientation

Legal Counsel Eric Doering presented the PowerPoint presentation.

VII. Report from the Undergraduate Curriculum and Academic Standards Committee (attachment C1-C8)
A motion was made to adopt the new courses marked C1 – C4 and C6 as a slate. The motion was seconded and approved.

In Favor: 56
Opposed: 0
Abstention: 1

A motion was made to adopt the new courses marked C1 – C4 and C6.

C1. AFR3XX Field Education in Community Organizing & Practice I
C2. AFR 3YY Field Education in Community Organizing & Practice II
C3. CJBA 3YY Hate Incidents and Crimes
C4. ENG 2YY Creative Expression and Human Nature (Creative Expression)
C6. LWS 3XX Law in Everyday Life

The motion was seconded and approved unanimously.

A motion was made to adopt a new course marked “C5. ENG 2XX Arguments are Everywhere: Interpreting Objects, Texts and Culture (Ind & Soc)” with the following change:

- Change the title to “Interpreting Objects, Texts and Culture.”

The motion was seconded and approved.

In Favor: 56
Opposed: 0
Abstention: 1

A motion was made to adopt the new courses marked C7 – C8 as a slate. The motion was seconded and approved.

A motion was made to adopt the new courses marked C7 – C8.

C7. CJBS 377-378-379 Internships in Criminal Justice, Law and Policing
C8. MAT 351 Introduction to Ordinary Differential Equations

The motion was seconded and approved unanimously.

VIII. Bylaw amendment: HEO Representation on the Judicial Committee

The bylaw proposal was discussed and will be voted at the next regular College Council meeting.

IX. 2018-2019 College Council Committee Activity Report

The committee reviewed the attendance percentages for 2018-2019.

The meeting was adjourned at 2:41 p.m.
I. Adoption of the Agenda

II. Election of the Secretary to the College Council

III. Approval of the Minutes of the September 12, 2019 College Council (attachment A), Pg. 3

IV. Approval of Members of the College Council Committees (attachment B), Pg. 6

   College Council
   – Chelsea Binns was elected as a full-time faculty representative.
   – Karim Adnane replaced Natalie Segev as a senior class representative.
   – Lucas Carvalho replaced Sarah Saada as a junior class representative.
   – Sudhendra Budidi was elected as an alternate student representative.

   Judicial Committee
   – Sarah Saada was removed as a student member.

   Committee on Graduate Studies
   – Walter Velas was elected as a graduate student representative.
   – Megan Korovich was elected as a graduate student representative.

   Committee on Student Evaluation of the Faculty
   – Walter Velas was elected as a student representative.

   Committee on Honors, Prizes and Awards
   – Rafia Hossain was elected as a student representative.

   College-Wide Assessment Committee
   – Gulen Zubizarreta was elected as a HEO representative.

V. Report from the Committee on Graduate Studies (attachments C1-C2) – Interim Dean of Graduate Studies, Avram Bornstein
Program Revision

C1. MS in Emergency Management, Pg. 23

New Course

C2. ICJ 755 Terrorism and Transnational Crime, Pg. 26

VI. Bylaw Amendment (second reading): HEO Representation on the Judicial Committee (attachment D), – President of the HEO Council, Brian Cortijo, Pg. 47

VII. Proposal for the Closing of the Department of Health and Physical Education (attachment E) – Provost and Vice President for Academic Affairs, Yi Li, Pg. 49

VIII. New Business

IX. Administrative Announcements – President Karol Mason

X. Announcements from the Student Council – President Musarrat Lamia

XI. Announcements from the Faculty Senate – President Warren (Ned) Benton

XII. Announcements from the HEO Council – President Brian Cortijo
The College Council held its second meeting of the 2019-2020 academic year on Wednesday, October 16, 2019. The meeting was called to order at 1:47 p.m. and the following members were present: Saaif Alam*, Schevaletta (Chevy) Alford, Elton Beckett, Warren (Ned) Benton, Marta Bladek, Avram Bornstein, Dara Byrne, Anthony Carpi, Brian Coritijo, Silvia Dapia, Lissette Delgado-Cruzata, Sven Dietrich, Adam Fane, Joel Freiser, Rulisa Galloway-Perry, Maria (Maki) Haberfeld, Ellen Hartigan, Karen Kaplowitz, Erica King-Toler, Musarrat Lamia, Yuk-Ting (Joyce) Lau, Anthony Leonardo, Yi Li, Yue Ma, Peter Mameli, Terencia Martin, Karol Mason, Mickey Melendez, Sari Mendoza, Catherine Mulder, Fidel Osorio, Hyunhee Park, Edward Paulino, Allison Pease, John Pittman, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Marta-Laura Suska, Steven Titan, Hung-Lung Wei, Rebecca Weiss, Janet Winter, Violet Yu, and Guoqi Zhang.

Absent: George Andreopoulos, Andrea Balis, Teresa Booker, Jasmine Chevez, Marta Concherio-Guisan, Glenn Corbett*, Jarrett Foster*, Aaliyah Francis, Gail Garfield, Robert Garot*, P.J. Gibson, Heath Grant, Amy Green, John Gutierrez, Michelle Holder, Daiquan Llewellyn, Sarah Saada, Natalie Segev, and Roberto Visani.

Guests: Joel Acevedo, Sitora Askarova, Chelsea Binns, Lucas Carvalho, Eric Doering, Wynne Ferdinand, Daniel Matos, Kimberly Paredes, Alexander Timoll

* Alternates

I. Election of the College Council Secretary

A motion was made to elect Ms. Anna Austenfeld as the College Council Secretary. The motion was seconded and approved unanimously.

The committee thanked Ms. Debra Hairston for her hard work and dedication as the former College Council Secretary.

II. Adoption of the Agenda

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

III. Minutes of the September 12, 2019 College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

IV. Approval of Members of the College Council Committees (attachment B)

A motion was made to approve the membership with the following changes:
College Council

– Kimberly Paredes was appointed as the freshmen student representative.

Undergraduate Curriculum and Academic Standards Committee

– Kimberley McKinson replaced Edward Snajdr as the faculty representative from the Anthropology department.
– Vicente Lecuna replaced Maria Julia Rossi as the faculty representative from the Modern Languages & Literature department for the fall semester. Maria Julia Rossi will return as representative for the spring semester.

The motion was seconded and approved unanimously.

V. Report from the Committee on Graduate Studies (attachments C1-C2) – Interim Dean of Graduate Studies, Avram Bornstein

A motion was made to adopt the program revision marked “C1. MS in Emergency Management.” The motion was seconded and approved unanimously.

A motion was made to adopt the new course marked “C2. ICJ 755 Terrorism and Transnational Crime.” The motion was seconded and approved unanimously.

VI. Bylaw Amendment (second reading): HEO Representation on the Judicial Committee (attachment D), – President of the HEO Council, Brian Cortijo

A motion was made to adopt the bylaw amendment “HEO Representation on the Judicial Committee.” The motion was seconded and approved unanimously.

VII. Proposal for the Closing of the Department of Health and Physical Education (attachment E) – Provost and Vice President for Academic Affairs, Yi Li,

A motion was made to adopt the proposal. The motion was seconded and approved.

In Favor: 43  Opposed: 0  Abstention: 3

The meeting was adjourned at 2:35 p.m.
I. Adoption of the Agenda

II. Approval of the Minutes of the October 16, 2019 College Council (attachment A), Pg. 2

III. Report from the Committee on Graduate Studies (attachment B) – Interim Dean of Graduate Studies, Avram Bornstein
New Course
ICJ 726 Drug Trafficking, Pg. 4

IV. Charter Amendment (first reading): Proposal to Reduce College Council Membership (attachment C) – Warren Benton, President of the Faculty Senate, Pg. 28

V. Charter Amendment (first reading): Changing the name of the Judicial Committee to the Faculty-Student Disciplinary Committee (attachment D) – Legal Counsel Eric Doering, Pg. 32

VI. Charter Amendment (first reading): Revision of who may propose items for the College Council Agenda (attachment D) – Karen Kaplowitz, Vice President of the Faculty Senate, Pg. 32

VII. Bylaw Amendment (first reading): Changing the name of the Judiciary Committee to the Faculty-Student Disciplinary Committee (attachment E) – Legal Counsel Eric Doering, Pg. 33

VIII. New Business

IX. Administrative Announcements – President Karol Mason

X. Announcements from the Student Council – President Musarrat Lamia

XI. Announcements from the Faculty Senate – President Warren (Ned) Benton

XII. Announcements from the HEO Council – President Brian Cortijo
The College Council held its third meeting of the 2019-2020 academic year on Monday, November 11, 2019. The meeting was called to order at 1:50 p.m. and the following members were present: Saaif Alam*, Schevaletta (Chevy) Alford, Elton Beckett, Warren (Ned) Benton, Chelsea Binns, Marta Bladek, Teresa Booker, Avram Bornstein, Sudhendra Budidi, Dara Byrne, Anthony Carpi, Lucas Carvalho, Jasmine Chevez, Marta Concherio-Guisan, Brian Coritijo, Lissette Delgado-Cruzata, Sven Dietrich, Adam Fane, Joel Freiser, Rulisa Galloway-Perry, Gail Garfield, P.J. Gibson, Heath Grant, Amy Green, *, John Gutierrez, Maria (Maki) Haberfeld, Ellen Hartigan, Karen Kaplowitz, Erica King-Toler, Musarrat Lamia, Yuk-Ting (Joyce) Lau, Anthony Leonardo, Yi Li, Yue Ma, Peter Mameli, Karol Mason, Mickey Melendez, Sari Mendoza, Catherine Mulder, Fidel Osorio, Kimberly Paredes, Hyunhee Park, Edward Paulino, Allison Pease, John Pittman, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Marta-Laura Suska, Steven Titan, Hung-Lung Wei, Rebecca Weiss, Janet Winter, Violet Yu, and Guoqi Zhang.


Guests: Marco Alba, Eric Doering, Wynne Ferdinand, Kathy Killoran, and Daniel Matos.

* Alternates

I. **Adoption of the Agenda**

A motion was made to adopt the agenda with the following change:

- Add a new Item VIII: “Additional Changes to the College Council Charter and College Council Bylaws (first reading):
  2. Charter Amendment: Correct the Term of Office for All Representatives.
  5. Bylaw Amendment: Amend Article I, Section 1.ix.
  6. Bylaw Amendment: Amend Article I, Section 2.a.”

The motion was seconded and approved unanimously.

II. **Approval of the Minutes of the October 16, 2019 College Council**

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. **Report from the Committee on Graduate Studies (attachment B) – Interim Dean of Graduate Studies, Avram Bornstein**
A motion was made to adopt the new course “ICJ 726 Drug Trafficking.” The motion was seconded and approved unanimously.

IV. Charter Amendment (first reading): Proposal to Reduce College Council Membership (attachment C) – Warren Benton, President of the Faculty Senate

The proposal was discussed and will be voted on at the next regular College Council meeting.

V. Charter Amendment (first reading): Changing the name of the Judicial Committee to the Faculty-Student Disciplinary Committee (attachment D) – Legal Counsel Eric Doering

The proposal was discussed and will be voted on at the next regular College Council meeting.

VI. Charter Amendment (first reading): Revision of who may propose items for the College Council Agenda (attachment D) – Karen Kaplowitz, Vice President of the Faculty Senate

The proposal was discussed and will be voted on at the next regular College Council meeting.

VII. Bylaw Amendment (first reading): Changing the name of the Judiciary Committee to the Faculty-Student Disciplinary Committee (attachment E) – Legal Counsel Eric Doering

The proposal was discussed and will be voted on at the next regular College Council meeting.

VIII. Additional Changes to the College Council Charter and College Council Bylaws (first reading):

2. Charter Amendment: Correct the Term of Office for All Representatives.
5. Bylaw Amendment: Amend Article I, Section 1.ix.

The proposals were discussed and will be voted on at the next regular College Council meeting.

The meeting was adjourned at 2:45 p.m.
JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York
The College Council
Agenda

December 9, 2019
1:40 p.m.
9.64 NB

I. Adoption of the Agenda

II. Approval of the Minutes of the November 11, 2019 College Council (attachment A), Pg. 3

III. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments B1-B9) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Programs

B1. Proposal to Revise the BA in Political Science, Pg. 5
B2. Proposal to Revise the BA in Law and Society, Pg. 14
B3. Proposal for a New Minor in Emergency Management, Pg. 22

New Courses

B4. AFR 2XX (202) Hip Hop Justice (Flex Core: Creative Expression), Pg. 25
B5. SCI 100 Case Studies in the Sciences: First Year Seminar (College Option: Justice Core I), Pg. 43

Course Revisions

B6. ACC 307 Forensic Accounting I, Pg. 63
B7. ACC 309 Forensic Accounting II, Pg. 65
B8. MAT 341 Advanced Calculus, Pg. 67
B9. MAT 410 Abstract Algebra, Pg. 69

IV. Changes to the College Council Charter (second readings) (attachment C)

C1. Resolution to Be Adopted by the CUNY Board of Trustees, Pg. 71
C2. Proposal to Reduce College Council Membership, Pg. 71
C3. Proposal to Revise Article I, Section 3.d, Pg. 75
C4. Proposal to Correct the Term of Office for All Representatives, Pg. 75
C5. Proposal to Revise Who May Propose Items for the College Council Agenda, Pg. 75
C6. Proposal to Change the name of the Judicial Committee to the Faculty-Student Disciplinary Committee, Pg. 76
C7. Proposal to Revise Article 2, Paragraph 2, Pg. 76
C8. Proposal to Delete Article 2, Paragraph 3, Pg. 77
V. Changes to the College Council Bylaws (second readings) (attachment D)

D1. Proposal to Amend Article I, Section 1.ix, Pg. 78
D2. Proposal to Amend Article I, Section 2.a, Pg. 78
D3. Proposal to Change the name of the Judiciary Committee to the Faculty-Student Disciplinary Committee, Pg. 79

VI. Approval of Members of the College Council Committees (attachment E), Pg. 82

Undergraduate Curriculum and Academic Standards Committee
- Katelynn Seodarsan was elected as a student representative.
- Sudhendra Budidi was elected as a student representative.

Judicial Committee (Faculty-Student Disciplinary Committee)
- Musarrat Lamia was elected as a student representative.
- Melkisedec Francois was elected as a student representative.
- Hadja Bah was elected as a student representative.
- Katelynn Seodarsan was elected as a student representative.

Budget and Planning Committee
- Ella Kiselyuk, Executive Director for Human Resources, is a member of the Budget and Planning Committee.

Committee on Honors, Prizes and Awards
- Rachel Goryachkovsky was elected as a student representative.

VII. Determination of Need for the Wednesday, December 11, 2019 College Council Meeting

VIII. New Business

IX. Administrative Announcements – President Karol Mason

X. Announcements from the Student Council – President Musarrat Lamia

XI. Announcements from the Faculty Senate – President Warren (Ned) Benton

XII. Announcements from the HEO Council – President Brian Cortijo
The College Council held its fourth meeting of the 2019-2020 academic year on Monday, December 9, 2019. The meeting was called to order at 1:48 p.m. and the following members were present: Saaif Alam*, Schevaletta (Chevy) Alford, Andrea Balis, Warren (Ned) Benton, Chelsea Binns, Marta Bladek, Teresa Booker, Avram Bornstein, Sudhendra Budidi*, Dara Byrne, Anthony Carpi, Jasmine Chevez, Marta Concherio-Guisan, Brian Coritijo, Lissette Delgado-Cruzata, Jarrett Foster*, Rulisa Galloway-Perry, Robert Garot*, P.J. Gibson, Heath Grant, Amy Green, Maria (Maki) Haberfeld, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yuk-Ting (Joyce) Lau, Anthony Leonardo, Daiquan Llewellyn, Yue Ma, Peter Mameli, Terencia Martin, Karol Mason, Mickey Melendez, Sari Mendoza, Catherine Mulder, Fidel Osorio, Kimberly Paredes, Hyunhee Park, Edward Paulino, Michael Scaduto, David Shapiro, Francis Sheehan, Steven Titan, Roberto Visani, Hung-Lung Wei, Rebecca Weiss, Janet Winter, and Guoqi Zhang.

Absent: Karim Adnane, George Andreopoulos, Elton Beckett, Lucas Carvalho, Glenn Corbett*, Silvia Dapia, Sven Dietrich, Adam Fane, Aaliyah Francis, Joel Freiser, Gail Garfield, John Gutierrez, Michelle Holder, Erica King-Toler, Yi Li, Allison Pease, John Pittman, Charles Stone, Marta-Laura Suska, and Violet Yu.

Guests: Eric Doering, Crystal Endsley, Wynne Ferdinand, Kathy Killoran, Daniel Matos, and Roblin Meeks.

* Alternates

I. Adoption of the Agenda

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Approval of the Minutes of the November 11, 2019 College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments B1-B9) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Programs

B1. Proposal to Revise the BA in Political Science

A motion was made to adopt the program revision marked “B1. Proposal to Revise the BA in Political Science.” The motion was seconded and approved unanimously.

B2. Proposal to Revise the BA in Law and Society
A motion was made to adopt the program revision marked “B2. Proposal to Revise the BA in Law and Society.” The motion was seconded and approved unanimously.

B3. Proposal for a New Minor in Emergency Management

A motion was made to adopt the proposal marked “B3. Proposal for a New Minor in Emergency Management.” The motion was seconded and approved unanimously.

New Courses

B4. AFR 2XX (202) Hip Hop Justice (Flex Core: Creative Expression)

A motion was made to adopt the new course marked “B4. AFR 2XX (202) Hip Hop Justice (Flex Core: Creative Expression).” The motion was seconded and approved unanimously.

B5. SCI 100 Case Studies in the Sciences: First Year Seminar (College Option: Justice Core I)

A motion was made to adopt the new course marked “B5. SCI 100 Case Studies in the Sciences: First Year Seminar (College Option: Justice Core I).” The motion was seconded and approved unanimously.

Course Revisions

A motion was made to vote on the course revisions marked B6 – B9 as a slate. The motion was seconded and approved unanimously.

B6. ACC 307 Forensic Accounting I
B7. ACC 309 Forensic Accounting II
B8. MAT 341 Advanced Calculus
B9. MAT 410 Abstract Algebra

A motion was made to adopt the course revisions marked B6 – B9. The motion was seconded and approved unanimously.

IV. Changes to the College Council Charter (second readings) (attachment C)

A motion was made to adopt the proposal “Changes to the College Council Charter” with the resolution that the changes take effect August 1, 2020. The motion was seconded and approved.

In Favor: 46   Opposed: 0   Abstention: 1

V. Changes to the College Council Bylaws (second readings) (attachment D)

A motion was made to adopt the proposal “Changes to the College Council Bylaws.” The motion was seconded and approved unanimously.

VI. Approval of Members of the College Council Committees (attachment E)
A motion was made to approve the membership with the following changes:

**College Council**
- Euxhenia Hodo was elected as a graduate student representative.

**Committee on Student Interests**
- Gina George replaced Rafia Hossian as a student representative.

**Committee on Student Evaluation of the Faculty**
- Melkisedec Francois was elected as a student representative.

**Committee on Honors, Prizes and Awards**
- Rafia Hossian resigned as a student representative.

The motion was seconded and approved unanimously.

VII. **Determination of Need for the Wednesday, December 11, 2019 College Council Meeting**

A motion was made to cancel the December 11, 2019 additional meeting. The motion was seconded and approved.

In Favor: 46  Opposed: 0  Abstention: 1

VIII. **Determination of Need for the Tuesday, December 10, 2019 Executive Committee of the College Council Meeting**

A motion was made to cancel the December 10, 2019 additional meeting. The motion was seconded and approved unanimously.

The meeting was adjourned at 2:35 p.m.
I. Adoption of the Agenda

II. Approval of the Minutes of the December 9, 2019 College Council (attachment A), Pg. 3

III. Approval of Members of the College Council Committees (attachment B), Pg. 6

College Council

– Cassandra De Ketelaere replaced Karim Adnane as a senior class student representative.

Undergraduate Curriculum and Academic Standards Committee

– Bhawna Kapoor resigned as a student representative.

Committee on Student Interests

– Tayvhon Pierce was elected as a student representative.

Committee on Graduate Studies

– Timothy Botros replaced Walter Velas as a student representative.

Committee on Student Evaluation of the Faculty

– Melkisedec Francois was elected as a student representative.

IV. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments C1-C11) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Programs

C1. Proposal to Revise the College Option of the Gen Ed Program, Pg. 23
C2. Proposal to Revise the BS in Economics, Pg. 32
C3. Proposal to Revise the BS in Applied Mathematics, Pg. 36
C4. Proposal to Revise the Minor in Community Justice, Pg. 41
C5. Proposal for a New Minor in Social Entrepreneurship & Innovation, Pg. 45

New Courses
C6. SEI 1XX Social Entrepreneurship: Past, Present & Future (CO: Learning from Past), Pg. 56
C7. MAT 2XX Elements of Mathematical Proof, Pg. 74

Course Revisions

C8. MAT 204 Discrete Structures, Pg. 82
C9. MAT 302 Probability & Mathematical Statistics II, Pg. 84

Academic Standards

C10. Revision of Policy on Grade Appeals, Pg. 86
C11. New Policy for Freshman Forgiveness, Pg. 88

V. Notification of name change from the Prisoner Reentry Institute to the Institute for Justice and Opportunity (attachment D), Pg. 91

VI. New Business

VII. Administrative Announcements – President Karol Mason

VIII. Announcements from the Student Council – President Musarrat Lamia

IX. Announcements from the Faculty Senate – President Warren (Ned) Benton

X. Announcements from the HEO Council – President Brian Cortijo
The College Council held its fifth meeting of the 2019-2020 academic year on Thursday, February 6, 2020. The meeting was called to order at 1:46 p.m. and the following members were present: Saaif Alam*, Schevaletta (Chevy) Alford, George Andreopoulos, Andrea Balis, Elton Beckett, Warren (Ned) Benton, Chelsea Binns, Marta Bladek, Teresa Booker, Avram Bornstein, Sudhendra Budidi*, Dara Byrne, Lucas Carvalho, Marta Concher-Guisan, Brian Coritijo, Silvia Dapia, Cassandra De Ketelaere, Lissette Delgado-Cruzata, Sven Dietrich, Adam Fane, Jarrett Foster*, Joel Freiser, Rulisa Galloway-Perry, Heath Grant, Amy Green, Maria (Maki) Haberfeld, Ellen Hartigan, Michelle Holder, Karen Kaplowitz, Erica King-Toler, Musarrat Lamia, Yuk-Ting (Joyce) Lau, Yi Li, Daiquan Llewellyn, Peter Mameli, Terencia Martin, Karol Mason, Sari Mendoza, Catherine Mulder, Fidel Osorio, Hyunhee Park, Allison Pease, John Pittman, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Steven Titan, Hung-Lung Wei, Rebecca Weiss, Janet Winter, Violet Yu, and Guoqi Zhang.


* Alternates

I. **Adoption of the Agenda**

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. **Approval of the Minutes of the December 9, 2019 College Council**

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. **Approval of Members of the College Council Committees**

A motion was made to adopt the item with the following changes:

**College Council**

- Tara Pauliny replaced P.J. Gibson as the representative from the English Department.

**College-Wide Grade Appeals Committee**
Teresa Booker resigned as a representative.

The motion was seconded and approved unanimously.

IV. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments C1-C11) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Programs

C1. Proposal to Revise the College Option of the Gen Ed Program

A motion was made to adopt the program revision marked “C1. Proposal to Revise the College Option of the Gen Ed Program.” The motion was seconded and approved unanimously.

C2. Proposal to Revise the BS in Economics

A motion was made to adopt the program revision marked “C2. Proposal to Revise the BS in Economics.” The motion was seconded and approved.

In Favor: 45   Opposed: 0    Abstention: 1

C3. Proposal to Revise the BS in Applied Mathematics

A motion was made to adopt the program revision marked “C3. Proposal to Revise the BS in Applied Mathematics.” The motion was seconded and approved unanimously.

C4. Proposal to Revise the Minor in Community Justice

A motion was made to adopt the program revision marked “C4. Proposal to Revise the Minor in Community Justice.” The motion was seconded and approved unanimously.

C5. Proposal for a New Minor in Social Entrepreneurship & Innovation

A motion was made to adopt the new program marked “C5. Proposal for a New Minor in Social Entrepreneurship & Innovation.”

A motion was made to amend the item marked “C5. Proposal for a New Minor in Social Entrepreneurship & Innovation” by making the following change:

− The section marked “1. Department(s) proposing this minor” was amended to include the departments of the faculty committee members.

The amendment was seconded and approved unanimously.

The motion to adopt the new program marked “C5. Proposal for a New Minor in Social Entrepreneurship & Innovation” as amended was seconded and approved unanimously.

New Courses
A motion was made to vote on the new courses marked C6 – C7 as a slate. The motion was seconded and approved unanimously.

C6. SEI 1XX Social Entrepreneurship: Past, Present & Future (CO: Learning from Past)
C7. MAT 2XX Elements of Mathematical Proof

A motion was made to adopt the new courses marked C6 – C7. The motion was seconded and approved unanimously.

Course Revisions

A motion was made to vote on the course revisions marked C8 – C9 as a slate. The motion was seconded and approved unanimously.

C8. MAT 204 Discrete Structures
C9. MAT 302 Probability & Mathematical Statistics II

A motion was made to adopt the course revisions marked C8 – C9. The motion was seconded and approved unanimously.

Academic Standards

C10. Revision of Policy on Grade Appeals

A motion was made to adopt the item marked “C10. Revision of Policy on Grade Appeals” and seconded.

A subsidiary motion was made to table the item marked “C10. Revision of Policy on Grade Appeals.” The motion was seconded and not approved with 34 votes in favor of the motion. The abstaining and opposing votes were not counted.

The motion to adopt the item marked “C10. Revision of Policy on Grade Appeals” was not approved.

In Favor: 18   Opposed: 19   Abstention: 15

C11. New Policy for Freshman Forgiveness

The item marked “C11. New Policy for Freshman Forgiveness” was postponed for the next meeting due to time constraints.

V. Notification of name change from the Prisoner Reentry Institute to the Institute for Justice and Opportunity

Committee members were notified regarding the name change from the “Prisoner Reentry Institute” to the “Institute for Justice and Opportunity: Creating opportunity for people to live successfully in the community after involvement with the justice system.”

The meeting was adjourned at 2:55 p.m.
I. Adoption of the Agenda

II. Approval of the Minutes of the February 6, 2020 College Council (attachment A), Pg. 3

III. Approval of Members of the College Council Committees (attachment B), Pg. 6

College Council

- Ariana Kazansky was elected as the At-Large student representative.
- Sharon Solomon was elected as a graduate student representative.
- Katelynn Seodarsan replaced Aaliyah Francis as a sophomore class student representative.

Executive Committee of the College Council

- Ariana Kazansky was elected as a student representative.

College-Wide Grade Appeals Committee

- Catherine Mulder was elected as a representative.
- Alexander Long was elected as an alternate representative.

IV. Report from the Committee on Graduate Studies (attachments C1-C6) – Interim Dean of Graduate Studies, Avram Bornstein

Programs

C1. Change to existing graduate program: MA in ICJ, Pg. 23
C2. Change to existing graduate program: Advanced Certificate in Organized Crime Studies, Pg. 28

New Courses

C3. HR 794 Independent Study in Human Rights, Pg. 31
C4. HR 798 Faculty-Mentored Research in Human Rights, Pg. 34

Course Revisions

C5. ICJ 726 Drug Trafficking, Pg. 37
Academic Standards

C6. Change to program-specific admissions requirements: MA in International Crime and Justice, Pg. 54

V. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments D1-D5) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Course Revisions

D1. BIO 315 Genetics, Pg. 56
D2. ISP 277 Experiential Learning in Social Justice: Field Preparation, Pg. 58
D3. MAT 352 Applied Differential Equations, Pg. 60
D4. MAT 361 Introduction to Functions of a Complex Variable, Pg. 62

Academic Standards

D5. New Policy for Freshman Forgiveness, Pg. 64

VI. Bylaw Amendment (first reading): Change of Membership on the Budget and Planning Committee, Financial Planning Subcommittee, and Strategic Planning Subcommittee – Student Council President Musarrat Lamia, Pg. 67

VII. New Business

VIII. Administrative Announcements – President Karol Mason

IX. Announcements from the Student Council – President Musarrat Lamia

X. Announcements from the Faculty Senate – President Warren (Ned) Benton

XI. Announcements from the HEO Council – President Brian Cortijo
C8. ICJ 726 Drug Trafficking, Pg. 52
C9. ICJ/PAD 762 Corruption and the Global Economy, Pg. 69

Academic Standards

C10 Change to program-specific admissions requirements: MA in International Crime and Justice, Pg. 71

V. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments D1-D5) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Course Revisions

D1. BIO 315 Genetics, Pg. 73
D2. ISP 277 Experiential Learning in Social Justice: Field Preparation, Pg. 75
D3. MAT 352 Applied Differential Equations, Pg. 77
D4. MAT 361 Introduction to Functions of a Complex Variable, Pg. 79

Academic Standards

D5. New Policy for Freshman Forgiveness, Pg. 81

VI. Bylaw Amendment (first reading): Change of Membership on the Budget and Planning Committee, Financial Planning Subcommittee, and Strategic Planning Subcommittee (attachment E) – Student Council President Musarrat Lamia, Pg. 84

VII. Honors, Prizes and Awards Committee Commencement Awards Recommendations (attachment F) – Interim Vice President for Enrollment Management and Student Affairs Ellen Hartigan, Pg. 88

VIII. New Business

IX. Administrative Announcements – President Karol Mason

X. Announcements from the Student Council – President Musarrat Lamia

XI. Announcements from the Faculty Senate – President Warren (Ned) Benton

XII. Announcements from the HEO Council – President Brian Cortijo
JOHN JAY COLLEGE OF CRIMINAL JUSTICE  
The City University of New York  
The College Council  
Agenda  
Monday, April 6, 2020  
Remote Conferencing via Zoom  

I. Adoption of the Agenda  

II. Approval of the Minutes of the February 6, 2020 College Council (attachment A),  
   Pg. 3  

III. Approval of Members of the College Council Committees (attachment B), Pg. 6  

   College Council  
   – Ariana Kazansky was elected as the At-Large student representative.  
   – Sharon Solomon was elected as a graduate student representative.  
   – Katelynn Seodarsan replaced Aaliyah Francis as a sophomore class student  
     representative.  

   Executive Committee of the College Council  
   – Ariana Kazansky was elected as a student representative.  

   College-Wide Grade Appeals Committee  
   – Catherine Mulder was elected as a representative.  
   – Alexander Long was elected as an alternate representative.  

IV. Report from the Committee on Graduate Studies (attachments C1-C6) – Interim Dean of  
    Graduate Studies, Avram Bornstein  

    Programs  
    C1. Change to existing graduate program: MA in ICJ, Pg. 23  
    C2. Change to existing graduate program: Advanced Certificate in Organized Crime  
        Studies, Pg. 28  
    C3. Change to existing graduate program: MS in Forensic Science, Pg. 31  
    C4. Change to existing graduate program: MA in Human Rights, Pg. 35  
    C5. Change to existing graduate program: MPA in Public Policy and Administration,  
        Pg. 38  

    New Courses  
    C6. HR 794 Independent Study in Human Rights, Pg. 46  
    C7. HR 798 Faculty-Mentored Research in Human Rights, Pg. 49  

    Course Revisions
I. Adoption of the Agenda

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Approval of the Minutes of the February 6, 2020 College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Approval of Members of the College Council Committees

A motion was made to adopt the item. The motion was seconded and approved unanimously.

IV. Report from the Committee on Graduate Studies (attachments C1-C10) – Interim Dean of Graduate Studies, Avram Bornstein

Programs
A motion was made to vote on the program changes marked C1 – C4 as a slate. The motion was seconded and approved unanimously.

C1. Change to existing graduate program: MA in ICJ
C2. Change to existing graduate program: Advanced Certificate in Organized Crime Studies
C3. Change to existing graduate program: MS in Forensic Science
C4. Change to existing graduate program: MA in Human Rights

A motion was made to adopt the slate. The motion was seconded and approved unanimously.

C5. Change to existing graduate program: MPA in Public Policy and Administration

A motion was made to adopt the program revision marked “C5. Change to existing graduate program: MPA in Public Policy and Administration.” The motion was seconded and approved unanimously.

New Courses

A motion was made to vote on the new courses marked C6 – C7 as a slate. The motion was seconded and approved unanimously.

C6. HR 794 Independent Study in Human Rights
C7. HR 798 Faculty-Mentored Research in Human Rights

A motion was made to adopt the slate. The motion was seconded and approved unanimously.

Course Revisions

A motion was made to vote on the course revisions marked C8 – C9 as a slate. The motion was seconded and approved unanimously.

C8. ICJ 726 Drug Trafficking
C9. ICJ/PAD 762 Corruption and the Global Economy

A motion was made to adopt the slate. The motion was seconded and approved unanimously.

Academic Standards

C10. Change to program-specific admissions requirements: MA in International Crime and Justice

A motion was made to adopt the change marked “C10. Change to program-specific admissions requirements: MA in International Crime and Justice.” The motion was seconded and approved:

In Favor: 56   Opposed: 0   Abstention: 1
V. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments D1-D5) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Course Revisions

A motion was made to vote on the courses revisions marked D1-D4 as a slate. The motion was seconded and approved unanimously.

D1. BIO 315 Genetics
D2. ISP 277 Experiential Learning in Social Justice: Field Preparation
D3. MAT 352 Applied Differential Equations
D4. MAT 361 Introduction to Functions of a Complex Variable

A motion was made to adopt the slate. The motion was seconded and approved unanimously.

Academic Standards

D5. New Policy for Freshman Forgiveness

A motion was made to adopt the policy marked “D5. New Policy for Freshman Forgiveness.” The motion was seconded and approved unanimously.

The committee thanked Ned Benton, Karen Kaplowitz, and Daniel Matos for their support in the adoption of this policy.

VI. Bylaw Amendment (first reading): Change of Membership on the Budget and Planning Committee, Financial Planning Subcommittee, and Strategic Planning Subcommittee (attachment E) – Student Council President Musarrat Lamia

VII. Honors, Prizes and Awards Committee Commencement Awards Recommendations (attachment F) – Interim Vice President for Enrollment Management and Student Affairs Ellen Hartigan

A motion was made to adopt the report as submitted by the Honors, Prizes and Awards Committee. The motion was seconded and approved unanimously.

The meeting was adjourned at 3:18 p.m.
JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York
The College Council
Agenda

Monday, May 11, 2020
Remote Conferencing via Zoom

I. Adoption of the Agenda

II. Approval of the Minutes of the April 6, 2020 College Council (attachment A), Pg. 3

III. Approval of the 2019-2020 Graduates (attachment B) – Registrar, Daniel Matos, Pg. 6

IV. Proposed Revision of the Undergraduate Appeals Grade Process (attachment C) – Faculty Senate President Ned Benton, Pg. 7

V. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments D1-D21) – Associate Provost for Undergraduate Retention and Dean of Undergraduate Studies Dara Byrne

Programs

D1. Proposal for a New Accelerated/Dual Admission Program for BA in Forensic Psychology Leading to the MA in Forensic Mental Health Counseling, Pg. 9
D2. New Minor in Writing, Rhetoric, and Literacy, Pg. 28
D3. Proposal to Revise the BS in Security Management, Pg. 33
D4. Proposal to Revise the BA Major and Minor in Latin American and Latinx Studies, Pg. 39
D5. Proposal to Revise the Computer Science Minor, Pg. 47

New Courses

D6. ASL 1XX (101) Introductory American Sign Language I (FC: World Cult), Pg. 51
D7. ASL 1YY (102) Introductory American Sign Language II (CO: Com), Pg. 67
D8. CSCI 4XX Quantum Computing, Pg. 82
D9. DRA 3XX Theatre of the Oppressed, Pg. 92
D10. ENG 3XX Feminist Rhetorics: Histories, Intersections, Challenges, Pg. 108

Course Revisions

D11. BIO 101 Paced Modern Biology I-A, Pg. 121
D12. BIO 102 Paced Modern Biology I-B, Pg. 124
D13. BIO 103 Modern Biology I, Pg. 126
D14. BIO 104 Modern Biology II, Pg. 129
D15. CHE 101 General Chemistry I-A, Pg. 131
D16. CHE 103 General Chemistry I, Pg. 134
D17. CHE 104 General Chemistry II, Pg. 137
D18. SEC 344 Intro to Executive & Event Protection, Pg. 139
D19. SOC 341 International Criminology, Pg. 142
VI. Report from the Committee on Graduate Studies (attachment E) – Interim Dean of Graduate Studies, Avram Bornstein, Pg. 148

Academic Standards

Change to program-specific admissions requirements: MA in Criminal Justice

VII. Bylaw Amendment (second reading): Change of Membership on the Budget and Planning Committee, Financial Planning Subcommittee, and Strategic Planning Subcommittee (attachment F) – Student Council President Musarrat Lamia, Pg. 149

VIII. Resolution to Affirm Viable Student Activity Fee Expenditures (attachment G) – Student Council President Musarrat Lamia, Pg. 153

IX. Strategic Plan (attachment H) – President Karol Mason, Pg. 179

X. Report on the 2015-2020 Strategic Plan (attachment I), Pg. 191

XI. New Business

XII. Administrative Announcements – President Karol Mason

XIII. Announcements from the Student Council – President Musarrat Lamia

XIV. Announcements from the Faculty Senate – President Warren (Ned) Benton

XV. Announcements from the HEO Council – President Brian Cortijo


* Alternates

I. Adoption of the Agenda

A motion was made to adopt the agenda with the following change.

- Add Graduate Studies’ item D5. PAD 771 Capstone Seminar

The motion was seconded and approved unanimously.

II. Minutes of the April 11, 2019 College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Approval of the 2018-2019 Graduates (attachment B)

A motion was made to approve the 2018-2019 graduates. The motion was seconded and approved unanimously.

IV. Report from the Undergraduate Curriculum and Academic Standards Committee (attachment C1-C3)

A motion was made to adopt a program marked “C1. Proposal to Revise the BA in Sociology.” The motion was seconded and approved unanimously.
A motion was made to adopt a program marked “C2. Proposal to Revise the Minor in Sociology.” The motion was seconded and approved unanimously.

A motion was made to adopt an academic standard marked “C3. Proposal to Revise the CUNY Justice Academy Academic Forgiveness Policy.” The motion was seconded and approved unanimously.

V. Report from the Committee on Graduate Studies (attachment D1-D5)

A motion was made to adopt a program revision marked “D1. MPA – Public Policy and Administration.” The motion was seconded and approved unanimously.

A motion was made to adopt a new program marked “D2. Advanced Certificate in Corrections Management.” The motion was seconded and approved unanimously.

A motion was made to adopt new courses marked D3-D4 as a slate. The motion was seconded and approved unanimously.

A motion was made to adopt new courses marked D3-D4.

D3. PMT 748 Project Management for Emergency Management and Public Safety
D4. PMT 789 Human and Social Vulnerability and Disaster

The motion was seconded and approved unanimously.

A motion was made to adopt a course revision marked “D5. PAD 771 Capstone Seminar.” The motion was seconded and approved unanimously.

VI. Bylaw amendment: to add the Registrar as a member of the Undergraduate Curriculum and Academic Standards Committee (Second Reading and Vote)

A motion was made to adopt the bylaw. The motion was seconded and approved unanimously.

VII. Bylaw amendment: clarify GPA requirements for the following College Council Committees: Undergraduate Curriculum and Academic Standards Committee, Article I, Section 2b, and Honors Prizes and Awards Committee, Article I, Section 2k (Second Reading and Vote)

A motion was made to adopt the bylaw. The motion was seconded and approved unanimously.

VIII. Approval of Members for the 2019-2020 College-Wide Assessment Committee

A motion was made to approve the members. The motion was seconded and approved unanimously.

IX. Determination of Need of the May 15, 2019 College Council meeting

A motion was made to cancel the additional meeting. The motion was seconded and
approved unanimously.

The meeting was adjourned at 2:36 p.m.
Interim Executive Committee of the College Council
I. Adoption of the Agenda for the Interim Executive Committee

II. Minutes of the April 29, 2019 Executive Committee of the College Council, Pg. 2

III. Review of Proposals Approved by the College Council on May 13, 2019, Pg. 3

IV. College Council Meeting Practices and Expectations
   a. Review of Orientation for College Council, Pg. 4

V. Adoption of the Agenda for the September 12, 2019 College Council Meeting, Pg. 15

VI. Bylaws for the International Crime and Justice MA Program, Pg. 138

VII. College Council Attendance Percentage for 2018-2019, Pg. 143

VIII. Schedule of meeting dates for College Council Committees, Pg. 145

IX. Consultation of three full-time members for the Faculty-Student Disciplinary Committee

X. New Business
The Executive Committee of the College Council held its first meeting of the 2019-2020 academic year on Thursday, August 29, 2019. The meeting was called to order at 1:44 p.m. and the following members were present: Andrea Balis, Warren (Ned) Benton, Brian Cortijo, Jarrett Foster, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Francis Sheehan, and Steven Titan.

Guests: Eric Doering and Ivymae Sanchez.

I. Adoption of the Interim Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the April 29, 2019 Executive Committee of the College Council Meeting

A motion was made to adopt the minutes. The motion was seconded and approved.

In Favor: 10  
Opposed: 0  
Abstention: 2

III. Review of Proposals Approved by the College Council on May 13, 2019

The Committee reviewed the approved proposals.

IV. College Council Meeting Practices and Expectations: Review of Orientation for College Council

The committee discussed and reviewed of the Power Point that will be presented at the College Council Meeting on September 12.

V. Adoption of the Agenda for the September 12, 2019 College Council Meeting

A motion was made to approve the agenda with the following changes:

Item II. Approval of Members of the College Council Committees

- Allison Pease is the Interim Associate Provost for Institutional Effectiveness.  
- Jay Hamilton is the chairperson of the department of Economics.

College Council

- Interim Associate Provost for Institutional Effectiveness, Allison Pease, will be
replacing the Associate Dean of Graduate Studies, Roblin Meeks, as the eighth administration member on College Council.

Executive Committee
- Janet Winter was elected as a H.E.O. representative.

Budget and Planning Committee
- Jarrett Foster was elected as a H.E.O. representative.

Financial Planning Subcommittee
- Adam Fane was elected as a student representative.

Strategic Planning Subcommittee
- Musarrat Lamia was elected as a student representative.

College-Wide Assessment Committee
- Kristina Hardy is no longer serving as a H.E.O. representative.

Item V. Approval of the Minutes of the May 13, 2019 College Council
- Correction was made to Brian Cortijo’s name in the attendance.

Item VI. College Council Orientation
- Legal Counsel Eric Doering will be presenting the College Council Orientation.

The motion was seconded and approved unanimously.

VI. Bylaws for the International Crime and Justice MA Program

A motion was made to table the bylaws. The motion was seconded and approved unanimously.

VII. College Council Attendance Percentage for 2018-2019

The committee discussed and reviewed the attendance percentages for 2018-2019.

VIII. Schedule of meeting dates for College Council Committees

The committee reviewed the schedule of meeting dates.

IX. Consultation of three full-time members for the Faculty-Student Disciplinary Committee

The committee discussed and reviewed potential members for the Faculty-Student Disciplinary Committee.

The meeting was adjourned at 2:45 p.m.
Executive Committee
of the
College Council
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the August 29, 2019 Interim Executive Committee of the College Council, Pg. 2

III. Proposal for the Closing of the Department of Health and Physical Education – Provost and Vice President for Academic Affairs, Yi Li, Pg. 4

IV. Adoption of the Agenda for the October 16, 2019 College Council Meeting, Pg. 5

V. Review of College Council Attendance, Pg. 52

VI. New Business
The Executive Committee of the College Council held its second meeting of the 2019-2020 academic year on Wednesday, October 2, 2019. The meeting was called to order at 1:45 p.m. and the following members were present: Schevaletta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Joel Freiser, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Fidel Osorio, Francis Sheehan, and Steven Titan.

Absent: Sven Dietrich, Karol Mason and Janet Winter.

Guests: Eric Doering.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the August 29, 2019 Interim Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Proposal for the Closing of the Department of Health and Physical Education – Provost and Vice President for Academic Affairs, Yi Li

Following discussion, a motion was made to add the proposal to the agenda of the October 16, 2019 College Council meeting. The motion was seconded and approved unanimously.

IV. Adoption of the Agenda for the October 16, 2019 College Council Meeting

a. Item IV: A motion was made to provisionally accept any changes in College Council and College Council Committee membership to be reflected on the agenda. The motion was seconded and approved unanimously.

b. A motion was made to add a new item to the agenda: Approval of HEO Members of the Judicial Committee. The motion was seconded and approved unanimously.

V. Review of College Council Attendance

The attendance was not reviewed as the College Council had only met once prior to this Executive Committee meeting.

VI. New Business
Committee members were asked to review a draft of the College Council Membership Reduction Proposal, which would be distributed following the meeting.

The meeting was adjourned at 2:33 p.m.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the October 2, 2019 Executive Committee of the College Council, Pg. 2

III. Charter Amendment: Proposal to Reduce College Council Membership – Warren Benton, President of the Faculty Senate, Pg. 4

IV. Charter Amendment: Changing the name of the Judicial Committee to the Faculty-Student Disciplinary Committee – Legal Counsel Eric Doering, Pg. 8

V. Charter Amendment: Revision of who may propose items for the College Council Agenda – Legal Counsel Eric Doering, Pg. 8

VI. Bylaw Amendment: Changing the name of the Judiciary Committee to the Faculty-Student Disciplinary Committee – Legal Counsel Eric Doering, Pg. 9

VII. Adoption of the Agenda for the October 30, 2019 College Council Meeting, Pg. 12

VIII. Review of College Council Attendance, Pg. 39

IX. New Business

JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York
The Executive Committee of the College Council
Agenda

October 30, 2019
1:40 p.m.
610 HH
The Executive Committee of the College Council held its third meeting of the 2019-2020 academic year on Wednesday, October 30, 2019. The meeting was called to order at 1:43 p.m. and the following members were present: Schevaitetta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Sven Dietrich, Joel Freiser, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Francis Sheehan, Steven Titan, and Janet Winter.

Absent: None.

Guests: Eric Doering.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the October 2, 2019 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Charter Amendment: Proposal to Reduce College Council Membership – Warren Benton, President of the Faculty Senate

A motion was made to add the proposal to the agenda of the November 11, 2019 College Council meeting with the following change:

- Remove the word “Senior” from “Provost and Senior Vice President.”

The motion was seconded and approved unanimously.

IV. Charter Amendment: Changing the name of the Judicial Committee to the Faculty-Student Disciplinary Committee – Legal Counsel Eric Doering

A motion was made to add the proposal to the agenda of the November 11, 2019 College Council meeting. The motion was seconded and approved unanimously.

V. Charter Amendment: Revision of who may propose items for the College Council Agenda, Karen Kaplowitz, Vice President of the Faculty Senate

A motion was made to add the proposal to the agenda of the November 11, 2019 College Council meeting with the following change:
– Change “The Faculty Senate, the Council of Chairs, the Higher Education Officer Council, and the Student Council…” to “The Faculty Senate, the Council of Chairs, the Higher Education Officer Council, the Student Council and any of the College Council Committees…”.

The motion was seconded and approved unanimously.

VI. Bylaw Amendment: Changing the name of the Judiciary Committee to the Faculty-Student Disciplinary Committee – Legal Counsel Eric Doering

A motion was made to add the proposal to the agenda of the November 11, 2019 College Council meeting. The motion was seconded and approved unanimously.

VII. Adoption of the Agenda for the November 11, 2019 College Council Meeting

A motion was made to adopt the agenda for the November 11, 2019 College Council meeting. The motion was seconded and approved unanimously.

VIII. Review of College Council Attendance

It was decided that the President and Vice President of the Faculty Senate will contact the individuals in their membership who have had two consecutive absences.

The meeting was adjourned at 2:41 p.m.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the October 30, 2019 Executive Committee of the College Council, Pg. 2

III. Adoption of the Agenda for the December 9, 2019 College Council Meeting, Pg. 4

IV. Review of College Council Attendance, Pg. 102

V. New Business
The Executive Committee of the College Council held its fourth meeting of the 2019-2020 academic year on Tuesday, November 26, 2019. The meeting was called to order at 1:43 p.m. and the following members were present: Schevaletta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Sven Dietrich, Joel Freiser, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Karol Mason, Francis Sheehan, and Janet Winter.

Absent: Fidel Osorio and Steven Titan.

Guests: Eric Doering.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the October 30, 2019 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Adoption of the Agenda for the December 9, 2019 College Council Meeting

A motion was made to adopt the agenda with the following change:

– Add to Item VI. Approval of Members of the College Council Committees:

  - Undergraduate Curriculum and Academic Standards Committee
    - Katelynn Seodarsan was elected as a student representative.
    - Sudhendra Budidi was elected as a student representative.

  - Judicial Committee (Faculty-Student Disciplinary Committee)
    - Musarrat Lamia was elected as a student representative.
    - Melkisedec Francois was elected as a student representative.
    - Hadja Bah was elected as a student representative.

  - Committee on Honors, Prizes and Awards
    - Rachel Goryachkovsky was elected as a student representative.

The motion was seconded and approved unanimously.

IV. Review of College Council Attendance
It was decided that the President of the Faculty Senate and the Student Council President will contact the individuals in their membership who have had two consecutive absences.

The meeting was adjourned at 1:58 PM.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the November 26, 2019 Executive Committee of the College Council, Pg. 2

III. Adoption of the Agenda for the Thursday, February 6, 2020 College Council Meeting, Pg. 4

IV. Review of College Council Attendance, Pg. 96

V. New Business
The Executive Committee of the College Council held its fifth meeting of the 2019-2020 academic year on Tuesday, January 28, 2020. The meeting was called to order at 1:56 p.m. and the following members were present: Schevaletta Alford, Warren Benton, Brian Cortijo, Joel Freiser, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Francis Sheehan, Steven Titan, and Janet Winter.

Absent: Andrea Balis and Sven Dietrich.

Guests: Tony Balkissoon, Melkisedec Francois, Ariana Kazansky, Jill Maxwell, and Amber Rivero.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the November 26, 2019 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Adoption of the Agenda for the Thursday, February 6, 2020 College Council Meeting

A motion was made to adopt the agenda with the following changes:

- Move “Item IV. Approval of Members of the College Council Committees” to Item I.
- Under “Item I. Approval of Members of the College Council Committees,” add the following:

  College Council
  
  o Cassandra De Ketelaere replaced Karim Adnane as a senior class student representative.

  Committee on Graduate Studies
  
  o Timothy Botros replaced Walter Velas as a student representative.

The motion was seconded and approved unanimously.

IV. Review of College Council Attendance
It was decided that the President of the Faculty Senate and the Student Council President will contact the individuals in their membership who have had two or more consecutive absences.

V. New Business

Committee members discussed drafting a proposal related to increasing student representation on the Budget and Planning Committee and subcommittees.

The meeting was adjourned at 2:40 PM.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the January 28, 2020 Executive Committee of the College Council, Pg. 2

III. Adoption of the Agenda for the Monday, March 16, 2020 College Council Meeting, Pg. 4

IV. Review of College Council Attendance, Pg. 74

V. New Business
The Executive Committee of the College Council held its sixth meeting of the 2019-2020 academic year on Tuesday, March 3, 2020. The meeting was called to order at 1:45 p.m. and the following members were present: Schevaletta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Joel Freiser, Ellen Hartigan, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Francis Sheehan, Steven Titan.

Absent: Sven Dietrich, Karen Kaplowitz, and Janet Winter.

Guests: Ariana Kazansky and Jill Maxwell.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the January 28, 2020 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Adoption of the Agenda for the Monday, March 16, 2020 College Council Meeting

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

IV. Review of College Council Attendance

It was decided that the President of the Faculty Senate will contact the faculty representatives who have had two or more consecutive absences.

The meeting was adjourned at 2:45 PM.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the March 3, 2020 Executive Committee of the College Council, Pg. 2

III. Adoption of the Agenda for the Monday, April 6, 2020 College Council Meeting, Pg. 3

IV. New Business
MINUTES OF THE EXECUTIVE COMMITTEE OF
THE COLLEGE COUNCIL

Thursday, March 26, 2020

The Executive Committee of the College Council held its seventh meeting of the 2019-2020 academic year on Thursday, March 26, 2020. The meeting was called to order at 1:43 p.m. and the following members were present: Schevaletta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Sven Dietrich, Ellen Hartigan, Karen Kaplowitz, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Steven Titan, and Janet Winter.

Absent: Joel Freiser and Francis Sheehan.

Guests: Tony Balkissoon, Ariana Kazansky and Jill Maxwell.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the March 3, 2020 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Adoption of the Agenda for the Monday, April 6, 2020 College Council Meeting

A motion was made to adopt the agenda with the following change:

- Item VIII Proposal for FPC Remote Voting on First Reappointments was removed from the agenda.

The motion was seconded and approved unanimously.

The meeting was adjourned at 2:29 PM.
I. Adoption of the Agenda for the Executive Committee

II. Minutes of the March 26, 2020 Executive Committee of the College Council, Pg. 2

III. Adoption of the Agenda for the Monday, May 11, 2020 College Council Meeting, Pg. 3

IV. Review of College Council Attendance, Pg. 154

V. Review of Proposed College Council Calendar for AY 2020-2021, Pg. 156

VI. New Business
JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

MINUTES OF THE EXECUTIVE COMMITTEE OF
THE COLLEGE COUNCIL

Wednesday, April 22, 2020

The Executive Committee of the College Council held its eighth meeting of the 2019-2020 academic year on Wednesday, April 22, 2020. The meeting was called to order at 1:44 p.m. and the following members were present: Schevaletta Alford, Andrea Balis, Warren Benton, Brian Cortijo, Sven Dietrich, Joel Freiser, Ellen Hartigan, Karen Kaplowitz, Ariana Kazansky, Musarrat Lamia, Yi Li, Karol Mason, Fidel Osorio, Francis Sheehan, Steven Titan, and Janet Winter.

Absent: None.

Guests: Tony Balkissoon and Jill Maxwell.

I. Adoption of the Agenda for the Executive Committee

A motion was made to adopt the agenda. The motion was seconded and approved unanimously.

II. Minutes of the March 26, 2020 Executive Committee of the College Council

A motion was made to adopt the minutes. The motion was seconded and approved unanimously.

III. Adoption of the Agenda for the Monday, May 11, 2020 College Council Meeting

A motion was made to adopt the agenda with the following changes:

- Item VI Proposed Revision of the Undergraduate Appeals Grade Process was moved to Item IV.
- A new item, Resolution to Affirm Viable Student Activity Fee Expenditures, was added before Item IX Strategic Plan.
- Item VIII Proposal for FPC Remote Voting on First Reappointments was removed from the agenda.

The motion was seconded and approved unanimously.

IV. Review of College Council Attendance

It was decided that the President and Vice President of the Faculty Senate will contact the faculty representatives who have had two or more consecutive absences. The Student Council President will contact the student representatives who have had two or more consecutive absences.

V. Review of Proposed College Council Calendar for AY 2020-2021

The meeting was adjourned at 2:38 PM.
Undergraduate Curriculum
and
Academic Standards Committee
John Jay College of Criminal Justice

UNDERGRADUATE CURRICULUM & ACADEMIC STANDARDS COMMITTEE

2019 – 2020 Meeting Calendar

All meetings will be held on Fridays, from 9:45 AM – 12 PM in room L.61 NB (except where noted below):

September 20th, 2019

October 18th, 2019

November 15th, 2019

December 13th, 2019 - Room 630 HH (FPC meets @ 11:30 am)

Winter Break

February 7th, 2020

March 6th, 2020

April 3th, 2020 - Room 630 HH (FPC meets @ 11:30 am)

May 15th, 2020
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, September 20 at 9:45 a.m. in L61, NB. Dean Dara Byrne called the meeting to order.


Absent: Sara Bernardo, Angelique Corthals, Nina R. Fisher, Beverly Frazier, Jayne Mooney, Maria Julia Rossi, Erin Thompson

Non-Voting Members and Guests: Karen Argueta, Louise Freyman, Sarah Hammond, Wynne Ferdinand, Raymond Patton, Allison Pease, Dyanna Pooley, Edward Snajdr, Kate Szur.

Announcements

Dean Dara Byrne welcomed everybody back for another year. She said this committee gives people a view of how the curriculum works across departments. The year will hold many conversations about the changing nature of teaching and learning at John Jay and about how departments are fulfilling their goals. She then began a round of introductions. Daniel Matos was the last to introduce himself, and he added that he is now a voting member of the committee. Dean Byrne reminded the group that this was a change added last year by the College Council.

Approval of the minutes of May 17, 2019

There was no discussion.

A motion was made and seconded to approve the minutes of May 17, 2019. The minutes were adopted with 13 votes in favor and 5 abstentions.

Elections

Vice Chairperson

Dean Byrne nominated Professor Judy-Lynne Peters to stand in her place in cases when the Dean might be late or have to leave early. Professor Peters said she believed she was the longest serving committee member now.

A motion was made and seconded to approve the nomination of Judy-Lynne Peters to Vice Chairperson. The nomination was approved with 18 votes in favor.
Two Representatives to the Honors Program Advisory Committee

The nominees were Professor Olivera Jokic of the English Department and Professor Gregory (Fritz) Umbach of History. Dr. Ray Patton, new leader of the Honors Program, said that these professors served in these positions last year, and everyone felt that continuity would be good this year with new leadership coming into the program.

A motion was made and seconded to approve the new Honors Program Advisory Representatives. The new Honors Program Advisory Representatives were approved with 18 votes in favor.

UCASC Subcommittees

The subcommittees are Academic Standards, Programs/Program Review, and Courses/General Education Subcommittee. Dean Byrne noted that the committees are very different from each other. Academic Standards looks at major policy issues or large changes that address academic issues at the college. Over the years, this group has addressed things like academic forgiveness for transfer students, incomplete policies, attendance policies. This year, they will be looking at policies around things like repeating courses and issues surrounding students who earn D’s but may want to repeat coursework for various reasons. Registrar Matos spoke about the difference between the CUNY forgiveness policy and the John Jay forgiveness policy. Dean Byrne spoke about SUNY Buffalo’s great freshman retention rate and spoke of SUNY Buffalo’s freshman forgiveness policies. She said this committee thinks deeply about policies and practices and how to put in place the kinds of measures that reflect the community the college truly is.

Assistant Dean Kathy Killoran spoke about the Programs/Program Review committee, which examines self-studies for majors and new and revising majors, minors and certificate programs. She said there are a number of proposals in the pipeline for new minors and changes to a few existing majors. She anticipates a series of meetings, likely with more in the Spring than the Fall.

Wynne Ferdinand introduced the Courses. Gen Ed subcommittee. She said they will be looking at course proposals from all over the college, not just Gen Ed. Over the year, the subcommittee will review the course proposals, provide feedback. This year, they will be closing out the current five-year Gen Ed assessment plan and creating a new five-year plan among other things.

Sign-up sheets were distributed. Assistant Dean Killoran asked everyone to convey to their departments that if they have any proposals to submit, they should submit them as soon as possible, because the governance process can take months. Dean Byrne said it is remarkable what UCASC does and everyone is very appreciative of the time and work that committee members put in.

Professor Valerie West asked how many meetings each subcommittee might have. Dean Byrne said that much of the work for Academic Standards happens over e-mail. She said it is hard to set up many meetings because of the administrators involved, but she likes to try to convene a few large meetings. Assistant Dean Killoran said she thought Programs would have two meetings in the Fall and maybe two or three in the Spring. She said there are not regularly
scheduled meetings, but they are scheduled when agenda items come up. Ferdinand said there might be three meetings in the Fall for the Courses subcommittee.

Professor Suzanne Oboler asked if the forgiveness for first-year freshmen could be extended to forgiveness for first-year transfer students, since the transfer transition can be quite difficult. Dean Byrne said she tries to look at the data or information first before saying yes or no. She agreed that there is a problem with transfer students being dismissed from the college, but it is not clear just yet what the root of the problem is. She said that by the time one reaches the forgiveness stage, a whole lot of things are going wrong with the record.

Ellen Hartigan, the new Interim Vice President of Enrollment Management and Student Affairs, said it would be good to evaluate the academic profile of transfer students. Who are we admitting? Professor Oboler said advisement is critical. Registrar Matos said that most of the transfer students come through CJA, the CUNY Justice Academy. Transfer students come in at many different entry points, and some are even seniors. Right now there is no limit on the number of credits the college can accept. Now, some students come in with 100 credits, which raises questions about what can be forgiven. There was some discussion of requirements for advisement. Kate Szur said that there is a lot of infrastructure for freshman, but we are catching up now with transfer students.

Professor Andrea Balis asked when the early warning notifications that faculty receive are triggered. Szur said it depends on who you are teaching, as they come from different programs. She said they are looking at ways to consolidate these and they are looking at moving the warnings into October, so it allows time for enough information without pushing too close to finals.

Dean Byrne spoke about Incomplete grades and unresolved incompletes that turn into FINs, and the discrepancy between the intention and the outcome, since often students do not finish the incomplete. What she noticed during this work was that there are certain points in the semester when it is possible to turn the trajectory around, and it is possible to systematize this to take some of the load off professors. She spoke of the new tool coming into the college called EAB Navigate that may be able to implement systemic trigger points and actions.

Professor Balis said she was concerned because even this semester she already has four students who she knows are in trouble. Szur said they had found that warnings issued too early had no bearing, but generally warnings could be useful after students have done some work.

**New Business**

**Renewal of Momentum on Assessment of Student Learning**

Dyanna Pooley, Director of Outcomes Assessment, was at the meeting with Associate Provost for Institutional Effectiveness Pease to talk about the new efforts behind assessment. She said they had looked at what areas John Jay could strengthen when it comes to accreditation, and one was assessment, planning and resource allocation. She said one thing they wanted to do was think of assessment as something directly related to student success.
Associate Provost Pease said they want to create and promote a culture of evidence-based improvement. Assessment exists to make sure you are doing what you set out to do. She noted that these are faculty-created goals for student learning, and assessment helps faculty examine whether those goals are being achieved and if not, why not. Is it an issue with the language around the goal? Something curricular? She emphasized that this is a faculty-owned and faculty-derived process.

Director Pooley said all academic units should have a five-year assessment plan on file. She said they had 15 plans on record in their office, out of 30 programs. For graduate programs, she said she has four assessment plans on file out of fifteen programs. Pooley said she would like to have assessment plans for 100% of programs by the end of this year and offered her own help along the way if anybody could use it. She said the most crucial piece is for departments to get together after assessment to discuss what they have found. She said they had found there has been a downward trend in assessment at the college since 2015.

Kathy Killoran said they did a lot of work on assessment when preparing for the last Middle States site visit, and since that will be coming again in a few years, this momentum needs to be renewed. A lot of programs had original five-year plans that ended last year, so they need to have the next five-year plan. She said it can be based on the original plan, so it does not have to be such a heavy lift.

Associate Provost Pease said the college created a culture around assessment and then there was a drop-off. Professor Peters said the implementation of Pathways may have distracted people.

Director Pooley said that assessment is helpful at a high curricular level as well because it allows administrators to compare across departments. They can highlight weakness across the college or identify improvements. It is critical to show improvements and pass them on and see how the college can build on them.

Dean Byrne said when you hear all the great news about increased retention rates and increased graduation rates, that is the work of the improvements. There is no such thing as an increased graduation rate without the work of the faculty and what is taking place in the classrooms. She said the college is where it is, moving from a 19% graduation rate to a 33% graduation rate because of this work.

Professor Peters said there is a lack of communication around the college. She said that chairs get these minutes, but otherwise, very little of what is discussed at UCASC makes it back to the departments. Are the same conversations happening in different meetings? She said people are working in silos. Dean Byrne said she heard the point and wondered how to do this work without dragging people into yet another meeting.

Professor Peters suggested a webpage. There was some discussion of whether such a thing would actually generate interest from any but the most committed faculty, who are already hearing the conversations.

Professor Lorraine Moller asked if there is any way to incentivize departments to follow through in a timely way. Resources are scarce. She thought as a department they might have better capability if there is a better incentive. Dean Byrne said it would not make sense to create
something that pays people extra to know what is going on in their classroom. She said it could be a slippery slope of a practice. The education for justice mission should not involve extra pay for asking people to make sure their syllabi work. She said there should be a way to do this that fits with institution culture. Professor Moller said the incentive does not need to be financial, and there might be other ways to incentivize. If they only get one report for a whole area, there must be something not working.

Professor Valerie West said John Jay notoriously overburdens faculty. She said professors think they know what works with their teaching, and sometimes they are not right. She suggested recasting assessment as an examination of how our teaching is working. She said professors might come in using themselves as data points, and these are not the right data points. The key to thinking about assessment is casting it as something that faculty do to make their own lives easier. Dean Byrne agreed and said we need to take the fear out of the question “is this working?” She said it is challenging to balance that with teaching obligations, mentoring obligations, and all the faculty obligations. She said she was very optimistic about how Dr. Pooley’s leadership in this area can help.

Professor Michael Leippe said it would be important to consider assessment beyond the course level, at the level of the major. He felt it could be useful to incentivize pitching in at a departmental level or a collective level. He said he would frame it as being about knowing not what “I” am doing but what “we” are doing. He referred to an incentive that is given if everyone in a department reports their scholarship every year and asked if something comparable could be done with assessment on a departmental level. He said the problem is in the diffusion of responsibility and how do you overcome that.

Associate Provost Pease said she understands that everybody is taxed for time, but she felt that this is simply part of the faculty’s job. She said it was a faculty responsibility to understand if the curriculum is succeeding or not. She felt that this really only takes five to ten hours total, and the return on that time is huge. She said she has done it in less in the English department and come up with great results on which they were able to act. She said it did not have to be a giant effort. Choose one part of the curriculum to look at each year, get two or three people together to discuss how to tweak the curriculum. It can be exciting when you change your program for good.

Dr. Pooley spoke of her own office’s focus, which included more participation in the process, more annual reports, more five-year plans on file, increasing an understanding and awareness of the process.

On incentives, Associate Provost Pease said that the teaching and learning center does offer grants related to assessment to help professors fulfill goals related to assessment. There is money available to improve your programs. Program Improvement Grants start in November. Director Ferdinand also said there is an OER project, for those who have discoveries and are interested in course design that involves Open Education Resources. Pooley asked the room for suggestions from faculty for what they would like to see.

Assistant Dean Killoran said Associate Provost Pease has done a series of podcasts about people who win teaching awards every year, and she found that really helpful. Maybe there could be one that focuses on success in student learning and assessment.
CUNY’s New Proficiency Index for Development Education Assignment

Wynne Ferdinand shared updates on the process and the reasons for these changes. Most students who enter John Jay are skills certified when they enter, but they have to take placement tests to see what courses they should start with especially in math. She said the standardized tests have not been great at doing that placement, and up to a third of students are misplaced. There are lot of barriers that go along with developmental education. CUNY has been examining practices at other states and institutions. They have been doing their own research. Their findings indicate that high school average is the best indicator of student success. In the new proficiency index, they are using a multiple measure approach where high school average will be the most heavily weighted. Students who have diverse educational histories have a variety of ways to demonstrate that they are proficient. It does not seem that these changes will greatly affect John Jay's pool. Slightly more students will be deemed proficient because they do not have the opportunity to fail that test anymore. We do not know how the index will work until it goes into practice. Every year, the college will collect data about the profile of the class. This is going into place for Spring 2020, but there will not be enough freshmen to assess how valid the index is. The main impact for John Jay will be in math courses. There have been conversations with Professor Salane and the Math department, and they has made some recommendations for setting up the placement criteria for the differing 100-level math courses. This also depends on what major a student has declared. This whole process is related to bigger university-wide changes around remediation reform.

Dean’s Initiatives for the Academic Year

Dean Byrne spoke about how a lot of the work in the Dean’s office falls between categories and comes as a result of noticing something coming down the pike that might be impacting students. She likes to talk about the kinds of initiatives, challenges, and opportunities she is seeing.

She is rolling into the fifth year in her position. She said it never ceases to amaze her how much stuff they get done at the college, and how much stuff is left to do. Now that the college is a little more stable when it comes to support services in the right places and externally funded resources, a few challenges remain. One area is student non-success and how quickly we can identify those students and work with them to turn things around. Last year, they examined a report about the nature of DFWI grades among freshmen and what a big impact it has. At the end of the first year, many students have a D, F, W, or I on their record, but this does not mean they will not continue. It can be a warning but is not yet the point of no return.

Another issue is students who spend so much time at the community college level that they do not have enough financial aid to get through John Jay. We are still looking at the DFWI and looking for ways to intervene earlier. That D, F, W, or I can be a signal to intervene. She noted that there is no language anywhere at the college to let students know that a D is not good. All they know is that a D is passing. She said at John Jay’s sister colleges, students must get a C or above in certain gateway courses to move on to the next courses. She said we do not have fliers or campaigns or policies that let students know what their goals should be. She felt that working on that item alone could make a serious difference.
Her second priority would be to work on inclusion at the college. She had a very fruitful conversation with a student leader about a report from disabled students about their experiences at the college, and the report was painful to read. The student asked if they could do a session at Faculty Development Day on this, but Dean Byrne felt this was not enough. She wanted to figure out who the stakeholders are and figure out what the college can do to permanently address something like this. In addition to that, there are several offices and programs (TLC, SASP) that are looking at inclusive curriculum. Professor Demis Glasford has done a lot of work on this area on his Presidential Fellowship on growth mindset. Conversations with faculty have been really riveting and she would love to support that.

She spoke about faculty concerns about transfer students and the difficulties at the 300-level. She said they are looking at possibly creating a transfer course at the 200 level that could be a requirement around transfer orientation. There was a pilot this summer around a transfer bridge experience that was successful.

Other goals included looking at freshman forgiveness, repeater policies and financial aid requirements. How can we encourage excellence through our policies so students who do not get there the first time have the option to improve their learning.

Additionally, the Career Center was moved into Dean Byrne’s portfolio. That has been a very challenging thing to process because she never had to think about what happens when you leave the college. What stands out is John Jay students are not getting jobs, nor are they getting jobs in key industries that they should. We do not have a lot of language around the relationship between the courses they are taking that have crucial skills for career success and the jobs that may be available to them. She said she looks forward to talking to departments about what they are putting in the majors that connect directly to skills needed in the career. Students need to be aware of how those skills tie to their lifelong success. She is conscious about what it means to graduate people who will diversify all kinds of fields, and how to educate our students about what that means. What did we do to support their ability to thrive in environments where they are likely to be the only one? This was a major priority for Dean Byrne. More than “getting a job,” she was interested in students’ career longevity, and ability to thrive in a space that may not be as welcoming as John Jay was.

She said she invites guidance and suggestions from the faculty about these priorities, then she opened the floor for general discussion.

Bhwana Kapoor, a student representative, spoke about her experience with the career center. She said they offered to help her write a cover letter, which was not enough, as it was something she can learn from the internet. She was interested in connections to jobs. She also spoke of issues for international students, and said the career center could be more informed on this point. Professor Oboler said she is chair of a committee that advises the president on international students. She said it is difficult for international students to get internships, so they are at a disadvantage. And yet, they have so much to offer our president. Kapoor noted that international students get really good grades, because you do need to get a certain grade to even stay in the country, and she sees them struggling to work on their careers.

Professor Peters said a few years ago they changed the name of that office to include the words “professional development,” which is really important. She said we have all had the experience of having a student wander into your office in April. One of the reason students cannot get jobs is because they do not know what jobs are out there. This needs to be discussed in that office, but also in the offices of majors and minors. She also suggested e-portfolios, which help students
establish goals and document their progress toward those goals. They can talk to career
counselors about ways to optimize that for going out into the world. Dean Byrne noted that she
herself was an international student and still is international and has a visa deadline coming up
in 2021. She said that is one reason she tends to move quickly on things, always has an
awareness of a five-year deadline.

She thanked everyone.

The meeting concluded at 11:45AM.

Respectfully submitted,

Sarah Hammond, Scribe
1. **Dean’s Announcements** – Dean Byrne  
   a. Welcome & Introductions  
   b. Welcome Registrar as a new voting member  
   c. EAB Update  

2. **Approval of the minutes of May 17th, 2019**  

3. **Elections**  
   - Vice Chairperson  
   - Two Representatives to the Honors Program Advisory Committee  
     Nominees: Professor Olivera Jokic, English  
     Professor Gregory (Fritz) Umbach, History  

4. **UCASC Subcommittees** – Description and Sign Up – Dean Byrne  
   - Academic Standards Subcommittee  
   - Programs/Program Review Subcommittee  
   - Courses/General Education Subcommittee  

5. **Old Business – None**  

6. **New Business**  
   a. Renewal of Momentum on Assessment of Student Learning – Dyanna Pooley, Allison Pease  
   b. CUNY’s New Proficiency Index for Developmental Education Assignment – Wynne Ferdinand  
   c. Dean’s Initiatives for the Academic Year – Dean Byrne  

**Attachments:**  
Agenda for September 20th  
Minutes for May 17th  
CUNY Proficiency Index Memo
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, October 18 at 9:45 a.m. in L61, NB. Dean Dara Byrne called the meeting to order.


Non-Voting Members and Guests: Karen Argueta, Cristina DiMeo, Wynne Ferdinand, Sarah Hammond, Kristina Hardy, Lamia Musarrat, Fidel Osorio, Dyanna Pooley, Michael Rohdin, Michael Scaduto, Nataliya Shchur, Kate Szur, Kermina Tofer.

Announcements

Dean Dara Byrne introduced Professor Vicente Lecuna, the new chair of Modern Languages. She reminded everyone that Open House would be coming up in November. She noted that most of the incoming freshmen each year attended the Open House, so it is incredibly important to have the participation of the faculty. Students make their college choices based on who is teaching them, what is in the curriculum, and how they understand the relationship between the curriculum and their long-term goals. Professor Judy-Lynne Peters asked who provides the fliers that are distributed at Open House, because in past years, she has found errors in those fliers. Dean Killoran said that Louise Freymann from the AAC is the person to work with to make corrections.

Dean Byrne then announced the search for the new leader of Enrollment Management and Student Affairs. She said that there would be no courses up for review at this meeting, but there are important policy discussions on the agenda. As background, she explained that these types of conversations take place over multiple meetings before an official document can be drafted, which is why it is useful to begin now.

Approval of the minutes of September 20th, 2019

There was no discussion.

A motion was made and seconded to approve the minutes of September 20, 2019. The minutes were adopted with 17 votes in favor and 1 abstention.
New Business

General Education / Courses Subcommittee

National Survey of Student Engagement (NSSE)

Wynne Ferdinand and Dyanna Pooley distributed a document which provided definitions and descriptions of student engagement according to the National Survey. Ferdinand distributed a second document showing the results of the National Survey at John Jay, where students reported a high level of satisfaction with the academic challenge. On the other hand, students report spending less hours per week completing work outside of the college compared to students at other institutions. Students also report less opportunities to learn together. This probably reflects John Jay’s identity as a commuter campus. The results of the survey present an opportunity for growth at the college in areas like experiential learning and peer-to-peer learning. Ferdinand said the results of the survey confirmed areas the college was concerned with.

Professor Susan Pickman asked if there was a distinction between online and in-person classes. Ferdinand said the survey mainly compared freshman and senior answers, but she could make the whole suite of results available to faculty.

Professor Pickman said sometimes students are not aware of what their senior-level internship opportunities might be in time to apply. Dean Byrne said they have found that students who have connections to faculty tend to find these opportunities, especially those in specific programs, but the college needs to figure out how to reach students who are not affiliated with special programs.

Professor Nancy-Velazquez-Torres asked if there is data available based on demographics. Dean Byrne said there is.

Dean Byrne spoke about the peer-to-peer learning opportunities. She said in her classroom experience, one of the greatest challenges was getting students to be excited about group activities. Sometimes the peer-to-peer learning activity breaks down within the group. Speaking for herself, she felt that maybe she needed to teach the mechanics of working together to set them up for this work. She asked what the best practice might be to educate students about group dynamics, especially given that the workplace is made up almost entirely of group work.

Professor Suzanne Oboler said she strongly believed in group work, and she felt it was so important that she gives her students time in the classroom to prepare. She said this shows them that she is really interested. The amount in the total grade is very low, but her interest is the highest.

Wynne Ferdinand said the results of the survey confirm that the college should think about those collaborative learning experiences and how students connect with each other outside the classroom.
Discussion with Student Government

Attendance Policy Follow Up

Student Government President Musarrat Lamia introduced herself. She was present with several other student government officers. She began by discussing the conflicting practices about attendance policies at John Jay, following up on a discussion begun by last year’s President, Jasmine Awad.

President Lamia had assembled a packet of documents consolidating her own research about attendance policies in higher education as a whole. She said the questions here revolve around the fact that CUNY is officially a non-attendance-taking institution. This dispute began at Hunter, where the faculty senate determined that because of the CUNY policy, their faculty could not include attendance in their grading rubrics. In 2019, they changed their bulletin to acknowledge in writing that Hunter is not an attendance-taking institution while also describing the professor’s rights and allowing the professor the right to include attendance in their grade. She felt that Hunter had decided that attendance should not influence grades, but there was no way to implement that or enforce it.

President Lamia then brought up John Jay’s Academic Standards webpage, which has no such official stance. Dean Byrne said this is intentional. The college leaves the decision of how to count attendance to professors, since that is the purview of the faculty. In the past, this conversation about the attendance policy was not about the college’s policy, but about the problematic calculation within certain syllabi, where some professors seem to count attendance in more than one way within a course. Dean Byrne said the disputes that come to her office are usually about exactly how much a missed class should be worth in the grade. Dean Byrne said at this college and across CUNY, instructors have the right to create their guidelines, but she does find it problematic when there are conflicting items on a syllabus. She asked how faculty can convey present, prepared versus unfair draconian rules. She said the Hunter policy is essentially what John Jay thinks.

President Lamia thought that students do need to know, and see in writing, that CUNY is a non-attendance-taking institution, and she appreciated seeing that in the Hunter policy. She spoke of her own appreciation of the importance of attendance and how seriously she takes attendance and absences. She said it is very confusing to see conflicting items in syllabi. Student government has been brainstorming ideas, and listed some of their suggestions, like separating participation and attendance officially or designating a percentage of the grade for attendance rather than having policies that declare blanket failure based on poor attendance. Regarding providing reasons for the absence, students feel that sometimes this is a breach of privacy. They should not have to discuss severe medical conditions with faculty. Another suggestion was to distinguish between excused and unexcused absences, so certain absences can be made up but others cannot. She suggested that the college should make a list of guiding principles that could be distributed to faculty. She said nobody wants to deter students from attending class, but the students do want professors to have some sympathy for hardship.

Professor Balis said some of these suggestions are really clear, like resolving inconsistencies. She said that the essence of the attendance policy will have to do with the essence of the class and
what kind of class it is. She said students have a responsibility to understand what sort of class
they are signing up for. Lecture classes, for example, may not rely on participation so vitally. The
faculty member gets to build classroom culture into the course.

Professor Kaplowitz said she appreciated the concerns that the Student Council is raising, and
then offered background for the CUNY policy about being a non-attendance taking institution,
mainly because the students presented it as a student right. Professor Kaplowitz said it used to
be that professors were required to present their attendance books to the college at the end of
the semester. Then there was a lawsuit, because a student was charged with a crime and his alibi
was that he was in class. His professor was asked to testify under oath about the student’s
attendance. The professor then said they could not testify, for various reasons. Because of that
legal situation, CUNY took the position that “we are not an attendance-taking institution, but
professors, as part of their academic freedom have the right (and responsibility) to take
attendance.” Professor Kaplowitz said the only official intention was to release professors from
the obligation to turn in their blue books to the registrar. She said that the Faculty Senate had
discussed this again a month ago, and the main theme that emerged was that academic freedom
is critical. Different standards will be applied in every class. The rules are unique from one class
to another. She felt that the college could make a statement to faculty that says “please make
sure your syllabi are generally consistent.” As to the student suggestions, she said some
professors could not necessarily separate attendance and participation. To her, a student can be
present, not saying a word but engaged, and that can constitute participation.

Professor Oboler said when she came to John Jay ten years ago, she was shocked that she was
supposed to take attendance. Dean Byrne noted that for financial aid, professors are asked to
report attendance for some students. Professor Oboler said it felt younger than college to her.
Students should be there in the classroom because they want to be there. However, she said, she
has found that if she does not write something down in the syllabus and put a grade next to it,
then students do not see it as a priority.

Professor Michael Leippe described a similar experience, in which he did not take attendance at
private universities before John Jay. Now, he does include it as part of the grade. He said he
agrees that it gets them to come. He said he did not see an inconsistency in a policy that says
“four or more and you fail.” Dean Byrne said that she used to have the “four or more” line on her
syllabus. But now, as an administrator, she is seeing students grapple with conflicting
information on a syllabus. She understands that faculty are trying to convey something about
academic rigor with their only tool, the syllabus. She said there is space here to continue the
discussion in a meaningful way. She liked the idea of drafting guiding principles and said a
smaller group could come up with something that could go out to the faculty. She said it is not
going to be a policy. That is not possible. There will be no policy proposal coming out of UCASC
telling faculty what to do in their classrooms, because this flies in the face of academic freedom.
However, she said it is possible to create guiding principles for establishing the classroom
culture that you want.

President Lamia thanked everyone for their contributions to the discussion. She said student
government very much appreciates the faculty’s academic freedom. They agree that professors
teach in different ways, and some do not need to see hands raised to count participation.
However, she said there are definitely professors who still ask to see a note from the doctor with
a signature, and who do have very draconian policies. The students feel there is nothing
protecting them from the more extreme scenarios. They want to create opportunities for
students who do experience hardship. As to the “four or more” policies, she asked are meant to
imply that one absence is 25% off? As to student choice, she noted that at John Jay, sometimes
only one section of a class is offered, and a student cannot choose what type of section to take.

Professor Peters brought up an issue from the next agenda item because she needed to leave
early. She said that the last roll-out of blackboard made some accommodations in online classes
for students with disabilities. She could give certain students more time and that sort of thing.
But recently, that option has disappeared from blackboard, so she had to set up a separate exam.
She encouraged President Lamia to bring to the administration’s attention that blackboard
online classes need to be more accessible to students.

On the attendance point, Assistant Dean Killoran said at Faculty Development Day a group of
three faculty led a discussion on creating a student-centered syllabus. She suggested including
one of those professors in future meetings on this topic. She also said that often the issue is the
tone on the syllabus.

Registrar Daniel Matos said sometimes CUNY policies are reactions to federal rules related to
financial aid. Another reason CUNY became a non-attendance-taking institution was related to
financial aid. For every student with financial aid, the college would have to report exactly when
the student left and how much the college owed back to the university. It was too much to do,
administratively.

Dean Byrne thanked everyone for the robust conversation and said it would continue in future
meetings.

**Students Registered with Office of Accessibility Services**

President Lamia introduced the letter she had received in June from students with disabilities.
They have been working with facilities, communications and public safety to acknowledge some
of these issues. They are purchasing some height-adjustable tables for the new building. She
drew attention to the issue about faculty understanding of accommodation issues. For example,
some faculty have made accusations about students recording classes. President Lamia will be
meeting with the Office of Accessibility Services and Associate Provost Allison Pease to talk
about incorporating disability awareness into Faculty Development Day. She invited faculty to
reach out to her regarding other specifics. She said there would be American Sign Language
(ASL) workshops offered that are open to everyone.

Professor Nancy Velazquez-Torres wished to congratulate President Lamia for being such an
advocate for her peers, and said she was excited to see what was in her future. Dean Byrne said
obviously the college needs to be compliant with the laws, but also there is a culture discussion
that needs to be had here.
Academic Standards Subcommittee

Policy for D Grade Limited Course Repeat

Dean Byrne introduced Michael Scaduto from financial aid. She spoke of the importance of helping students move through the pipeline in the right time frame, mainly because of the financial aid requirements. At John Jay, 94% students have Pell Grants. These students do not have the luxury of taking fewer classes per semester or they will run out of financial aid. Undergraduate Studies has been trying a few things to address this. They received a grant to pay for freshmen summer classes for those without financial aid. Since that money goes right back into the college, it is a win for everyone. The second year of this program, they focused on the science students, because they have additional challenges. The STEM students saw a 13% increase in credit accumulation. This made it clear that students do better with a 12-month cycle, but they need help to do that. Some challenges were revealed. Students who pass with Ds move forward while missing major chunks of knowledge. Dean Byrne began looking at ways to help students repeat a D grade. Upper-level students have been coming back and trying to re-take things like STA 250 or research methods courses to prepare for graduate school. Some students go to other schools to try to solve this, but many cannot afford that. She wants to create the opportunity for low-performing students to appeal for the opportunity to take key gateway courses again.

At the end of the freshman year, at least 50% of students will have a D, F, or Withdraw from at least one class. The only ones who have the opportunity to fix that are those with Fs. Some SUNY schools have implemented forgiveness policies for freshmen to attempt to turn problems around right at the beginning of an academic journey. Otherwise, students tend to remain at the college, but they have not fixed the knowledge gap. Assistant Dean Killoran said they would like to build a specific First Year seminar dedicated to repeaters, so they are not mixed in with the brand new freshmen. This also helps to target where students are struggling.

Professor Kaplowitz asked how this would appear on transcripts. Dean Byrne said it would show as “no credit” and would not show that they failed. Registrar Matos said “no credit” is available in the CUNY grade glossary.

Registrar Matos spoke to the impact the D can have. Students are not able to get into graduate programs because programs require a minimum B grade in certain courses like STA. This is even happening at John Jay, where John Jay undergrads cannot get into John Jay graduate degrees or courses. In those cases, Registrar Matos has had to refer students to go over to Baruch or outside of CUNY to repeat the course, at higher cost.

Dean Byrne said John Jay is the only senior CUNY college that does not have grade requirements around certain key courses and gateway courses. She said the college must look at both standards and the structures in place to help students get there. She said she feels it is unfair to let students get multiple Ds without intervening further to help them succeed. Dean Byrne wanted to be clear that we do not want to just make a new policy, but rather, we want to help students succeed.

Professor Lorraine Moller said this sounds like a positive strategy. She asked about going one step further on the item about limitations. What about “no credit” for Fs? Registrar Matos said part of the problem is that if a student uses the repeat policy, the F stays on the transcript but is no longer factored into their GPA. On the other hand, with a D, they earned credit for the course. With the D-repeater, the grades are averaged, while the student only gets credit for the course.
one time. Professor Moller asked why we must average the grades. Registrar Matos said this is just a draft, and it may yet be possible to take the higher grade.

Professor Kaplowitz was in favor of averaging the grades, so as to be fair to other students with C-minuses and above who only get one shot at the course. For the D-student, they have the opportunity to improve their grade. Even their average for the grade could be higher than a student who only took the course once and that is not fair. She said the college should not penalize students who do the work the first time, and put in the effort.

Dean Byrne asked for input from Financial Aid. Michael Scaduto spoke about the various financial aid ramification and requirements. Grants use multiple criteria, pace of progress and academic component of progress. He spoke of how those things interact. One might remedy the grade while damaging the rate of progress. This is especially true with state aid. TAP, in particular, has strong guidelines about repeat courses and what can count toward the minimum course load.

Professor Kaplowitz asked if the F-policy has been helping students. She said she happens to love the D grade. She said she could see how it might be necessary for gateway courses, but she had a concern about the slippery slope. Will there be a C policy next? Some students deserve their low grades. She said the faculty spoke against the F policy before. Professor Oboler agreed that the D grade is extremely useful. However, she said sometimes they get the D because they had a really horrible semester.

Professor Pickman asked if this is not a call for an early warning system and a need for more tutors. Dean Byrne said absolutely, and that is one of her dreams. At this point, the basic problem is that the institution tells students that a D is a pass. Students who have Fs get a chance to fix it, but students with Ds and D-pluses are seen as having earned a credit, so they get to register and move on without any warning from the college. She said the college needs a policy that tells students that a D is not okay. She hopes in the future to work with departments on the courses that are crucial to the programs of study and develop support around those courses that will key students into the successful behaviors that will lend themselves towards progress in the major.

Assistant Dean Killoran said the F-repeat policy is very important for academic recovery for students. There is a highly successful recovery program for students on probation in the Academic Advisement Center. It is also useful for readmit students who come back much later. We can think of the D-repeat as a similar thing. She asked how financial aid is impacted by courses that may require a C or better to move on. Michael Scaduto said in most cases, financial aid is rendered based on college grading policy.

Assistant Dean Killoran said it seems that having key courses that require a C might be better than the D-repeat. Dean Byrne said she would like that, but there might not be enough support to implement that now. She said it is critical not to slow momentum down to a pace where students cannot finish. Her view is if we are imposing a “C or better” policy, then it is her job to provide the support to help students achieve that grade.

Professor Kaplowitz asked about students who might max out their options to use the D-repeat policy. She suggested specifying how it can be used, so students do not run out of D-repeats before they even get to gateway courses.
Dean Byrne said the goal here is to put pieces in place to help students remedy things. It is a recovery opportunity to start. She said that they know that a D in freshman year turns into an F in sophomore year. With support, they have a good shot at turning that around. They are coming out of systems and structures that did not set them up for balancing jobs, 15-credit semesters, and children. The college can intervene with some of that for the ones who reach. While she wants “C or better” everywhere, the college does not have the resources to support students.

Student representative Bhawna Kapoor said she was a tutor and a TA in a math class. There were a lot of students they wished they could force to come into tutoring. One of the things they wanted to do was talk to the Math Department about providing extra credit opportunities or anything like that. There are a lot of students who need the help but do not come in.

Professor Leippe said he supported the idea overall. He thought that averaging the grades was preferable to replacing the grade, because of the potential for abuse. He has had students fail his course and show up again later. When he is teaching a hybrid course with discussions on blackboard and online exams, he is not changing those exams every semester. The students who repeat are at an extreme advantage. They have already seen the exams and gotten feedback. He was concerned about students aiming to game the system. Is there any way to deal with those sorts of things, to protect the professor and the school from seeing the system abused by students? He said he did not see danger of this from a lot of students. Dean Byrne agreed that this could be an issue, but said the financial aid requirements would probably limit that. Also, the policy only allows them to get the repeat on a few courses.

Registrar Matos said that CUNY has made the F-repeat policy stretch across all of CUNY, which means some students have used up their repeats before they reach John Jay. In terms of alternate policies that would require a minimum grade for a course, he said at City College, an inordinate number of students lost TAP because they had to have a minimum passing grade in PSYCH 101. At City College, he saw a large number of grade change forms for Ds in which the professors wrote “the student is begging for an F so they can repeat the course.”

This generated an argument about what is fair, given that some students have really hard semesters. Professor Kaplowitz said that students having very hard semesters can withdraw without penalty up to a certain point. It is only when they don’t withdraw they are penalized. Dean Byrne wished to make the point that when we are talking about a couple of students, we do not make policies, but when we bring policies forward, it is because up to 50% of students are experiencing these issues.

Wynne Ferdinand said there is a lot more to learn about the nature of the Ds and Fs and she hopes to continue more research to get a more qualitative perspective on what is happening. There are social reasons students earn poor grades and there are skills reasons students earn poor grades. Regarding tutoring, hopefully some of the new early alert work will help identify student needs sooner.

Kate Szur felt that there was not much danger of students potentially abusing policy, and her reaction was that it might be hard to get students to take advantage of it. The potential pitfalls are the financial aid, the minimum number of courses per semester, picking the right course to repeat. She did not feel there would be a slew of students trying. The college may in fact have to work to encourage them to do this. There will be different levels of awareness among populations. She was heartened to hear that we are thinking about structures that will support implementing it.
Michael Scaduto spoke about the regulatory limits on financial aid. For state aid, TAP, students only receive 8 terms. For federal aid, it is six years of Pell eligibility. It could go either direction. It stresses the importance of financial aid working closely with faculty and with planning as these individual plans are created. He asked if there is any way to to say specifically when they can or must repeat. He also asked about building it into Winter or Summer terms, noting that it can be difficult for financial aid to support those extra terms.

At this point, Dean Byrne concluded the discussion without getting to the next items on the agenda about Freshman Forgiveness or 200-level Transfer Seminar Development. Dean Byrne said she would be sending out some e-mails about Academic Standards meetings for subcommittee meetings. Professor Kaplowitz asked for information about how students did who took advantage of the F policy.

The meeting concluded at 12:04PM.

Respectfully submitted,
Sarah Hammond, Scribe
1. **Dean’s Announcements** – Dean Byrne

2. **Approval of the minutes of September 20th, 2019**

3. **Old Business** - None

4. **New Business**

   **General Education – Wynne Ferdinand**
   - National Survey of Student Engagement (NSSE) – Results
   - 200-level Transfer Seminar Development

   **Discussion with Student Government** - President Musarrat Lamia
   - Attendance Policy Follow Up
   - Students Registered with Office of Accessibility Services

   **Academic Standards Subcommittee**
   - Policy for D Grade Limited Course Repeat – draft for discussion
   - Policy on Freshman Forgiveness - draft for discussion

**Attachments:**

- Agenda for October 18th
- Minutes for September 20th
- 200-level Transfer Seminar info
- Attendance Policy Info from Student Government
- Talking Points from Accessibility Services Students
- Draft Policy on D Repeat
- Draft Policy on Freshmen Forgiveness
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, November 15 at 9:45 a.m. in L61, NB. Dean Dara Byrne called the meeting to order.


Announcements

Dean Dara Byrne invited everyone to join the strategic plan meetings that are happening. She also announced that she will be teaming with Interim Associate Provost Allison Pease to give talks about student learning outcomes. Allison Pease presented some data at the Council of Major/Minor Coordinators about the differences between student performance metrics with online courses versus in-person classes. There is currently no method of orienting students for success in online classes. For example, what happens to a writing intensive course when it is moved online? Or when a different class instantly becomes writing intensive because it moved online? She said this is an area that could use some work college-wide, and something for faculty to consider in course design.

Dean Byrne announced that there would be an Academic Standards Subcommittee meeting the following week to revisit the policy discussions from October’s UCASC meeting in addition to a new item regarding grade appeals. It was recently found that it is possible for a faculty member to use the appeal process to retaliate against a student for bringing an appeal in the first place.

Assistant Dean Katherine Killoran said the new bulletin is up online, and she asked everyone to give her any revisions soon.

Approval of the minutes of October 18, 2019

Professor Karen Kaplowitz made a few corrections. On page 4, line 19, the sentence should be corrected so it refers to consistency within one syllabus. It should read: “the college could make a statement to faculty that says please make sure your syllabi are internally consistent.” On page 8, lines 33-34, a detail needed to be added to a line about students’ withdrawal options. The line
should read “students having very hard semesters can withdraw from all courses up to a certain point.” She noted that this particular option to withdraw from a semester without penalty requires no documentation and has no timeline but does require students to withdraw from all courses at once. This led to a brief discussion about how such a withdrawal would affect financial aid during that semester and future semesters.

Professor Michael Leippe had a correction for page 4, line 30. The sentence should be broken up, cutting the words “in which,” so it should read “Professor Michael Leippe described a similar experience. He did not take attendance at private universities before John Jay.”

A motion was made and seconded to approve the minutes of October 18, 2019 with corrections. The minutes were adopted with 19 votes in favor.

New Business

Program Review / Programs Subcommittee

Proposal to Revise the BA in Political Science

Assistant Dean Killoran introduced this proposal, which closed the loop on their programs review activities from a few years ago. The changes proposed would not only help the department staff courses and offer them with the necessary frequency but would also permit students to complete the major in a judicious manner. The department is also moving prerequisite courses into the major curriculum to adhere to the Rabinowitz memo. Department Chair Andrew Sidman was present.

Professor Andrea Balis complimented the revision. Dean Byrne said how much she appreciated the closing of the loop. The Program Review process can be lengthy. She commended the way Political Science conducted its program review, mentioning that they had used funds from the Program Improvement Grants for a retreat and the revisions were great.

A motion was made and seconded to approve the Proposal to Revise the BA in Political Science. The proposal was approved with 19 votes in favor.

Proposal to Revise the BA in Law and Society

Assistant Dean Killoran said this is a relatively new major. It did a self-study the year after Political Science. This major replaced the prior Legal Studies major that had about 650 students. Now Law and Society is up to 650 students, so it is popular. The program review found that this is one of the most important law and society programs in the country because of both the diverse population of students and the number of students enrolled. She described some specific course adjustments and said the prerequisites are being moved into the major in response to the Rabinowitz memo. She said the department had reached out to Law and Police Science department to discuss the impact these changes might have on their course, LAW 206. Dean Byrne said this is another example of how program review works well when it works, complimenting how it they are also closing the loop.
Professor Oboler noted that the LLS course in the proposal should be listed with its new name, which changes “Latina/o” to “Latinx.” Killoran said that will automatically go in the bulletin that way but she would make this change before College Council.

A motion was made and seconded to approve the Proposal to Revise the BA in Law and Society. The proposal was approved with 19 votes in favor.

Proposal for a New Minor in Emergency Management

Assistant Dean Killoran introduced Professor Glenn Corbett and spoke about the new minor. She said that while there has been a minor in fire science, there has not been one in emergency management. She said it was great to give students exposure to this, and it would be a great addition to the college’s offerings. As a caveat, students who are earning the major in emergency services or fire science would not be able to double up with the minor. She said the subcommittee found the first draft of the proposal a little sparse, so they asked the department to expand the rationale and other parts. Overall, they were very supportive about adding it to the curriculum.

Professor Corbett said this is something they have wanted to do for a long time. They have had an emergency services administration program for about two years to teach the management part of emergency response as opposed to the technical stuff. He thought the minor could be useful to students from outside the department in fields like economics, since emergency management is becoming such a critical part of many fields.

Professor Judy-Lynne Peters asked about the Security Management Internship, and why it was titled that way, instead of being called the Emergency Management Internship. Professor Corbett said there are three programs in the department, and that internship covers several areas, but one professor runs the internship. Assistant Dean Killoran said the department could easily put in a course revision to broaden the title. Professor Corbett said they do not have enough enrollment to offer two separate courses, and thought the title could be made more general to be a wider umbrella.

Professor Oboler asked why it needed to be stated that students cannot major and minor within the department. She thought it was common knowledge. Professor Corbett said he found that it was not obvious to students. He said among the various programs in his department there are different names and students might not see why their major and minors overlap.

A motion was made and seconded to approve the Proposal for a New Minor in Emergency Management. The proposal was approved with 20 votes in favor.

General Education / Courses Subcommittee

New Courses

AFR 2XX Hip Hop Justice (Flex Core: Creative Exp)

Wynne Ferdinand introduced the course and said it will be part of the Creative Expression category for Gen Ed and fulfill an elective in the Africana Studies minors. The course was represented by Charlotte Walker-Said in place of the proposer, Professor Crystal Endsley. Ferdinand said the Courses/Gen Ed Subcommittee felt the course provided great opportunities
Professor Walker-Said said this is Professor Endsley’s field and said that she has been wanting to do a course on this material for a long time. The department has not had a course like this and it is a timely subject and approach.

Dean Byrne said she appreciated the focus on the struggle for justice in the field of hip-hop and Professor Endsley’s approach to that. She said it was wonderful that the course tied in the mission of the college.

A motion was made and seconded to approve AFR 2XX Hip Hop Justice (Flex Core: Creative Exp). The proposal was approved with 21 votes in favor.

At this point, the agenda was adjusted. The proposal for a new science course would be held for later.

Course Revisions

Killoran moved that several accounting courses be taken as a slate. She said they are simply changing the titles to Fraud Examination and Financial Forensics 1 & 2. The courses are a sequence. Both titles will change the same way.

ACC 307 Forensic Accounting I
ACC 309 Forensic Accounting II

A motion was made and seconded to take the accounting courses as a slate. The motion was approved with 21 votes in favor.

Professor Beverly Frazier asked if these changes aligned with national standards. Assistant Dean Killoran said they did. With additional certification, students from this major could go on to become fraud examiners. In a review, the national organization noticed that none of the courses in the program had “fraud examination” in the title. This change is being brought forward to align with national standards in the field.

A motion was made and seconded to approve the revisions to the slate of accounting courses. The proposal was approved with 21 votes in favor.

MAT 341 Advanced Calculus

Assistant Dean Killoran said these changes were being made to support the new Applied Math major. The changes refresh the longstanding curriculum which is necessary to support student success. Next month the committee will see the new MAT 2XX Mathematical Proof course come before UCASC. This revisions proposal changes the course prerequisites from Calculus 2 to Calculus 4 and the new course Elements of Mathematical Proof.

Professor Peters asked how many students are in the major. Professor Michael Puls said they have about 30, all still at the lower level. Dean Byrne said enrollment is exciting and she was impressed by the retention rate. She said these careers are in high demand. In comparison to what these students might pay at other schools, these students are being prepared for careers
that could be transformative for them and their families. She is excited that this is an institution that provides that kind of pathway for STEM students.

A motion was made and seconded to approve the revision to MAT 341 Advanced Calculus. The proposal was approved with 21 votes in favor.

MAT 410 Abstract Algebra

Assistant Dean Killoran said this was a similar change, in that they are raising the prerequisites from Calculus 1 and corequisite for Calculus 2 to Linear Algebra (MAT 310) and the new mathematical proof course. She was glad they were getting rid of the corequisite, because those are very difficult to deal with in CUNY First. Student in co-req classes cannot drop one of the pair without the other, and sometimes students do fine in one. Dropping both is overly harsh and has an effect on their credit accumulation.

A motion was made and seconded to approve the revision to MAT 410 Abstract Algebra. The proposal was approved with 21 votes in favor.

New Courses

SCI 100 Case Studies in the Sciences: First Year Seminar (CO: JCI)

In Professor Sandra Swenson’s absence, Professor Angelique Corthals spoke for the course. Director Ferdinand introduced the course, and said it was an exciting addition to the first-year seminar offerings. She said it is the first STEM choice in the College Option first year seminar area and then described some of its more exciting features. The course uses an open learning platform called Vision Learning created by Sciences Department faculty members. It incorporates a case study model for collaborative learning in the classroom. As proposed here, the course is restricted to STEM majors, with the aim to create a learning community experience for students in the sciences. The gateway course sequence in the sciences is challenging, so any chance for the college to help students learn together and build a community is welcome. The subcommittee reviewed the course twice. In the last review, the course description changed. Assistant Dean Killoran added context about the syllabus, noting that it includes time in the calendar for students to present in the freshman showcase.

Dean Byrne said her office has been collaborating with the Sciences Department for the last two years around an initiative to increase academic momentum and support for retaining students. The first part of it was to incentivize students to come to summer or winter classes. The college contributed to their finances so they could afford summer school. This helped with credit accumulation and their progress in the degree. It meant taking a look at the preparation of the students, the sequencing of their curriculum, and how students imagined themselves as budding professionals along the way. The last stage of this work was about what it might mean to build a freshman learning community and build some peer-to-peer support. She said she hopes to see a similar tailored experience for Computer Science and Math students. She said they have seen a huge increase in credit accumulation for STEM students after the collaborative effort of the last two years. It does require students to be in school for 12 months. She said it is working and she
could not be more excited about what it means to have a faculty-led effort around the
curriculum. She thanked the Sciences Department for the collaboration, noting these are areas
that are nontraditional for these students. The voice of the faculty in these conversations is
transformative. The reason the outcomes are moving toward success as they are is because of
the work that has happened in the classroom. She said it has been challenging to do this in
STEM majors because of the tight sequence and large number of courses, but by working
together, they found ways to make it happen. It was critical to move students off the idea that
they are on a 9-month schedule and also to make it financially possible for them to continue
their work through the summer in a community. She said the Chair is also bringing
professionals onto campus so students see real examples of the careers they could be heading
into.

Assistant Dean Killoran said she appreciated the department’s partnership here. Not only have
they done great work with the curriculum, but they have also tweaked admission standards this
year. She said the college has also worked to create advisement specifically for entering
freshmen in the sciences. These students must start with their major courses and do Gen Ed
along the way, which is opposite of how the college usually advises students. There is an effort
now to strengthen tutoring services, and she hoped this year to benchmark student success
indicators for first-year chemistry and bio courses.

Dean Byrne said the values coming out of the Sciences Department represent what we say we do
at John Jay. These changes are building meaningful supports for the students who come, so the
major will not be thought of as a barrier for students.

Professor Balis asked if there is any way to find out if it makes a difference to take Gen Ed
classes later, as opposed to taking them in the first two years. She asked about comparing the
two journeys to see whether doing Gen Ed throughout the whole four years is different than
doing it in the first year. Ferdinand said the subcommittee would be looking at Gen Ed in their
next meeting but generally students need the skills-building that liberal arts courses offer and
those support their success in the major.

Professor Oboler asked why a 100-level course would be limited to STEM students, since that
seemed to be a natural entry point for other students to discover an interest. Assistant Dean
Killoran said students need a certain level of preparation to enter science programs at the
college, so the course is being tailored for science students. Professor Valerie West said it made
total sense that it was offered only for science students. Having taught some of them, she said
their needs are particular. However, she agreed that the college could increase STEM offerings
for all students. Killoran said there are two buckets in Gen Ed for science, so there are a lot of
options for the whole population to be introduced to science, some with lab activities. Professor
West said her point was that many students try to avoid science. NYC schools are known to
underserve students when it comes to science. She said it was important to get in little bits of
science, and not just material about science, but work that is “hands on,” so they become aware
that it is not this scary, awful thing.

At this point, the proposer, Professor Sandra Swenson, arrived. Dean Byrne spoke about a
presentation Professor Swenson had given at a different event about ways to bring data into a
class, to show students that this is a way of thinking about information.
Professor Swenson talked about Professor West’s point about “sneaking things in.” She said she was on a committee that was working on ways to bring climate change and environmental justice into all classes across the board.

Dean Byrne said she thought often of certain things like quantitative reasoning, and how to scale that sort of teaching to the whole person. This was why she was excited about the STEM majors grappling with a learning community context. She said we are dealing with students’ real jobs and real lives, against the very real demands of majors that must be quite large. She said she was also aware of how the faculty context mirrors the students’, and the struggle to balance one’s life is difficult on both sides. Some professors live in other states. What does it mean to build a community in a city where most people are not able to function the way they can at a residential campus? Some of this does fall on building it into the curriculum, some of it requires thinking about the role of Undergraduate Studies as a place to build support.

Dean Byrne said John Jay has an amazing peer-leader model, and when that is blended with curriculum it lifts students up. Since the high schools are not preparing students to enter majors like this at the college level, she loves that the Sciences Department is finding ways to make the major work. She said she loves to work with a department that is asking that question and saying it is possible to turn this around in a sustainable way that is manageable for everyone. She wanted to make sure it is understood in UCASC that it is always in the curriculum. She said the leap from 40% to 61% in credit accumulation over two years is unheard of and incredible.

Professor Balis asked about incorporating quantitative stuff into class. She said she has tried but needs faculty development to learn better how to teach that way.

Professor Liza Steele was interested in this point. She said she has been very involved in all the discussions about quantitative learning on campus. She said she cannot teach these things if students do not have time to work on it outside of class, and they seem not to have time. She said she does not know what the magic trick is to overcome that. She said it would take free tuition and free housing, maybe even free meals. With that kind of help, students could focus on their studies and be removed from their issues at home.

Dean Byrne said she cannot make that magic bullet happen, but they took a step with the initiative to make winter and summer free with the science department. She said that she had applied to a donor to build an academic momentum program around STEM. They spent the bulk of the money incentivizing students who were falling behind to come in during the winter. Five courses can be too much for a student who is working, but they can maintain momentum with four courses, plus one in the summer or one in the winter. Some students, if they are really committed to the major, can be moved. Not only do they finish the classes, but they finish with Cs or better. When the courses are crunched together, the Ds and Fs increase. She said she agreed with Professor Steele’s point, but she was approaching it in the way that she could right now.

Professor West said that for statistics, many other institutions offer STAT with a lab. However, they need resources to do that. Here, it is being offered on a shoestring. Dean Byrne said she would love to look at that and see what it could mean even in particular departments. Professor Steele suggested using graduate fellows.
The conversation then returned to the item on the agenda, which was the new SCI course.

A motion was made and seconded to approve SCI 100 Case Studies in the Sciences: First Year Seminar. The proposal was approved with 21 votes in favor.

The meeting concluded at 11:20AM.

Respectfully submitted,

Sarah Hammond, Scribe
1. **Dean’s Announcements** – Dean Byrne

2. **Approval of the minutes of October 18th, 2019**

3. **Old Business** - None

4. **New Business**

**Program Review / Programs Subcommittee**
1. Proposal to Revise the BA in Political Science
2. Proposal to Revise the BA in Law and Society
3. Proposal for a New Minor in Emergency Management

**General Education/Courses Subcommittee**

**New Courses**
1. SCI 100 Case Studies in the Sciences: First Year Seminar (CO: JCI)
2. AFR 2XX Hip Hop Justice (Flex Core: Creative Exp)

**Course Revisions**
1. ACC 307 Forensic Accounting I
2. ACC 309 Forensic Accounting II
3. MAT 341 Advanced Calculus
4. MAT 410 Abstract Algebra

**Attachments:**
- Agenda for November 15th
- Minutes for October 18th
- Revise the BA in Political Science
- Revise the BA in Law and Society
- New Minor in Emergency Management
- SCI 100 Case Studies in the Sciences: First Year Seminar
- AFR 2XX Hip Hop Justice
- ACC 307 Forensic Accounting I
- ACC 309 Forensic Accounting II
- MAT 341 Advanced Calculus
- MAT 410 Abstract Algebra
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, December 13 at 9:45 a.m. in Room 630, Haaren Hall. Dean Dara Byrne called the meeting to order.

**Present:** Andrea Balis, Sara Bernardo, Sudhendra Budidi, Dara Byrne, Angelique Corthals, Virginia Diaz-Mendoza, Crystal Endsley, Beverly Frazier, Sergio Gallegos, Ellen Hartigan, Karen Kaplowitz, Katherine Killoran, Maria Kiriakova, Vicente Lecuna, Michael Leippe, Ke Li, Daniel Matos, Lorraine Moller, Katelynn Seodarsan, Jayne Mooney, Judy-Lynne Peters, Michael Puls, Erin Thompson, Nancy Velazquez-Torres, Valerie West.

**Absent:** Nina R. Fisher, Bhawna Kapoor, Kimberley McKinson, Suzanne Oboler, Susan Pickman.


### Announcements

Dean Byrne introduced two new student members. Sudhendra Budidi, who goes by Manu, a Criminal Justice BS major and student council member. Budidi said he joined UCASC because he would like to get more involved with the student body at John Jay. Having worked as a peer mentor for two years, he felt he had learned a lot about the larger population. Katelynn Seodarsan, who goes by Katie, is in Public Administration. She helped spearhead the ISP student ambassador program and started a photography club at John Jay. Dean Byrne encouraged the students to join in conversations, as part of the college’s mission of shared governance.

Dean Byrne announced that the college’s four-year graduation rate has increased to 38%, which is a five percent improvement. She was ecstatic and said it takes a huge amount of work to move a number like that so much in such a short period of time. That student success is, of course, due to faculty success. She thanked UCASC for all the curriculum work here, noting what a difference it has made.

### Approval of the minutes of November 15, 2019

There was no discussion.

A motion was made and seconded to approve the minutes of November 15, 2019 with corrections. The minutes were adopted with 16 votes in favor and 3 abstentions.
New Business

Proposal to Revise the College Option Portion of the Gen Ed Program

Dean Byrne said it was found that transfer students take far fewer College Option courses than native John Jay students because they transfer in a few courses that specifically meet our buckets. This means that they get less of the John Jay gen ed than students who start here. The subcommittee has been having conversations about how to provide these students with a clear understanding of the college mission and infuse the scaffolded skills necessary for success in their academic careers here.

Wynne Ferdinand said the college currently offers 100 and 300 level Justice Core courses in the College Option. With this proposal, the Gen Ed Subcommittee is looking to create a comparable offering (to the 100-level Justice and the Individual course) for transfer sophomores by creating a Justice Core course at the 200 level. In the current curriculum, students are already getting some of their Gen Ed requirements before they come to John Jay, so the proposed change would shift the requirements for transfers to take a Justice Core course at their appropriate transfer level. This course would also prepare them to succeed in the 300-level Justice Core class.

Dean Byrne said she particularly loved the emphasis on collaboration in the proposed learning outcomes. Student feedback has showed that they would like more opportunities to learn from each other.

Assistant Dean Killoran said transfer students without Associate Degrees have a higher risk of falling below a 2.0 GPA and being dismissed or self-dismissing. They do not receive mandatory advisement upon entry. If it is known that they are required to do a Justice Core course at the 2XX level, it can create an opportunity for targeted interventions and a built in support system.

Professor Andrea Balis asked if other people could enroll for the Justice Core 200-level course. Director Ferdinand said first it has to be brought to scale, but in a few years that could be considered. Dean Byrne said that it works better to start with a small pilot to test this sort of curricular intervention until there is a solid concept that is ready to scale. It will take two to three years to get courses written and get all of the sophomore transfers in there and get evidence that the way it is being implemented is right. Professor Balis said anyone teaching the course would need to know that it is a restricted population. Assistant Dean Killoran agreed but pointed out that it will not begin until Fall 2021 anyway.

Professor Jayne Mooney commended the idea. She said in her advising work, she has seen that the transfer students really worry. A course that brings them together would be welcome. Dean Byrne said outcomes go up because of this type of work, when administration can connect data to things the faculty are seeing and build interventions into the curriculum.

Katelynn Seodarsan asked why transfer students do not have mandatory academic advising? Assistant Dean Killoran said it is a resource issue. The academic advising center is only ten years old. She explained they do have the opportunity to come in for advising, but it is not required. There are 15 advisors for 13,000 students. The case load is 1 to 750 and last year the Academic Advisement Center logged 20,000 student appointments. Dean Byrne said she thinks often of the round-the-clock work that those advisors do. Since the college does not have nearly enough
advisors to serve the population, the mandatory advisement tends to go to the places where the
need is most critical.

A motion was made and seconded to approve the Proposal to Revise the College
Option Portion of the Gen Ed Program. The Proposal was approved with 24 votes
in favor.

Academic Standards Subcommittee

Revision of the Policy on Grade Appeals

Dean Byrne brought forward a change to the Grade Appeal Process. She said the current policy
had been revised two years ago to add a layer for chairs to remedy a grade appeal in an
extraordinary circumstance. The first level of grade appeals is that the student appeals the
grade, and the department committee meets and issues an outcome by making a
recommendation to a professor. Ultimately it is the professor’s decision to sustain or change the
grade. In most cases, the professor will accept the committee’s recommendation. If the professor
does not adjust the grade, the chair can choose to send the case to the college-wide grade appeal
committee. If the professor still does not adjust the grade based on a recommendation of the
college-wide committee, the case can come back to the chair. The chair then submits the grade
change as recommended by the college-wide committee in consultation with the departmental
grade appeal committee. This is an extraordinary circumstance and is rarely used. Recently, an
extremely unusual case occurred in which a professor retaliated against a student for appealing
the grade by, in fact, lowering the grade.

This proposed revision to the policy would be reworded to say: “faculty members shall not
retaliate against students who have exercised their right to file a grade appeal” and “must
sustain the grade or submit a grade change that follows the grade appeal committee’s
recommendation”

Dean Byrne emphasized how unusual this scenario is. She said she was not pleased to have to
add language like this to the Grade Appeal Policy, as the grade appeal process works overall.
However, because of this extremely unusual case, she advocated for the change of the language.

Professor Karen Kaplowitz said she strongly supported this. She said it seemed like a professor
who retaliated in this way might then retaliate against the next student who simply asks.
She asked to reword for that scenario: “faculty members shall not retaliate against students who
have requested that their professor reconsidered their grade nor those who have exercised their
right to file a grade appeal.”

Professor Erin Thompson asked what was meant by “retaliation.” Does it apply to students who
ask for recommendations? Dean Byrne said this would be strictly about the grade appeal
process, and it cannot include other issues, as it will go in the bulletin. Professor Thompson said
in that case she supported leaving the language somewhat vague, as just “retaliation.”

Vice President Ellen Hartigan asked if the chair should be speaking to the faculty member who
may not have issued the proper grade in the first place. Dean Byrne said that would be difficult
because the grade appeal triggers a meeting of the committee, not a meeting with the chair. She
said it is important to protect the faculty, and grading is the work of the faculty. The process
must allow for a review of the assignments and grading criteria, rather than shifting to the
chair’s power over the faculty. She said in the recent difficult case, that distinction is very
important because sometimes there is discord within a department, and a chair saying “you are wrong for this grade” can make it worse for the student. Right now, there is a student who earned a D in the spring, filed an appeal that turned into an F, and that has not been resolved. Now this student has to return in the spring without this having been resolved. For the student and the professor, it is critical to be able to make it a process and not personal. She said legal counsel is interested in reviewing the revisions to the policy.

Professor Hartigan asked about the timeliness and financial aid issues for this particular student. Dean Byrne said they are hoping for a recommendation from the college-wide committee this week.

Dean Byrne said she was unhappy to have to present such a thing to College Council. Professor Kaplowitz said she could say “it is the first time.” Assistant Dean Killoran said this was not the first time this has happened, though it is very rare. However, this would be the first time the college answered by trying to do something about it.

A motion was made and seconded to approve the Revision of the Policy on Grade Appeals with amendments. The Revision was approved with 24 votes in favor.

New Policy for Freshman Forgiveness

Dean Byrne said this new policy is much like policies found at other schools that give students the opportunity to fix things that happened in their first semester. John Jay data shows that 36% of freshmen will get a D, F, or W. Students with early Fs in the first semester see their GPAs dragged down for the rest of their career. Since freshmen are allowed to have lower GPAs and be in good academic standing, they are digging themselves out of a hole for much longer than is tenable. In addition, classes like the First Year Seminars cannot always be repeated by students who earn Fs, because there are fewer offered in spring semesters. This policy will allow a student to earn a grade outcome of “no credit” instead of an F. This would eliminate the GPA challenge that comes with an F, and students in FYS classes can then take any 100-level first year seminar appropriate for a repeater. As an aside, she said they would love to keep sophomores from going back into the FYS course with new freshmen.

Professor Virginia Diaz-Mendoza asked about adjusting it to apply to SEEK students who take summer academy, since that is their first semester.

Professor Balis said this was a very important problem. She said she had taught a lot of students who had no understanding of what an F would do to their GPA. She said this change would make it easier to assess a student’s grade fairly, knowing that the college has resources to help that student. Dean Byrne said they wished to raise consciousness around this by providing a process around a commonplace issue. Professor Balis said it destigmatizes it.

Assistant Dean Killoran asked about the procedure for INC grades. Registrar Matos said once a student’s incomplete grade has been changed to a FIN, the college would change it retroactively but it may be wise to have students request the change.

Professor Kaplowitz asked about the part of the proposal that said students who receive grades of NC are not eligible for Dean’s List or academic awards. She asked if that is for their entire career or for that semester. Registrar Matos said it would be for that semester. Professor Kaplowitz said it should say “for that semester.” Registrar Matos then noted that item 7 says it would affect Latin honors for the entire career. Professor Kaplowitz was concerned about these
two items, and there was a discussion about how various awards are calculated. They agreed to amend item six to keep it consistent with Dean’s List format by adding: “for that semester for full-time students, and year for part-time students.”

Professor Kaplowitz asked about a line in the chart on page three that read: “GPA will increase due to a grade change from failing to NC (no credits earned).” She asked what would happen if a first semester student received all F, W, and FIN grades. Registrar Matos said the GPA would still be a zero, but it would take them out of academic review. Professor Kaplowitz asked if the student would still receive outreach in that case. Dean Byrne said they would like to build that. It is critical to build intentions into the college culture. Making this policy change will make it possible to build in a formal process that can lead to consultation, and then her office can act on issues in a timely fashion. She said adding the policy also allows her office to gather information and study these students. Part of the issue now is that nobody knows what those NCs will look like. Her office needs to understand those numbers, where their majors are coming from, what the conversations with those majors might be, and where change is possible.

Louise Freyman said from an advisement perspective, if advisors can know as soon as possible, the better. If there is some kind of ability to alert advising, she would love to know if any one of her freshmen got a D or an F so they can have organized outreach, possibly through the new EAB system.

Dean Byrne spoke about a current pilot study looking at how long it takes students above 90 credits to graduate. The study was aimed at investigating why students leave and whether or not they come back. The study showed that students who had 6 or more Ds or Fs were highly likely to leave the college. If the college can start to move in in the foundational year to do more consultation and conversation, it might be possible to give students opportunities to truly recover.

Professor Michael Leippe asked if students would be allowed to do this for more than one course from their first semester. If they did this for too many courses, would they still be a lower freshman their second semester? Registrar Matos said the forgiveness policy only applies to the first semester. Professor Leippe then asked if there would there be two sets of GPAs to calculate Latin Honors and such. Registrar Matos spoke about how registrar’s office works. There is a degree audit, and there is also a score sheet given to student that explains “for the purposes of Latin Honors, these NC grades were factored in as F grades.” Professor Leippe asked if that meant they cannot look at their GPA to figure out their Latin Honors. Registrar Matos said that is the case, and that is already the case with some other policies having to do with grades earned from transfer courses. Students are often surprised at graduation season. Assistant Dean Killoran said Registrar Matos has made all this very transparent in DegreeWorks. The notes about the Latin Honors calculation is available to them at the bottom of their degree audit.

Professor Erin Thompson asked if it could specify “Dean’s List or other college-wide GPA-based academic awards.” This way, students would not think they are ineligible to apply for other things, like summer programs or department awards. Professor Thompson said imagining it from the student perspective, they might think “oh I cannot apply for any award,” when the policy only means Dean’s List. Dean Byrne agreed and said they could strike the words after “Dean’s List” in item 6 on page 2.

In finalizing the amendments, Dean Byrne asked about the SEEK amendment that Professor Diaz-Mendoza had requested. Dean Byrne noted that the policy can only apply to one semester, so if that is summer for the DEEK students, then they cannot be eligible in the Fall. There was a
discussion of when they matriculate and what is being paid for by whom. Professor Diaz-Mendoza asked if the summer academy can be lumped together with the Fall, in terms of grades. Registrar Matos said that would not work. Professor Nancy Velazquez-Torres said it would affect their exemption. Professor Diaz-Mendoza was concerned because the summer is their first experience at the college. There was a larger discussion about the SEEK students’ situation.

It was decided that the only amendments would be to strike “or other academic awards” and add the sentence that Professor Kaplowitz had asked for. Professor Balis moved accepting the policy with the caveat that the SEEK students’ situation would be revisited in the future.

**A motion was made and seconded to approve the New Policy for Freshman Forgiveness. The proposal was approved with 24 votes in favor.**

Dean Byrne had to leave to attend an FPC meeting, so she handed the floor over to Professor Judy-Lynne Peters.

**Program Review / Programs Subcommittee**

**Proposal to Revise the BS in Economics**

Assistant Dean Killoran said this would close the loop on their program review. This proposal adjusts major prerequisites to comply with the Rabinowitz memo, increasing the major by 6 credits. Previously, electives were grouped by subject clusters, but this was difficult for students, so they are eliminating that. Professor Sara Bernardo said the elimination of the clusters is an especially good change to allow students to have more say over their progress, scheduling and elective choice.

**A motion was made and seconded to approve the Proposal to Revise the BS in Economics. The proposal was approved with 24 votes in favor.**

**Proposal to Revise the BS in Applied Math**

Assistant Dean Killoran said there are two small changes. They are removing Math 204 from Part A of the major and they are adding a new course to the second part of the major, which will be on the agenda later today, Elements of Mathematical Proof. The major feels like Math 204 is more appropriate for computer science majors than for math majors.

**A motion was made and seconded to approve the Proposal to Revise the BS in Math. The proposal was approved with 24 votes in favor.**

**New Minor in Social Entrepreneurship and Community Innovation**

Assistant Dean Killoran introduced the team presenting the new minor, Professor Charlotte Walker-Said, Associate Dean Roblin Meeks and Gayetri Nanda. There will be a new course prefix for this minor, SEI. Assistant Dean Killoran discussed the offerings, which are in various stages of the proposal process. Professor Walker-Said said this program would be a great offering for John Jay. Students are interested in being innovative, entrepreneurship in the public sector, in finding ways to merge for-profit and non-profit work. She said students are very brand-conscious and market-conscious. This minor provides a way to merge their John Jay
training and ethos with something that is gaining a lot of momentum in the market. She said it is a phenomenon that has advantages as well as drawbacks, but it is something that is here to stay, so a program like this could work on bringing the John Jay ethos into such work. This minor helps everyone gain an understanding of the rapidly transforming work of justice.

Professor Velazquez-Torres was glad that one of her courses was included, but she had a concern that Counseling was not included in part 9 of the proposal. Professor Walker-Said said she thought the minor would be a perfect complement for the Human Services major. Professor Velazquez-Torres asked about the line about the committee mentioned in the proposal. Assistant Dean Killoran said the committee is not a closed committee and welcomes other departments who are interested.

Professor Velazquez-Torres asked if there is funding. Associate Dean Meeks said there is funding attached to this from an external donor. The funding provides a suite of programs, including a fellowship program, a class, experiential learning that will eventually go into this minor, money to support event programming to bring entrepreneurs to campus. Associate Dean Meeks said that there is a lot of this already happening, but the minor provides a language to talk about it. There is also money to support administration and to create institutional structure for it.

Professor Valerie West asked about assessment, which she did not see in the proposal. She said one of the issues in merging for-profit and nonprofit is that assessment is lacking. Professor West said private sector businesses are often thought of as more efficient but then they are lacking assessment. Associate Dean Meeks spoke of the use of “design thinking” in which one comes up with something and then evaluates how it works, which at least inculcates this loop of assessment and evaluation into a project.

Ms. Seodarsan said from a student perspective she really liked this idea. As a Public Admin major, she had already taken some of the courses. In her major, they do all this work but then may not know how to start something. Professor Peters said one of the beauties of this program is it would apply to a lot of the majors in the college, and there is great opportunity for lots of departments to have input. Students want to go out and make change but may not know what skill sets are necessary.

Professor Sergio Gallegos said it looked like a strong minor, but could use more ethics overall. He said the Journal of Business Ethics included in the proposal was a good publication, but they needed more. He suggested Philosophy 210 could be considered for the elective list.

Professor West said she loved the program, but wanted to make sure that “problem identification” was in there. She had concerns about moving things over to private sector without data. Professor Walker-Said agreed and said her own background was in corporate responsibility, so this was certainly on her radar. Professor Walker-Said said she took the point to make assessment part of the first level of the program, right from the beginning. Professor West said it would be important to bring critical thinking in from the first step.

There was a motion to approve this with the addition of Philosophy 210, some language about assessment and collaboration at the ground level, and also the addition of the Counseling and Human Services Department.
A motion was made and seconded to approve the Proposal for a New Minor in Social Entrepreneurship and Community Innovation with the amendments. The new minor was approved with 23 votes in favor.

Associate Dean Meeks reiterated that this is an open call for participation in this program, if anybody wants to submit courses.

Proposal to Revise the Minor in Community Justice

Assistant Dean Killoran said this was a tweak to a minor that was new last year. They want to change the prerequisite requirements and add courses that were left off on the original proposal.

A motion was made and seconded to approve the Proposal to Revise the Minor in Community Justice. The proposal was approved with 23 votes in favor.

General Education / Courses Subcommittee

New Courses

SEI 1XX Social Entrepreneurships: Past, Present and Future (Learning from the Past)

This course is being proposed for the new minor and Gen Ed. Wynne Ferdinand spoke of the history of entrepreneurship in marginalized groups. She said the course uses case studies. Students complete a fair bit of writing to analyze current and historical cases. At the end, they pitch their own entrepreneurship project. Professor Walker-Said spoke of her department chair Professor Gordon-Nembhard’s book on community-based entrepreneurship in the Africana communities. There is a strong history of self-sufficient community organizing work that was for the benefit of the community. The course is rooted especially in Africana Studies but can be adjusted to apply to other communities as well.

Assistant Dean Killoran wanted to point out that the Gen Ed mapping in this proposal is exemplary. She said it would be a good model to look to for other proposers.

Professor Peters also complimented the language on the Incomplete policy, which she said was not usually presented so clearly on proposals.

A motion was made and seconded to approve SEI 1XX Social Entrepreneurships: Past, Present and Future (Learning From the Past). The course was approved with 23 votes in favor.

MAT 2XX Elements of Mathematical Proof

Wynne Ferdinand said this is a new required course in the applied math major, and an offering for a minor. She said this course is critical for students who are still getting to know the logic of mathematical proofs. It also includes a lot of writing. They spend time learning the correct ways to write proofs.
Killoran asked that the abbreviated title be changed to reduce it to simply “Mathematical Proof.” Professor Puls agreed to this change.

A motion was made and seconded to approve MAT 2XX Elements of Mathematical Proof. The proposal was approved with 23 votes in favor.

Course Revisions

MAT 204 Discrete Structures
MAT 302 Probability and Mathematical Statistics II

A motion was made to take these as a slate.

Wynne Ferdinand described the changes to the math courses, which would adjust prerequisites to make students more prepared for the demands of each course. She said this would create more scaffolding in the major, which is always welcome.

The motion to take the courses as a slate was approved with 22 votes in favor.

A motion was made and seconded to approve the revisions to the slate of math courses. The course revisions were approved with 22 votes in favor.

The meeting concluded at 11:30.

Respectfully submitted,
Sarah Hammond, scribe
COMMITTEE

AGENDA
December 13th, 2019
9:45 A.M. – 12:00 P.M.
ROOM 630 Haaren Hall

1. Dean’s Announcements – Dean Byrne
   a. New student members (Katelynn & Manu)
   b. Graduation rates

2. Approval of the minutes of November 15th, 2019

3. Old Business - None

4. New Business

General Education
   • Proposal to Revise the College Option Portion of the Gen Ed Program

Academic Standards Subcommittee
   • Revision of the Policy on Grade Appeals
   • New Policy for Freshman Forgiveness

Program Review / Programs Subcommittee
   1. Proposal to Revise the BS in Economics
   2. Proposal to Revise the BS in Applied Math
   3. New Minor in Social Entrepreneurship and Community Innovation
   4. Proposal to Revise the Minor in Community Justice

General Education/Courses Subcommittee

New Courses
   1. SEI 1XX Social Entrepreneurships: Past, Present and Future (Learn from Past)
   2. MAT 2XX Elements of Mathematical Proof

Course Revisions
   1. MAT 204 Discrete Structures
   2. MAT 302 Probability and Mathematical Statistics II

Attachments:
   Agenda for Dec 13th
   Minutes for Nov 15th
   Revision of College Option
   Revision of Grade Appeal Policy
   Freshman Forgiveness Policy
   Revision of BS in Economics
   Revision of BS in Applied Math
   New Minor in Social Entrepreneurship & Community Innovation

[OVER]
Revision of Community Justice Minor
New Courses:
SEI 1XX Social Entrepreneurships
MAT 2XX Elements of Mathematical Proof
Course Revisions:
MAT 204 Discrete Structures
MAT 302 Probability & Math Statistics II
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, February 7, 2020 at 9:45 a.m. in Room L61, NB. Dean Dara Byrne called the meeting to order.


**Absent:** Nina R. Fisher, Beverly Frazier, Maria Kiriakova, Ke Li, Michael Puls, Erin Thompson.

**Non-Voting Members and Guests:** Karen Argueta, Wynne Ferdinand, Louise Freymann, Sarah Hammond, Jeffrey Kroessler, Katherine Munet, Dyanna Pooley.

### Announcements

Assistant Dean Katherine Killoran introduced some new members for the Spring, Henry Pontell for Sociology, Lucia Velotti for Security, Fire, and Emergency Management, and Maria Julia Rossi from Foreign Languages.

### Approval of the minutes of December 13, 2019

There was a typo on page 1, line 10. The word “said” would be struck.

There was some discussion about the exact protocol of grade appeals and the chair’s role in the process, which was stated incorrectly on page 3, line 20. This would be revised to say the chair “can submit the college-wide committee’s recommendation in consultation with the department grade appeals committee.”

On page 3, line 45, it should say “Vice President Ellen Hartigan.”

A motion was made and seconded to approve the minutes of December 13, 2019 with corrections. The minutes were adopted with 15 votes in favor and 5 abstentions.

### New Business

#### Program Review / Programs Subcommittee

#### Self-Study for the BS in Computer Science & Information Security

Dean Byrne said this major has grown tremendously and introduced Chair Douglas Salane from the Math Department to speak about the self-study. Chair Salane said this is the first self-study since the major was radically revised in 2014. This major was first established in the late 80’s under the name “Computer Information Systems.” In a long overdue revision, the name was changed to reflect what the major really is in 2014. Much of the core has remained the same, but the focus has shifted to computer security. It is a very popular major, given the proliferation of digital devices in the modern world and new issues, like the role these devices can play in compromising elections. Enrollment has risen from about 150 students in 2013 to over 900 majors today, with 760 actually enrolled in courses. Chair Salane said the resource issues are incredible. He said there are some good new faculty members and new lecturers but getting adjuncts to staff the courses can be a heavy lift. Moreover, it is a popular program throughout CUNY, with a large transfer population enrolling every semester. Now there are six sessions of all the junior courses, even a Friday night course with 30 students. He said they had recently received a CUNY 2X grant that will provide an advisor, two lecturer positions, and a lab. Advising is very difficult, especially with the high volume of transfers coming in and the need to evaluate transfer credits. Overall, he said the math department was very proud of the major and felt it represents the college well. He added that the major feeds into the graduate degree in digital and cyber security.

Assistant Dean Katherine Killoran explained the importance of self-studies. This is part of the program review process that is mandated by regional accreditation bodies and CUNY, who both provide recommended outlines for what a review should cover. Self-studies are done every five years in each program to highlight strengths and weaknesses in order to make sure students are getting a quality and current education.

Speaking for the Program Review Subcommittee, Assistant Dean Killoran said the document came in well-prepared. The committee urged the math department to emphasize the programs strengths as well as its challenges and to strengthen the case for additional resources. She said the committee was shocked by the numbers and the growth of the major. The department has been very nimble with trying to offer additional sections, but that is limited because of the number of qualified faculty. They have tried re-rooming things into larger rooms, moving schedules to Fridays and Saturdays. However, there is going to come a point when the college needs to look closer at this, maybe by reconsidering admission standards. The population in the major is heavily weighted towards the earlier years. This year they will have about 150 graduates. Chair Salane said there is a big junior class moving up to the senior year, and the CUNY 2X grant will be helpful to provide classes for those students. The grant is an initiative from the mayor’s office to improve New York’s standing in the digital world. It is supposed to increase the number of graduates in computer majors and help them move on into jobs in the city.

Professor Judy-Lynne Peters said she remembered the 2014 program revision and all the revisions during that process. She asked about graduation and student success. She had read that people of color are flocking to these programs but not getting jobs as often as white people. She asked if there was anything in the grant to help these students actually get jobs. Chair Salane said he thought the internship would help. He added that this program has many people of color and women compared to other colleges’ computer science programs. The internship can provide those contacts and networks that people might not have. Responding to the mention of the revisions, Chair Salane said the ethics course they added in the 2014 revision was one of the best changes they made. He said the course is run by the philosophy department and it is one of the most popular courses they have.
Dean Byrne said research shows that participation in a relevant internship in college makes a huge difference in outcomes for underrepresented students trying to get into careers. She said that John Jay has not had that kind of resourcing around career preparation. She was excited to see CUNY investing in ways to connect graduates to industries that have not previously been traditional to John Jay. She said her office had received a grant to set up paid internship opportunities. The grant provides 275 paid opportunities for students over the next 2 years and it provides part-time people to help with the training and development of the support network in that area.

Louise Freymann said there are so many great conversations happening, asked how the students are doing grade-wise. Chair Salane said there are students who do very well and students who do not do so well. It is a bi-modal distribution, and it reflects the incoming SAT scores. They come in with very different skill levels. Ms. Freymann asked if students stick with it. Chair Salane said most who come in do. There is attrition in the first semester, which could be addressed by creating more rigorous standards for entering that course. Wynne Ferdinand said that partnerships have been helping them succeed in CSCI 271.

Chair Salane spoke of a non-major course developed by Hunter Johnson that makes coding accessible to non-majors by using Python instead of C++. They offered two sections but did not have the staff to offer more.

Professor Nancy Velazquez-Torres had a question about academic support offered to students. She was impressed by the strong enrollment of women and students of color. The college does not have retention records for these two groups. She asked if academic support services were offered to these students who are struggling. Chair Salane said the data research lab offers support, and they also have a grant from Women in Technology in New York (WiTNY), which provided sessions in programming. He said he did not have hard data, but he thought student success was not limited to specific demographics. He said the students who are doing well come from across the population.

Dean Byrne spoke about a Mellon grant that is helping STEM students take a summer course. The grant allows for students with non-success in foundational course to come back in summer to repeat or catch up without delaying all the way into the following year. In the two years of doing that initiative, the STEM student credit accumulation now matches and sometimes exceeds non-STEM students. This major is heavy when it comes to the amount of practice involved. Students might start out needing a little more support. When the college can provide the resources for accelerating, making use of winter and summer sessions, students do catch back up. The issue is finding those resources.

Assistant Dean Killoran wanted to recognize the Math Department for doing regular assessment of learning activities and reports every year, and they have done a good job of closing the loop on problems to improve with each assessment.

Assistant Dean Killoran said they were exploring the idea of creating a first-year seminar for computer science similar to what has been created for science students, partly to have a place to direct support services. Dean Byrne said anywhere on campus that creates a learning community has improved student outcomes. She said she has seen great work from the faculty on this point. She said it would be great to figure out how to do that in a way that supports the unique STEM programming. By making opportunities for freshman and sophomore early bonding, the college can concentrate some things that otherwise become untenable for an individual advisor. Chair Salane said peer learning is essential in this field because details are so
important and students pick them up from each other. Dean Byrne said they also encourage peer to peer connection by giving jobs to upper-level students who are doing well.

Katelynn Seodarsan asked Chair Salane to speak about the self-study’s mention of a possible application for the Department of Homeland Security certificate. Chair Salane said NSA DHS certifies majors as centers of excellence if they meet certain criteria, and the department has been looking at applying for two years now. A certificate could make the department eligible for certain grants every semester. It is a very heavy lift because the requirements are very stringent. It can be hard to do with so many courses here covered by adjuncts. However, when they looked at the knowledge units called for in the cyber excellence certificate, this department does cover all the knowledge units. About ten of the courses are already in the major. If the application is successful, anybody coming out of the major would get a certificate saying “NSA DHS,” and there could be scholarship grants.

Wynne Ferdinand spoke about the impact of creating the science first-year seminar. This year, students who took the science FYS improved their pass rates in core major courses by as much as thirty percent.

Professor Suzanne Oboler asked how a DHS designation would help the students. Chair Salane said the grants they could apply for would be student grants and scholarships. Professor Oboler asked if there is any relationship DHS would have in terms of course structure or substance. Chair Salane said they would have to offer certain knowledge units, but the actual courses are all up to the college. He said they would not need to change the program or anything like that.

Professor Lorraine Moller praised the development of the major, saying this self-study was a very effective window for showing the major’s challenges and the accomplishments.

A motion was made and seconded to endorse the Self-Study for the BS in Computer Science & Information Security.

Dean Byrne explained that UCASC votes to endorse items like this to move the process to the next step, which would be an invitation to external reviewers to spend two days at John Jay meeting with students and faculty and looking at facilities. After that process, there is a meeting with the Provost, the chair, and the major coordinator to talk about the external reviewer findings, the self-study, and next steps. It is critical that the Provost and President are informed about students’ needs in a major and the faculty who support those students. When conversations happen around lab space, people who support students, pass rates, size of major, admission standards and so on, the Provost and President need to be very well-informed on these kinds of things. This is especially critical for decisions about where lines go. Information should go from the department all the way through the highest leadership.

A motion was made to enthusiastically endorse and congratulate the department.

A motion was made and seconded to endorse the Self-Study for the BS in Computer Science & Information Security. The Self-Study was endorsed unanimously with 22 votes in favor.

Dean Byrne congratulated Chair Salane, saying it was a wonderful document and commending the work in the department. She said Chair Salane has been a real champion for the needs of the department. He has his finger on the pulse of what the students need.
Chair Salane thanked Dean Byrne, her department, her staff, and especially Assistant Dean Killoran, who he said had been so helpful for so many years in getting things off ground for the department. He thanked Wynne Ferdinand and Ray Patton for their work on the dual degrees with other colleges.

Professor Balis said this was a great example of how a department can develop long-range goals over a period of time.

General Education / Courses Subcommittee

Course Revisions

ISP 277 Experiential Learning in Social Justice: Field Preparation

Assistant Dean Killoran introduced the course, which was new last year. After offering it, they found that students were having difficulty registering for the course, so they wanted to remove the ISP prerequisite to create seamless registration opportunities.

A motion was made and seconded to approve the Revision of ISP 277 Experiential Learning in Social Justice: Field Preparation. The Revision was approved unanimously with 22 votes in favor.

MAT 352 Applied Differential Equations
MAT 361 Intro to Functions of a Complex Variable

Assistant Dean Killoran introduced the two math courses that have similar changes. They are changing the prerequisites in response to the new Applied Math major. These courses have been on the books since the 1960s and were due to be refreshed. For 361, there is a title change to remove the “intro to” since it is a 300-level course. For MAT 352 they are changing the prerequisites to eliminate co-requisites, which are very difficult for registration.

A motion was made to take the two Math courses as a slate. The motion was approved unanimously with 22 votes in favor.

A motion was made and seconded to approve the slate of Math courses. The revisions were approved unanimously with 22 votes in favor.

BIO 315 Genetics

Assistant Dean Killoran said this would be another change to prerequisites. They are dropping the statistics course, MAT 301, from the prerequisites because it is stopping some students from progressing. The statistics course is still required in the major, so they will have to take it at some point anyway. Professor Angelique Corthals said they have a staggered program that has them moving through biology and chemistry courses, but the statistics prerequisite was preventing students from registering and affecting graduation times.

A motion was made and seconded to approve the revision to BIO 315 Genetics. The revision was approved unanimously with 22 votes in favor.
General Announcement

EAB Navigate Update

Assistant Dean Killoran gave the update on the EAB system, a student support system that sits on top of the college’s data but is easier to use than CUNYfirst. The pilot phase is kicking off now. Advisors will begin using it in March to advise for registration for Fall, and that is where the true test will be. To test, there will need to be a lot of people on the system. She said some troubleshooting is expected, but it should be useful. She described the benefits of EAB’s mobile app. Students can schedule their advising appointments, see their own performance, the college can push alerts and reminders to them to keep them on track. There is also a sophisticated query system faculty can use with lots of variables to find particular subgroups of students within the undergraduate population. It will be easier to roll out interventions for students who may be struggling.

Professor Peters asked if this is replacing AdvisorTrac, or if things will be able to roll over into it. Assistant Dean Killoran said there will be a one-time update from Advisor Track and they will be able to provide advisor forms and advisor notes. She said they would roll things out rather than changing over cold turkey. Advisors will start with the students who have regular appointments. Eventually, EAB Navigate will replace AdvisorTrac and TutorTrac.

Professor Oboler asked if there will be training for the faculty, and if so how and when. Assistant Dean Killoran said first they will get the pilot off the ground, and then maybe in June or September they will start bringing in groups of faculty. She said it is a very easy system to navigate around.

Professor Valerie West asked what type of student data professors would have access to when teaching a course. Assistant Dean Killoran said it is the same information they have in CUNY First. Professor West asked if the access would be limited, and Assistant Dean Killoran said that different faculty have different information. Some faculty might have more access to info than they do now.

Dean Byrne clarified that the EAB is a company, and the new tool is actually called “Navigate.” She said that CUNYfirst takes a certain amount of time to do a search, but Navigate can help change that. Dean Byrne said the Council of Major Coordinators group has been talking about how to use EAB Navigate in a way that supports their role. For example, the group thought it could be helpful to be able to search students with DFWI’s. If major coordinators and advisors could see that sort of statistic in Navigate, they might be able to intervene more quickly. If students are enrolled in 3 or 4 of the high-fail courses in a major, and an advisor knows that when talking to them, then they could help the student. In CUNY First, the process of extracting that info is cumbersome and does not allow anyone to move real-time with a student, leaving faculty drawing from last year and making general statements. EAB is going to change the way faculty and advisors connect the performance in the major with how students have been progressing all along and allowing faculty to ask questions about what is happening in these courses. If success rates are declining year by year, this system will allow major coordinators to see and address it with chairs. Dean Byrne said she was excited about that and the potential to see what is going on in any major.

Professor West said her concern about access to information was primarily about student privacy rights.
Professor Peters was concerned that the college might be making assumptions about student access to technology. If it is an app, will students be able to be trained? She asked about students who do not have smart phones. Assistant Dean Killoran said it works on a desktop. They can also show up at the front desk and make an appointment. Dean Byrne said the style of the app is in the language of what you see on apps, looking more like Facebook than like CUNY First – inviting and user-friendly. For the student, it is making sense of things that require 17 different operations in CUNY First. Part of the plan is to have student early adopters who will work within the student community to support engagement and use of it. All of these tools are only as good as the community who is using it.

Katelynn Seodarsan said she was glad to have a new app to replace AdvisorTrac, which she did not like, but she had questions about the parameters around communication on the app. She asked if they would be able to contact professors through the new app. She said she knew professors do get a lot of e-mails. She asked if students would be sent surveys and things after visiting learning centers at the school. Dean Byrne said the first step would be figuring out the rules and terms for engagement. She said faculty can text students through Navigate, but whether they should or not was an important question. Dean Byrne felt that texting was only warranted in high-level near emergency events. She said her opinion was that faculty should not be texting students about things like events happening on campus. It would be important to have boundaries about how to engage students on their private devices. Those concerns are part of why this conversation is being had at UCASC and in other governing committees. They want to have conversations about how to use technology without it being intrusive and annoying.

Sudhendra Buddhi said the application would help students hold other students accountable. He said it is always easier for students to ask a buddy about things like how to register for classes and moving toward AI sort of technology is on the right path. He asked if there was anything this application can or cannot provide that the previous system was using. He was also concerned about privacy, and asked if there was anything that needs to be addressed there. Registrar Matos spoke about how his office considers issues around access to student information. There are usually two things they worry about: systems that allow someone to update any information on students (like adding or deleting data), and then also data that cannot be deleted but people can get access to see it. In EAB, you cannot add information, so they are focusing on what can be seen. It is the same information that can be seen in CUNY First, but it condensed into one space instead of broken up into multiple spaces the way it was in CUNYFirst.

Professor West asked about the data privacy issue. If faculty can blast class cancellation with a text, can that be done blindly? She felt faculty should not be allowed to do that if students have not given permission. Dean Byrne was not sure if that was something a faculty could do. It would probably need to be more of an administrator privilege. She agreed that this would be an important thing to continue to talk about. Just because someone has an ability to message students does not mean they should do that. Dean Byrne also said they had been piloting some texting at the college, and the first text is always an opportunity to opt in or opt out, and students mainly opt in. She said they have found that e-mails do not always generate engagement, but students are very interested in issues that affect financial aid.

Professor West asked why a new system was needed over improving CUNY First, which the college already paid for. They paid for CUNY First, and now they would be paying for EAB. Dean Byrne said this came from CUNY and no campus has had a decision in this.
Katelynn Seodarsan wanted to be sure that students would not be able to communicate between each other on the app. She said the John Jay app had to be shut down because students were having inappropriate conversations with each other. Dean Byrne said this app is about your academic record. It is not a social tool so much as an academic progress tool. Dean Byrne concluded the conversation by saying that evidence has shown that campuses that have Navigate have seen that it has made a tremendous difference in student progress.

**Curricular Objectives for the College’s 2020-2025 Strategic Plan**

Dean Byrne spoke about the one-page mission plan. She said over five years in her role as Dean, she had found that curricular objectives require contributions from everyone. She said she had been thinking about the line in John Jay’s mission about educating students for a “rapidly changing future,” and also about what it means to be the only justice-focused school in the country and the need to be focused on changing justice needs. She spoke of starting the year at a Martin Luther King Jr. Day event in Montgomery, Alabama, in an environment with confederate flags, where her visit to the lynching memorial further reinforced how important it is to tackle in the curriculum what makes a just society. The college must address students’ pressing workforce questions, but also what their intellectual engagement is like with these justice issues that are going to be at the forefront of their professional careers and their lives as citizens in this society. In approaching the five-year plan, she felt there was a great opportunity. There is a question about diversity, inclusion, ethics, and so on, how to get that to be incorporated in the Gen Ed with majors and minors. It is an unfinished project as she can see it right now.

She shared a story about two John Jay alums in the Bronx who were recently hired by the Bronx Defender’s office, who found their John Jay education had prepared them well to appreciate the broader context of the work they were doing. They were tying it back to ethics questions from the curriculum, working through what it means to be working on immigration issues or family court issues under this administration. They benefited from the historical lens they were taught at John Jay, which was something they may not have appreciated as they were going through the college. With the five-year plan, John Jay has the great opportunity to strengthen the visibility of what is happening in the curriculum, what some of these burning questions are, where the courses are that they can engage with them, how to build something into the curriculum that really supports the students’ intellectual curiosity.

Dean Byrne said John Jay has great courses, but sometimes students are building schedules based on when things are available instead of their passions and intellectual interest. She said she had asked Wynne Ferdinand to do a self-study of Gen Ed, since Gen Ed has been on the books for a good five years. There were challenges when Gen Ed was rolled out for Pathways, and there were tensions about what was lost and gained. It is not necessarily what the faculty designed. Professor Peters and Assistant Dean Killoran said it is similar. Dean Byrne said they should examine the college option, which focuses on the justice mission. Is it doing what they want it to do? She said she was very interested in how to thread diversity, equity and inclusion through the curriculum; how to work on the workforce piece while continuing to work on skills. She said this was the summary of what is on her mind as she prepared for this five-year strategic planning goal. Those are the kinds of questions she intends to be asking as the year progresses.

Professor Oboler said she was impressed with the focus. She asked about a previous strategic plan that was in place, which ended in 2020. She asked if there would be a conversation about how the college did on the current strategic plan in achieving its goals. Dean Byrne said that was in process and would be on the way soon.
The meeting concluded at 11:20.

Respectfully submitted,

Sarah Hammond, scribe
1. **Dean’s Announcements** – Dean Byrne

2. **Approval of the minutes of December 13th, 2019**

3. **Old Business** - None

4. **New Business**

**Program Review / Programs Subcommittee**

1. Self-Study for the BS in Computer Science & Information Security

**General Education/Courses Subcommittee**

**Course Revisions**

1. ISP 277 Experiential Learning in Social Justice: Field Preparation
2. MAT 352 Applied Differential Equations
3. MAT 361 Intro to Functions of a Complex Variable
4. BIO 315 Genetics

**EAB Update** – Assistant Dean Killoran

**Curricular Objectives for the College’s 2020-2025 Strategic Plan** – Dean Byrne

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**Attachments:**
Agenda for Feb 6th
Minutes for Dec 13th
Self-Study, Computer Science BS
Course Revisions: ISP 277, MAT 352, MAT 361, BIO 315
Strategic Plan 2020-2025 Goals
The Undergraduate Curriculum and Academic Standards Committee held its meeting Friday, March 6, 2020 at 9:45 a.m. in Room L61, NB. Dean Dara Byrne called the meeting to order.


Non-Voting Members and Guests: Karen Argueta, Wynne Ferdinand, Sarah Hammond, Tim McCormack, Robert McCrie, Shavonne McKiever, Katherine Munet, Tara Pauliny, Dyanna Pooley., Kate Szur.

Announcements

Dean Byrne began by addressing possible concerns about Coronavirus and how the college would address it. She said there was a task force working on this with a wide array of members, including the president and vice president of Faculty Senate. She said one of the challenges is to figure out how to address the shifting nature of concern. They must consider the issues of students earning their credits and faculty earning their workload credits. The response may change week by week. The scenarios require legal conversations, conversations with CUNY Central. There must be awareness of the possible technology issues with moving to online courses, because John Jay students signed up for in-person classes. She asked everyone to please know that there are many facets to this constantly shifting problem to cover teaching, health, and legal considerations. There was a general discussion of the situation at the college. Professor Angelique Corthals asked if there was a public health specialist on the task force. Professor Karen Kaplowitz suggested that Professor Corthals join the task force, as a public health specialist. Professor Kaplowitz then said that if anybody wanted to write to her with suggestions, they could e-mail her.

Dean Byrne said that the conversations underway have shown that it is a very complicated conversation, as any disaster is. She asked everyone to do their best to keep calm about this as the conversations unfold.

Approval of the minutes of February 7, 2020

Wynne Ferdinand provided statistics to add to her comments in the February minutes.

A motion was made and seconded to approve the minutes of February 7, 2020 with corrections. The minutes were adopted with 18 in favor, 0 opposed and 3 abstentions.

Approved April 3, 2020
**Old Business**

**Update on Grade Appeal Policy Proposal**

Dean Byrne said that the proposal was not approved at College Council because of the language around the word “retaliation” that had been successful at UCASC. The Faculty Senate made suggested revisions, which went through several iterations that were also rejected by College Council. The proposal on the table reflected language that would likely be approved at College Council. The new language is meant to ensure that the ultimate grade change reflects the “outcome of the grade appeal process,” rather than being a professor’s arbitrary change. This would put in writing what had always been assumed, which was that if a student’s appeal is unsuccessful, they earn at least whatever grade they initially had and cannot get a lower, punitive grade. Secondly, language was added to indicate that the instructor cannot make just any grade change at the end of the appeal process. The professor may either keep the original grade or change it to what the appeals committee recommends.

Dean Byrne said that though the language about retaliation had been struck, the intention and protections for the student and the departmental grade appeal committee are there. The process should affirm the decisions at the departmental level as being valid. Professor Corthals said the use of the word “retaliation” was probably irking a lot of people, and the new text was unequivocal, which she thought was perfect.

Professor Valerie West asked why the instructor is responsible for filing the grade at the end of the process if they must do so unwillingly. She asked if this step could be bypassed by making the grade change without the professor. Dean Byrne said that can only be done in very extreme cases and complicated appeals can take a year to be resolved. Dean Byrne said it is important to protect faculty’s authority and integrity. She said in the unusual case that began this, there was an unfounded accusation of plagiarism.

A motion was made and seconded to approve the revised Grade Appeal Policy Proposal. The proposal was approved unanimously with 21 votes in favor.

Dean Byrne said this would go back to College Council in April or May, which meant it might be able to be implemented next year.

**New Business**

**Program Review / Programs Subcommittee**

**Proposal to Revise the BS in Security Management**

Assistant Dean Killoran introduced the proposal to revise the BS in Security Management. One change responds to the Rabinowitz memo to deal with the prerequisites for the major. In this case, the department has decided to remove the prerequisites for the major, as they feel that Gen Ed adequately prepares students. The second change is to add new courses that they developed over the last two years for new minors in cybercrime and homeland security. These will be electives for the major. She said they have done a lot of work to align the major with career opportunities in the field, and the new minor courses have been very successful. The electives
will also be grouped by subject cluster. Dean Byrne said these revisions reflect changes in the
field.

Professor Lorraine Moller pointed out a duplicate sentence in the learning outcomes on page
three. The last two both say “develop, support and enhance.” Killoran said that typo will be fixed
for College Council.

Assistant Dean Killoran introduced Professor Robert McCrie, the major coordinator, who spoke
about the process of revising the major. He said this is a series of changes that really came from
the students. They asked for Homeland Security as something distinctive as one of the options.
That is because they envision going into government, and this is good preparation for it. They
also asked for more focus on cybersecurity. He said cybersecurity is so important and has gone
into all their courses, but some students want to focus on that in particular.

A motion was made and seconded to approve the Proposal to Revise the BS in
Security Management. The revision was approved unanimously with 21 votes in
favor.

New Minor in Writing, Rhetoric, and Literacy

Assistant Dean Killoran introduced Professor Tara Pauliny and Professor Tim McCormack who
were present to represent the minor. She said the proposal had initially included the word
“literacy” in the title, but they struck that because it was not reflected in the courses. Overall, the
subcommittee was very positive about having this opportunity. Assistant Dean Killoran said
John Jay has had a minor in writing for many years. A few years ago, the English department
changed that to a creative writing minor. That left out this slate of courses, which give students
an opportunity to build their writing in other ways, so the English department has developed
this new minor.

Professor Pauliny said they have a lot of courses already that do not have a home. This minor
organizes those courses while also providing a home for new courses that are being created. She
spoke of new courses in pedagogy and one in feminism and rhetoric. Professor McCormack said
some of these courses already run regularly with a lot of sections. For example, the business
writing course has six sections. There is clearly a desire in students to match their writing
courses to their career options. These courses let the college give students a credential for the
work they want to do anyway.

Dean Byrne said she loved that they were trying to organize the writing courses and highlight
critical writing skills. She said they should consider developing something about writing around
race, identity, and resistance. The pen is mightier than the sword, and John Jay students
understand that. She said these students are keyboard warriors. She hoped the minor could
expand into that kind of area that is in demand. Professor Pauliny said they have a close
relationship with the Gender Studies program, which is why they already have created the
feminist rhetoric course, and she could imagine doing crossover work with other programs.
Dean Byrne said they could consult with Professor Crystal Endsley from Africana Studies and
faculty in departments like Latin American and Latinx Studies. Professor Endsley said she has
experience teaching writing, teaching pre-service teachers, and they could talk more after the
meeting.

Wynne Ferdinand said there is also a thriving digital humanities community at CUNY, and it
would be great to see courses in that format. Professor Pauliny said that was on her list also.

Approved April 3, 2020
Professor McCormack said they originally had more potential new courses in the proposal, and Assistant Dean Killoran advised them to edit out hopeful courses. Professor Pauliny said they have four new faculty members in the department with a variety of expertise. Those new hires just started in the Fall, and they will be adding to the minor’s offerings in the future.

A motion was made and seconded to approve the New Minor in Writing, Rhetoric, and Literacy. The new minor was approved unanimously with 21 votes in favor.

Proposal to Revise the Computer Science Minor

Assistant Dean Killoran introduced the proposal, which removes five classes from the elective area in the minor. Two of the courses are no longer offered and the other three courses are basic computer literacy courses rather than computer science courses. The Math Department has been creating new courses over the last few years, and now there are enough new courses to revise the minor and remove these courses.

A motion was made and seconded to approve the Proposal to Revise the Computer Science Minor. The revision was approved unanimously with 21 votes in favor.

New Courses

DRA 3XX Theatre of the Oppressed

Wynne Ferdinand introduce the new course, proposed by Professor Lorraine Moller. Ferdinand said the course was submitted several years ago as a Gen Ed course, but now it is being proposed again, this time as an option for the Theatre Minor. Ferdinand was excited about the way the course operates at the intersection of theory and practice.

Professor Moller said she had found some errors that she would like to correct. On the first page, second paragraph, she wished to rephrase it to say “will devise” original plays. On page five, the item about capstones needed to be struck because a minor does not have a capstone, so number 9 should be changed from “capstone course” to “3XX-level course.”

Speaking to the course’s relevance at John Jay, Professor Moller said the activities in the course around oppression and the forms of oppression that impact student lives can be inspiring. Students have the opportunity to devise a piece that depicts oppression and invites the audience to come in and break the moments of oppression, which can be as meaningful for the audience as for the actors. Although the students devise a piece and enact it, when the audience comes in and changes moments, the actors have to respond in the moment and think on their feet. The entire experience is great for actors as well as audience.

Professor Oboler said Professor Eva Lopez, in Latin American and Latinx Studies, wrote her dissertation on the Theatre of the Oppressed. Professor Oboler recommended inviting Professor Lopez into conversation about the course. Professor Oboler said she had invited her into her class to do Theatre of the Oppressed in the past.

Professor Maria Julia Rossi said the subcommittee was very happy to see the proposal come back. She said they loved that theatre was not presented as a high art but is used as a tool to teach people how others might feel. It turns theatre into a tool to teach compassion.

Approved April 3, 2020
Professor Velazquez-Torres said she loved the course and the course description, and it seemed important to have a course like this. She thought nine learning outcomes was too many and said that some of the very specific outcomes could possibly be merged. In general, courses should try to keep learning outcomes to five or six. There was some discussion about how to revise them.

Professor Balis suggested consulting with Professor Amy Green because ISP has run a Theatre of the Oppressed course several times. Professor Moller said to her knowledge, as of last semester, this was the only Theatre of the Oppressed course at CUNY. She said a few students had come to John Jay just to take the course. She said they were hoping to develop an Applied Theatre program that would be useful for rehabilitation and for social workers. Dean Byrne said this was very exciting.

Assistant Dean Killoran said she would consult with Professor Moller about how to simplify the Learning Outcomes. Professor Rossi suggested combining 1 and 4, 5 and 7, 3 and 9.

A motion was made and seconded to approve DRA 3XX Theatre of the Oppressed with amendments to be made to the learning outcomes. The course was approved unanimously with 21 votes in favor.

Dean Byrne said she hoped Professor Moller would take back to the department news of how strongly this course and this area was received, and more courses like this would be welcome.

Course Revisions

BIO 101 Paced Modern Biology 1-A
BIO 102 Paced Modern Biology 1-B
BIO 103 Modern Biology I
BIO 104 Modern Biology II
CHE 101 General Chemistry I-A
CHE 103 General Chemistry I
CHE 104 General Chemistry II

Assistant Dean Killoran said courses 1-7 (listed above) all had similar changes. Since the admissions standards for science majors have been changing, she was trying to create a system where these courses do not have to revise each course every time admission standards are tweaked. This revision adds a note paragraph to each of the science courses with the specific standards and makes the prerequisites more broad. Right now, they are using math to differentiate student placement between the standard biology and chemistry entry-level courses and their paced equivalents. She also said Undergraduate Studies is working with the Science Department on creating benchmark success markers for student outcomes in these courses, to understand what it takes to succeed in the first year. They are also making slight adjustments to the course descriptions, many of which have not changed in a long time. New science majors have been created since the descriptions were originally written.

Dean Byrne proposed taking the first seven course revisions as a slate.

A motion was made to take the seven science courses as a slate. The motion was approved unanimously with 21 votes in favor.

Approved April 3, 2020
Professor Corthals did not have anything to add about the revisions and said that Assistant Dean Killoran had covered everything.

A motion was made and seconded to approve the slate of science courses. The revisions were approved unanimously with 21 votes in favor.

SEC 344 Intro to Executive & Event Protection

Assistant Dean Killoran said this revision involves a change to the title of the course because students have been confused as to what the course is about. It also involves a change to the prerequisites. The new title is “Celebrity, Executive, and Event Security.” The SEC 210 prerequisite is being removed.

A motion was made and seconded to approve the revision to SEC 344 Intro to Executive & Event Protection. The revision was approved unanimously with 20 votes in favor.

SOC 341 International Criminology
SOC 385 Selected Topics in Criminology
SOC 440 Senior Seminar (Criminology)

Assistant Dean Killoran said SOC 341 is a required course in the ICJ major. However, a lot of students from other majors wind up in there without the proper preparation, so instructors find it difficult to teach the course. In addition, the program has trouble staffing the course. They are adding ICJ as a prerequisite so the students who enroll will be better prepared. In SOC 385, they are reducing the prerequisites down to the standard prerequisites for all courses in program, SOC 101. For SOC 440, they are changing the title to “Senior Seminar in Criminology” to align with the style of their other capstone for the Sociology major.

A motion was made to take the three sociology course revisions as a slate. The motion was approved unanimously with 20 votes in favor.

Professor Henry Pontell from Sociology did not have anything to add, but thanked UCASC for the consideration.

A motion was made and seconded to approve the slate of sociology courses. The revisions were approved unanimously with 20 votes in favor.

The meeting concluded at 10:55 a.m.

Respectfully submitted,
Sarah Hammond, Scribe

Approved April 3, 2020
COMMITTEE

AGENDA
March 6th, 2020
9:45 A.M. – 12:00 P.M.
ROOM L.61 NB

1. Dean’s Announcements – Dean Byrne

2. Approval of the minutes of February 7th, 2020

3. Old Business – Update on Grade Appeal Policy Proposal – Dean Byrne

4. New Business

Program Review / Programs Subcommittee

1. Proposal to Revise the BS in Security Management
2. New Minor in Writing, Rhetoric, and Literacy
3. Proposal to Revise the Computer Science Minor

General Education/Courses Subcommittee

New Courses

- DRA 3XX Theatre of the Oppressed

Course Revisions

1. BIO 101 Paced Modern Biology I-A
2. BIO 102 Paced Modern Biology I-B
3. BIO 103 Modern Biology I
4. BIO 104 Modern Biology II
5. CHE 101 General Chemistry I-A
6. CHE 103 General Chemistry I
7. CHE 104 General Chemistry II
8. SEC 344 Intro to Executive & Event Protection
9. SOC 341 International Criminology
10. SOC 385 Selected Topics in Criminology
11. SOC 440 Senior Seminar (Criminology)

Attachments:
Agenda for March 6th
Minutes for February 7th
Proposal to Revise the BS in Security Management
New Minor in Writing and Rhetoric
Proposal to Revise the Minor in Computer Science
New Course: DRA 3XX Theatre of the Oppressed
Course Revisions: BIO 101, 102, 103, 104, CHE 101, 103, 104, SEC 344, SOC 341, 385, 440
The Undergraduate Curriculum and Academic Standards Committee held a remote meeting Friday, April 3, 2020 at 9:45 a.m. on Zoom. Dean Dara Byrne called the meeting to order.


Absent: Sara Bernardo, Sudhendra Budidi, Daniel Matos.


Announcements

The meeting was held on Zoom because of the social distancing restrictions necessitated by the COVID-19 pandemic. Dean Byrne began the meeting by acknowledging the unusual time. She said that formal UCASC business would be held first, and at the end of the meeting there would be a general conversation about how the college is responding to the changes as well as an open Q & A.

Approval of the minutes of March 6, 2020

There was some discussion of how much had changed in the month since the last UCASC meeting, which had been held on campus five days before the campus closed. At the March meeting, Professor Angelique Corthals was added to the college’s COVID-19 task force just before the changes swept the college. Professor Karen Kaplowitz said that Professor Corthals is the most valuable member of the task force. Dean Byrne said that John Jay benefits from faculty expertise in public health, epidemiology, and so forth. She said the faculty leadership has been incredible and she was grateful for that.

A motion was made and seconded to approve the minutes of March 6, 2020 with corrections. The minutes were adopted with 20 votes in favor and 6 abstentions.

New Business

Program Review / Programs Subcommittee
Proposal to Revise the Major and Minor in Latin American and Latinx Studies

Assistant Dean Killoran introduced the revision. She said this is the first time this major has been revised since it was created about four years ago. The proposed changes are minor, such as adjustments to the credit range to comply with the Rabinowitz memo on prerequisites. Most of the changes involve adding courses to tracks in the major and to categories in the minor. The department was adding more recently developed courses as well as courses from the Latinx Literature minor. They were also renaming Track B to the U.S. Latinx Experience. The courses subcommittee liked the changes.

A motion was made and seconded to approve the Proposal to Revise the Major and Minor in Latin American and Latinx Studies. The proposal was approved unanimously with 26 votes in favor.

Proposal for a New Accelerated / Dual Admission Program for BA in Forensic Psychology Leading to the MA in Forensic Mental Health Counseling (FMHC)

Assistant Dean Killoran said this will be the fourth program in the new model to move students directly into a master’s degree. The current MA FMHC program has about 150 students. The subcommittee liked this addition to John Jay’s offerings and felt this would open this field of study to undergraduates. In reviewing the proposal, the subcommittee asked for more information about the required externship and about the licensure process. This information has been added to the proposal. Everyone is required to take the externship because it is required to fulfill the educational requirements to move on to licensure. Licensure depends upon further supervised work in the field. Professor James Wulach and Professor Chitra Raghavan attended the meeting to represent the proposal. Assistant Dean Killoran said the Committee on Graduate Studies has already approved the proposal, so it would be ready to move on to College Council.

A motion was made and seconded to approve the Proposal for a New Accelerated / Dual Admission Program for BA in Forensic Psychology Leading to the MA in Forensic Mental Health Counseling. The revision was approved unanimously with 26 votes in favor.

Associate Dean of Graduate Studies Roblin Meeks said the feedback from UCASC was great and he thanked the committee for it.

General Education/Courses Subcommittee

New Courses

ENG 3XX Feminist Rhetorics: Histories, Intersections, Challenges

Wynne Ferdinand introduced this course, explaining that it would be an addition to the minor in Writing and Rhetoric that was approved at the March meeting. This course will also be an
elective in the English minor and major. She said discussions are underway with Gender Studies
about adding it to their program. She commended the use of the concept blog in the course. She
said there is a wide diversity of readings, which students will respond to in 12 reading responses.
She also discussed their portfolios.

Professor Tara Pauliny said the course is meant to start building out the Rhetoric and Writing
minor. There is not a course like this now, so it is really needed. It would be open to students in
any other English major. She has been talking to the chair of Gender Studies, who signed off on
the course pending final approval from his committee.

A motion was made and seconded to approve ENG 3XX Feminist Rhetorics:
Histories, Intersections, Challenges. The new course was approved unanimously
with 26 votes in favor.

It was proposed that the next two courses be considered as a slate. The courses are a sequence of
new language courses, ASL 101 and 102, an exciting addition to the college’s modern language
offerings.

A motion was made and seconded to take the two ASL courses as a slate. The
motion was approved with 26 votes in favor.

ASL 1XX (101) Introductory American Sign Language 1 (FC:
World Cult)

ASL 1YY (102) Introductory American Sign Language II (CO:
Com)

Wynne Ferdinand said the proposers developed these courses well and that each course satisfies
a Gen Ed option. There is a vibrant national and local deaf community, and students will benefit
from the opportunity to explore both the language and the culture of that community. Professor
Maria Julia Rossi spoke for Professor Vicente Lecuna, who had not joined the Zoom meeting
yet. As background, Professor Rossi said these courses originated as a proposal to the
department from students. A few years ago, students began offering ASL workshops, which were
very successful and eventually got funding from student council. Those students approached the
former interim chair, Professor Bettina Carbonell, about interest in courses in ASL. She was very
excited about developing courses, but it had to wait for the new chair, Professor Lecuna.
Professor Rossi said that other CUNY colleges offer between two and three levels of ASL.
Assistant Dean Killoran noted that those students, Miranda Baboolal and Megan Rajkumar,
were present at the Zoom meeting. Professor Rossi spoke of how successful the workshops were
and what a critical addition this offering is to the diversity of the language program.

Professor Judy-Lynne Peters said faculty can benefit from this, too. Professor Rossi said there is
a wonderful e-portfolio, which she could share. Professor Nancy Velazquez-Torres said that
Baboolal was her student and their department was very proud of her work and her passion for
this proposal.

Miranda Baboolal said she was incredibly grateful that they had taken the time to develop these
ASL courses. She said this started three years ago as just an idea and it was amazing how far it
had come. Dean Byrne said it is incredible and the student team really stuck to this, showing
exemplary leadership in seeing it through. Dean Byrne wanted to thank Miranda Baboolal personally for everything she put into this.

A motion was made and seconded to approve ASL 1XX (101) Introductory American Sign Language I (FC: World Cult) and ASL 1YY (102) Introductory American Sign Language II (CO: Com). The courses were approved unanimously with 26 votes in favor.

CSCI 4XX Quantum Computing

Wynne Ferdinand introduced the course and said this is an emerging area of computer science that has been around for about the last 40 years. Quantum computing uses quantum bits that can exist simultaneously in space and could reduce energy consumption of computer functions.

A motion was made and seconded to approve CSCI 4XX Quantum Computing.

Katelynn Seodarsan asked how the course went when it was taught on an experimental basis. Professor Michael Puls said it was taught once and he had not heard any complaints. Wynne Ferdinand said this is where computer science is headed so it is very important to have this offering.

Assistant Dean Killoran asked Professor Puls to specify which part of the Applied Math major this course will go into. They have two tracks and an elective area. He said he would ask his colleague and report back.

CSCI 4XX Quantum Computing was approved unanimously with 26 votes in favor.

General Discussion

Update About the Transition to Distance Learning and Q&A

Dean Byrne said it was not lost on her that everyone had multiple challenges they were grappling with in this transition. She greatly appreciated people’s ability to join a long-distance call at 9:45 am. She said in the Office of Undergraduate Studies, the transition to online learning was all-consuming, with 13,000 students and 5,000 courses, not to mention the logistics of a semester that is ending, a summer that will be fully online, and a Fall that is still a question mark.

She commended John Jay’s embrace of the move. In comparison to the state of the other CUNY colleges, John Jay just did it and moved forward. She said it may not have felt that way on an individual level, but overall, 95% of courses successfully transitioned to be available remotely. She said everyone at the meeting represented a department or division that really turned it out across the board. Because of this, the conversations about what to do next at John Jay are very different than the conversations at CUNY in general.

She spoke about the work Undergraduate Studies has been doing to aid the transition, such as the surveys Wynne Ferdinand has been creating to gather information about how this is all rolling out. Dean Byrne said she has been sending a weekly message to students. The weekly message is reviewed by Student Body President Musarrat Lamia, who highlights things students really want to hear. Undergraduate Studies created a student-oriented FAQ page that
consolidates the latest updates, and Dean Byrne encouraged faculty to have students bookmark the link: https://www.jjay.cuny.edu/Spring20FAQs

She said we are coming up on the time in college business when it is time to plan the Fall, even though they are not sure where they will be in the Fall. So right now, this is a case of having contingency plans. She said the registrar suggested thinking about scheduling courses as hybrid mode, so they can build a Fall schedule that is flexible enough to work online or on campus.

Professor Corthals, whose expertise is in public health, said the only thing that can ensure return to normalcy is production of a vaccine. Even a treatment would not be enough, because vulnerable people would remain at risk when people come back together. Such a vaccine could take from 6 - 18 months to develop, and would be more likely in 18 months, because of the various levels of studies and testing needed to ensure a vaccine is both effective and safe.

The meeting opened for questions and general discussion. There was concern about whether there would be a freshman class next year, and Dean Byrne said the enrollment numbers remained good so far. She said Vice President Hartigan had been very thoughtful on these matters and was keeping watch for red flags, like drops in financial aid applications. There were also concerns about students’ well-being during this difficult time.

Multiple professors spoke of the conversations they had had with students who were struggling with the changes. Students’ families were affected by job losses, students were having to look for new jobs during the pandemic. Students were having technology issues or having to work extra to catch up with technology they were not familiar with before. Students were reporting to professors that other teachers were holding their classes at unscheduled times. Faculty said the consensus among students was that the remote learning had increased the student workload, as many professors added assignments to compensate for the lack of in-person instruction.

Professors also reported anxiety from students about uncertainty around graduation and lack of communication from the college. Dean Byrne said they are working on ideas for that. The college had to prioritize moving classes before working on college events. She asked professors to counsel students to exercise a little patience around this. She noted that administratively, the communications are coming from the governor, and the college cannot act in advance of the governor and CUNY leadership.

There were also questions about the possible move to make this semester’s courses pass/fail (subsequently CR/NC), which students have been asking about. Dean Byrne said the college is hampered by what the state will let them do, and they need to wait for movement there before they can make changes to grading systems. Grading has great implications for financial aid, academic progress, and other things like future graduate school applications. Dean Byrne said the leadership around the flexible grading policy came from John Jay’s Registrar’s Office, who have been asking relevant questions. How might the new options affect Pell students? Will a graduate program consider a pass/fail grade two years from now? She said the questions and thinking have been incredibly detailed and have fleshed out the full picture of what such a move might mean. Advisors will need the guidance on who should and should not take credit/no credit. She said she had recently seen a report that Harvard will not be accepting these grades on required STEM classes. She said the delays are not for anybody’s lack of competence or lack of care or compassion, but such a large change in how higher education works needed careful analysis. Assistant Dean Killoran clarified that the option being proposed was for credit/no credit, which would not have a GPA impact, while pass/fail would.
Student member Katelynn Seodarsan thanked everyone for doing so much work to move online. She asked if an e-mail could be sent out to professors with suggestions about what to do. She said a few of her professors have had to change their syllabi three or four times already and seemed done with the process. Dean Byrne noted that a lion’s share of the faculty are part-timers who are compensated to create and teach one course and partway through the semester were asked to recreate their course without additional compensation.

As to the future, some professors at the meeting said they were adjusting their courses for online teaching beyond this semester, given the uncertainty. Professor Corthals wrote to the Zoom chat board: “Plan for the worst, hope for the best is what epidemiologist say! That is why the hybrid option is excellent!” Dean Byrne said she likes plans and she likes to be ahead of problems. She said she is always optimistic, but the best thing we can do for each other is to have an effective, thoughtful plan for the case where the college still needs to implement a distance-learning situation by the Fall. She said now there is time to think about how best to respond to teaching in this environment. She spoke about the diversity of needs in the student population and how John Jay has always been conscientious of that and can keep working that way.

Many John Jay students work in first responder jobs. A question arose about what to do if a student is sick. Wynne Ferdinand posted the college’s health guidance to the Zoom chat window, copied here: “Students and faculty should reach out to their doctor from home: Use telephone, text, telemedicine or a patient portal to reach out to your doctor rather than going to their office in person. People only need to be tested if they are admitted to the hospital for severe illness like pneumonia. If you need help finding a health care provider, you can call 311 to find a NYC Health and Hospitals provider. NYC Health and Hospitals provides care to all New Yorkers, regardless of immigration status, insurance status, or ability to pay. If you suspect you have the virus or have a positive test result for COVID-19, please notify the campus Covid-19 coordinator, Malaine Clarke at maclarke@jjay.cuny.edu.”

Dean Byrne said Clarke was doing an excellent job of putting students in touch with the right places. Assistant Dean Killoran noted that HIPPA rules mean student names should not be widely shared.

Vice President Hartigan said that other CUNY schools are not as caught up as John Jay and they have been reaching out to John Jay for advice. Dean Byrne said she was humbled and appreciative for everybody’s commitment to pulling the community forward to the end of the semester with success. John Jay has always been the fiercest and the best at this very type of thing. She was very proud to continue this journey with these colleagues.

The meeting concluded at 11:55 a.m.

Respectfully submitted,

Sarah Hammond, scribe
COMMITTEE

AGENDA
April 3rd, 2020
9:45 A.M. – 11:45 A.M.
Via Zoom

1. Dean’s Announcements – Dean Byrne

2. Approval of the minutes of March 6th, 2020

3. Old Business - None

4. New Business

Program Review / Programs Subcommittee

1. Proposal to Revise the Major and Minor in Latin American and Latinx Studies
2. Proposal for a New Accelerated/Dual Admission Program for BA in Forensic Psychology Leading to the MA in Forensic Mental Health Counseling

General Education/Courses Subcommittee

New Courses

1. ENG 3XX Feminist Rhetorics: Histories, Intersections, Challenges
2. ASL 1XX (101) Introductory American Sign Language I (FC: World Cult)
3. ASL 1YY (102) Introductory American Sign Language II (CO: Com)
4. CSCI 4XX Quantum Computing

Attachments:
Agenda for April 3rd
Minutes for March 6th
Proposal for a New Accelerated/Dual Admission Program in BA in Forensic Psychology Leading to the MA in Forensic Mental Health Counseling
Revision to Major and Minor in Latin American and Latinx Studies
New courses:
ENG 3XX Feminist Rhetorics
ASL 1XX-1YY Introductory American Sign Lang I & II
CSCI 4XX Quantum Computing
The Undergraduate Curriculum and Academic Standards Committee held a remote meeting Friday, May 15, 2020 at 9:45 a.m. on Zoom. Dean Dara Byrne called the meeting to order.


Announcements

The meeting was held on Zoom because of the social distancing restrictions necessitated by the COVID-19 pandemic. Professor Andrea Balis said this meeting would be her last UCASC meeting after representing the History Department for many years. Dean Byrne praised Professor Balis for her service to the college, to the committee, and thanked her heartily for her voice and contributions. Professor Balis said she had loved being on the committee because of the care and investment of her colleagues. She thought the commitment to curriculum was truly impressive.

Dean Byrne asked Professor Maria Kiriakova to speak about library resources during finals period. Professor Kiriakova said the library is open to provide chat and e-mail services seven days a week. They made several collections available remotely for students to access with their John Jay e-mail. The library has ordered additional e-texts that were not previously available through the library and there is an adjunct librarian in charge of open source textbooks who can guide people through finding those. She encouraged faculty to contact anyone in the library about help accessing resources remotely. Regarding scanning textbooks, they do not have access to the physical library, but copyrights have loosened up to allow professors to post scans in coordination with the library. Librarians can help faculty do that legally.

Dean Byrne gave an update about two policies that had been sent to college governance, Freshman Forgiveness and the Grade Appeals Policy revision. Both went through, and she praised the timing, given that students are experiencing unexpected strain this semester. However, as a result of COVID-19, new issues have arisen around the “credit/no credit” scenario. She will be speaking with VP Hartigan and the Registrar to find ways to think more
holistically about this problem. She is hoping to come up with a way to help these students ahead of the actual implementation of this policy.

Overall, Dean Byrne said the work of UCASC this year has been outstanding. It has brought a lot of rich discussions to College Council. She thanked everyone for their work making that possible this year. Like the last session, she said she would hold the COVID-19 updates to the end of the meeting, so we can proceed with formal UCASC business first.

Approval of the minutes of April 3, 2020

There were no comments.

A motion was made and seconded to approve the minutes of April 3, 2020 with corrections. The minutes were adopted with 22 votes in favor.

New Business

Program Review / Programs Subcommittee

Self-Study for BA in International Criminal Justice

Assistant Dean Killoran introduced the team of major coordinators behind this interdisciplinary major, Professor Mangai Natarajan, Professor Rosemary Barberet and Professor Jana Arsovska. Professor Barberet gave an overview of the self-study. This year, the major is celebrating its twentieth anniversary. She said the major is unique in the nation and is a national and international referent. Most criminal justice programs in the U.S. have, at best, one elective. Many programs deal only in comparative criminal justice, but the John Jay major has a much broader conceptualization of what International Criminal Justice could be. They found that there are major benefits from being in New York City. The student body is multicultural and international. Many students have come to the United States escaping human rights violations in other nations, and they are keen to study injustice around the world as part of exploring who they are and who they want to be. Another finding was that the major dovetails well with John Jay’s mission to make global citizens. Shared among four departments, the major is fully interdisciplinary with very high expectations that the students largely meet.

Enrollment for the fall 2019 was 330 students with enrollment declining but still robust. Professor Barberet said that when the major was founded, it was thought that it would be a niche major. She spoke of the curriculum changes that have been made in recent years as the major is maintained and updated, including adjustments to prerequisites and new research courses. A key development over the past two years has been the integration of a part-time ICJ advisor in the advisement center. Surveys show that the students in the major feel that advisement has improved over this timeframe.

Currently, the major has five ICJ faculty hires. These hires are based in departments, but they are partially responsible for teaching in service of ICJ. Professor Barberet said these are very committed professors, but they are not able to cover all the courses, so a great percentage of courses are taught by adjuncts. This leaves the major in a very precarious position, so they are advocating for two lines in the future. Another problem is that there is no dedicated administrative support for this major, which it is not fair to the administrative staff of the
hosting departments who must take on this work when the major rotates every four years. It is the eighth largest major at the college and the sixth heaviest credit load among majors.

Professor Arsovska and Professor Natarajan thanked Professor Barberet for the thorough self-study. Professor Natarajan spoke of the major’s background, recalling its creation 20 years ago. She said all the faculty they have hired are stars. The interdisciplinary nature of the program is its great strength. She said it was beautiful that they could pull all the courses from different departments. This is the third self-study over time, and faculty have been very involved.

Assistant Dean Killoran commended the strong leadership over the last 20 years, saying the ICJ faculty are very committed and concerned with student success. She was glad to support the interdisciplinary program, especially knowing how complicated it can be for faculty to run an interdisciplinary program.

Professor Suzanne Oboler said the program is incredibly valuable, not just for John Jay, but for the entire country. She was glad to see it covering human rights. She asked if there are any courses on immigration. Professor Barberet said the Sociology department offers a course called Migration and Crime, and immigration is dealt with in ICJ 101. She said students routinely choose this topic for capstone projects. Other professors mentioned a number of other courses related to the major that incorporate immigration.

Dean Byrne said typically UCASC endorses the self-study and the next step would be a site visit. Undergraduate Studies is currently working with Associate Provost for Institutional Effectiveness Allison Pease and Director of Outcomes Assessment Dyanna Pooley about how to conduct something like a site visit remotely and obtain Middle States approval for any adjustments.

A motion was made and seconded to endorse the Self-Study for BA in International Criminal Justice. The proposal was approved unanimously with 22 votes in favor.

Self-Study for BA in Humanities and Justice

Assistant Dean Byrne introduced Professor Allison Kavey to introduce the self-study for this major, which is also interdisciplinary. Professor Kavey said this major also travels from one department to another with its coordinator. Professor Kavey said she had been involved with the major since she joined the college. History, literature, and philosophy are the major’s three approaches to justice. She said students tend to focus on two out of the three wings of the major. Professor Kavey said half of her students are going on to law school, and other are going on to graduate school in the humanities. She said these are students who inspire her and she felt they are the best John Jay has. They understand justice as a set of ideas. The outcomes assessment shows that students need to improve their writing, reading, and their analytical skills. As a result, the major has revisited the sequence of skills classes. She spoke in particular of the work that needs to be done on the 300-level research methods course, which she hopes to propose changes for next year.

Professor Kavey said assessment could have been stronger in the past, but they now have a strong assessment program going forward. They want to track student success better to know what they are doing and how they are contributing to the world in terms of justice. She said the major engages the best principals in the humanities and in justice. She would love to have a professional advisor, even part-time, to help with the students.
Assistant Dean Killoran said she was pleased that the major had reached stable footing with enrollment. They have 80-90 students for the past few years. Early on, there was concern that it might not be able to generate enough interest given the College’s creation of the other liberal arts majors like History, English and Philosophy. She gave credit to the major coordinators for doing things like adding courses to Gen Ed and creating a relationship with the honors program. Assistant Dean Killoran said there has been discussion about creating a justice pipeline for the humanities in the future, and she is looking forward to that project. Dean Byrne said she has been working on finding funding. Data shows that transfer students do very well coming from liberal arts programs at the community colleges to John Jay’s humanities programs. She said students get a lot out of doing the complex work of justice principles with a humanities lens, developing creativity and innovation. These are desired skills employers are seeking in fields that greatly need diversification. Dean Byrne said they need to make students understand that John Jay can be a humanities destination.

Professor Kavey added that three of the theses this year dealt with immigration and alienation, and how the history of immigration and migration has links to philosophies of alienation and philosophies of citizenship. This is a student question that can be pursued not just in the social sciences, but in the humanities. By looking at that one question, one can see how students engage justice issues from a humanities perspective and do worthwhile work.

A motion was made and seconded to endorse the Self-Study for BA in Humanities and Justice. The revision was approved unanimously with 22 votes in favor.

New Articulation Agreement (CJA – Accelerated Dual Admission Program) with Guttman Community College and BS in Human Services and Community Justice

Wynne Ferdinand introduced the agreement, saying how excited everyone is to bring Guttman Community College into the CUNY Justice Academy because they have the same strong commitment to student support as John Jay. She thought this could be the first of many partnerships with Guttman. Professor Nancy Velazquez-Torres was enthusiastic about the collaboration, while also holding concern about how to support these students in small departments like hers. There has been a history of transfer students lacking certain skills. Ferdinand said they are thinking of developing a transfer seminar for these students. Professor Crystal Endsley echoed Professor Velazquez-Torres’s comments, both about the excitement for the collaboration and the trepidation about supporting these students.

Wynne Ferdinand said they would keep an eye on the skills concern as they fine tune the dual degree in the future, first they need to better understand what the student needs are. Professor Torres said there are plenty of students who might enroll, but not plenty of faculty. Wynne Ferdinand said that hopefully in future years there could be more faculty to support the growing capacity.

A motion was made and seconded to endorse the New Articulation Agreement with Guttman Community College and BS in Human Services and Community Justice. The motion was approved unanimously with 22 votes in favor.

Dean Byrne said this is the first degree connection for a “social justice” focused program. This could be a wonderful pathway for associate degree students to get the bachelor’s degree within
two years. She spoke of the connections to associate degrees as an extraordinary piece of John Jay’s impact for upward mobility in CUNY students.

New Articulation Agreement (CJA – Accelerated Dual Admission Program) with Bronx Community College and BS in Computer Science and Information Security

Wynne Ferdinand said this will help John Jay build up a fuller sweep of transfer experiences for students from Bronx Community College to John Jay. She said that computer science shares some of the same concerns about capacity and staffing that were mentioned earlier. Professor Michael Puls said this agreement began a while ago when Anne Lopes was the Dean of Undergraduate Studies. Wynne Ferdinand thanked the Math and Computer Science Department for helping see it through.

Dean Byrne spoke again of how successful the Justice Academy pipeline has been. Student momentum in the first few semesters for Justice Academy transfers has been stronger than other transfers, mainly because of the heavy work that the college does to support them. Right now about 40% of the transfer population is made up of Justice Academy students, who benefit from the alignment agreements within the network. The structure of the transfer is designed to help them move seamlessly through multiple institutions. Dean Byrne said this was the brainchild of former Provost Jane Bowers. She praised the concept, which works on scaffolding to ensure continuity from one institution to the next. It is not just an accumulation of credits, but a thoughtful program of study that faculty have worked on across institutional boundaries.

She thanked all the faculty who have adjusted their syllabi and worked on these collaborations. She said she continues to be impressed by what this idea has done over the last ten years in helping students who were at the very bottom of outcomes in high school move to the very top in graduation outcomes for transfer students.

A motion was made and seconded to endorse the New Articulation Agreement with Bronx Community College and BS in Computer Science and Information Security. The motion was approved unanimously with 22 votes in favor.

General Education/Courses Subcommittee

New Courses

SEI 1YY (102) Intro to Business and Entrepreneurship

Wynne Ferdinand said this is one of the new courses for the new minor in Social Entrepreneurship that was approved earlier in the year. She complimented the rhythm of the assignments in the syllabus and the diversity of opportunities to assess student progress. Professor Charlotte Walker-Said said this is going to be a skills-based course that will be finely focused on financial literacy, leadership, and presentation skills. There will be another course that engages critical analysis of social problems and partnership-building. This course is meant to cover the quantitative skills, asking how to build an organization that must pay people and distribute funds.

Professor Michael Leippe asked about the Lean Launchpad methodology that was mentioned throughout the proposal. Professor Walker-Said said that model was developed at Stanford
University which uses interviews to identify needs in communities and groups, developing presentation skills and getting granular with customers that you are providing services for.

Professor Valerie West asked how students know they have the right audience. Professor Walker-Said said that is part of the process of the course. Using interviews, students will find what went right and what went wrong, and they will learn more about public-private partnerships. They might learn that their ideas are misaligned with the problem. It is a learning-by-doing course. She said it is a critical question: how well does one have to get to know the community or group in order to start developing a product or a service that can help them. She said that might be incorporated into a learning outcome.

A motion was made and seconded to approve SEI 1YY (102) Intro to Business and Entrepreneurship. The new course was approved unanimously with 22 votes in favor.

HIS 3XX History of the Cold War

Wynne Ferdinand introduced this course and said that Professor David Munns and Professor Andrea Balis were present to discuss. Ferdinand said she especially loved the bibliography, which was full of books she wanted to read. She also commended the great approach to feedback.

Professor Balis said this was a course that John Jay did not have and really needs. There is a huge literature in this area and the History Department has a ton of specialists in-house, which makes another reason to offer the course. Professor Munns thanked Ferdinand for noting the approach to pedagogy that combines traditional papers with other methods of assessment. In addition to covering an exciting subject, Professor Munns said the course fills a nice structural gap in the history major, which needed another 300-level U.S. History course.

A motion was made and seconded to approve HIS 3XX History of the Cold War. The course was approved unanimously with 22 votes in favor.

Other Business

Year End Summary of Gen Ed

Wynne Ferdinand began by speaking about the OER (Open Educational Resources) project. There have been 23 course conversions. She said faculty interested in converting their courses could talk to her. There are five or six faculty acting as Gen Ed coordinators now, and they hope to preserve and grow that group over the next few years.

Another area of attention has been distance learning. Although the college is operating during an emergency now, the college has learned some things about what they can do to improve student success in online courses. As we move forward, the college will continue to develop academic support for online courses.

She also spoke of the 200-level transfer seminar for the College Option, which was approved this year, and her plans for course development over the next year.

Ferdinand noted the college’s new strategic plan that made its way through college council this year, and with the input of the faculty there is a new focus on instructional practice in the Gen
Ed. Next year the Gen Ed group will work on the beginning pieces of what these instructional practices might be and on ways to adopt these. She said she is working on developing a committee to work on this. Some of the assessment goals for Gen Ed were put on hold because the results would have been skewed by the current emergency.

Dean Byrne said she once had a hope of doing something along the lines of a Gen Ed self-study, with a five-year analysis, a site visit, and so forth. That is on hold because of the current situation. She thanked Ferdinand for all her work in this role, noting that it is a relatively new role. Carving out what a General Education Director does is part of the job. Dean Byrne commended Ferdinand’s outreach to faculty and students.

**Covid-19 Response Work**

Dean Byrne said that particularly because this is the last meeting of the year, she wanted to update members about the work that is planned for the summer. The intention is to keep communicating with the students all the way through to the Fall to keep them engaged, which Undergraduate Studies has never done. She said it was exciting to see what has been developed out of absolute necessity. Dean Byrne had been worried about the idea that this was the last day of classes and students may be home for two months without engagement, so they have been working on trying to create continuing education opportunities, lectures, and so forth for students to participate in throughout the summer.

**Early Alert Due To COVID-19 Updates**

Wynne Ferdinand said Undergraduate Studies had developed an early alert procedure that gave faculty an opportunity to report any concerns about their students as they arose. In the beginning, this was out of concern for students’ technology issues, but it has evolved into general academic concerns. She provided statistics summarizing the referrals, which showed that the largest problems reported were for students who never attended or submitted course work at all, with a smaller fraction reported for needing help with academic work, and also some referred for needing medical or social service help. For future efforts, they are developing criteria to identify courses and student groups that benefit from close attention and looking at how to better integrate academic supports into distance learning format.

Professor Oboler appreciated Undergraduate Studies’ attention to this. In her own experience, she did not know what to do to help students. There are so many students in need, and so few counselors. She had a senior who was told that by the time she receives help, it would be too close to graduation. Another student was told there are 50 people ahead of him. She had brought another student to counselors personally, and she was asked if the problem was urgent or if he could wait and make an appointment. She was dismayed by that question and felt the counselors might need more training.

Dean Byrne agreed that John Jay is under-resourced. She thought the Early Alert could help gather data toward addressing this. They cannot get a handle on the scale without setting up the Early Alert in the first place. The gaps have to become exposed to come up with strategies to find/fund solutions. She said most of her office’s interventions have been the result of initiatives like this that reveal the breaking points.

Professor Oboler said the worst of it for her was that there was death involved – students grappling with real grief within their households. Dean Byrne encouraged all faculty to reach out to her or to Louise Freymann, and they could help or could connect students to the right people.
Professor Erin Thompson said the Counseling Center now has no waiting lists and they can give students counseling appointments immediately via remote sessions.

Professor West said many faculty have had experiences with taking a student to counseling and seeing that they could not get help, which is especially disheartening because it takes a great deal of work and trust to get the student to the counseling center in the first place.

### Summer Planning for New Students

Assistant Dean Killoran said it was amazing how many students were coming in for advising appointments. Students were really reaching out and as far as she could tell, the college was meeting their needs. Most of the students chose Zoom appointments and some chose the phone. Registration was up and the college was working on putting new students advisement and orientation materials into video form. The enrollment picture was looking good, though there was some concern about the entering freshman number, but they are hoping to approach the needed number. She said they are still doing the Early Start program for students who are bridging from high school into their freshman semester over the summer. SEEK has gotten full enrollment and is up and running. There will be a three-week academic orientation program to prepare students for distance learning that will prepare them for Blackboard, remote use of the library, and so forth. Dean Byrne said the goal is to give students a running headstart in August, so that regardless of how it plays out in the Fall and Spring, all students are prepared to find the resources they need. SASP also plans to link the August academic orientation to the Freshman seminars so there is continuity, so that it is a formal part of a student’s transition to college. Dean Byrne said she has always felt that orientation needs to be about academic success and career preparation, and it should not be optional. Students need to be prepared and guided about what to expect. Students need to be ready to learn and prepared with technology on the first day of school.

Professor Lorraine Moller asked if it is the consensus that synchronous learning is the method of choice for online courses. Dean Byrne said best practices and outcomes do not suggest this and neither does actual knowledge of the students. In tech surveys, they have learned that students are working on problematic devices like I pads or Kindles, and often there are multiple people in a household sharing that device. If all classes are synchronous, they will have a completion problem. She said they have also found that trying to replicate the exact thing you would do in a physical class is not necessarily going to translate well over technology. Dean Byrne said some successful models had pre-recorded asynchronous material, like videos, along with a mix of synchronous elements like discussions. Requiring synchronous attendance is not always possible in this environment. Students are not able to apply the exact schedule they had in-person to their at-home learning.

Dean Byrne said she would be available if anybody wants to speak over the summer. She said Undergraduate Studies is here for the faculty. She thanked everyone for the work, saying this was one of the most amazing years at UCASC. Amazing curriculum, amazing policies.

The meeting concluded at 12:05 p.m.

Respectfully submitted,

Sarah Hammond, Scribe
COMMITTEE

AGENDA
May 15th, 2020
9:45 A.M. – 12:00 P.M.
Via Zoom

1. Dean’s Announcements – Dean Byrne
   a. Update on Freshman Forgiveness & Grade Appeals

2. Approval of the minutes of April 3rd, 2020

3. Old Business - None

4. New Business

Program Review / Programs Subcommittee

1. Self-Study for the BA in International Criminal Justice
2. Self-Study for the BA in Humanities and Justice
3. New Articulation Agreement (CJA - Accelerated Dual Admission Program) with Guttman Community College and BS in Human Services and Community Justice
4. New Articulation Agreement (CJA – Accelerated Dual Admission Program) with Bronx Community College and BS in Computer Science and Information Security

Courses/General Education Subcommittee

New Courses

1. SEI 1YY (102) Intro to Business and Entrepreneurship
2. HIS 3XX History of the Cold War

Gen Ed End of Year Summary – Wynne Ferdinand

Update on Early Alert due to COVID-19 Updates – Wynne Ferdinand

Advisement & Summer Plan for New Students – Katalin Szur/Kathy Munet/Sumaya Villanueva

Attachments:
Agenda for May 15th
Minutes for April 3rd
Self-study for BA in International Criminal Justice
Self-study for BA in Humanities and Justice
Articulation Agreement with Guttman CC for Human Services & Com Justice
Articulation Agreement with BCC for Computer Science
SEI 1YY (102) Intro to Business and Entrepreneurship
HIS 3XX History of the Cold War
Committee on Student Interests
Committee on Student Interests (COSI) meetings 2019-2020
1:40PM, L.71.12NB, Dean’s conference room

Wednesday, October 16, 2019
Monday, November 18, 2019
Monday, February 10, 2020
Tuesday, March 10, 2020
Thursday, April 9, 2020
Monday, May 4, 2020
Committee on Student Interests Meeting (COSI)
Wednesday, October 16, 2019
1:40PM, L.71.12NB

Agenda

ATTENDEES
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Carol Kashow, Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Ellen Belcher, Faculty
Nicole Elias, Faculty
Ariana Kazansky, Student
Amber Rivero, Student
Andrew Berezhansky, Student
Rafia Hossian, Student

1. Introduction
2. Update about pool status
3. Marketing and Communications about student life
4. Transfer students concerns
5. Orientation
6. Game Room
7. Hound Square help desk
8. Free speech and class discourse on campus
MINUTES FOR:
Committee on Student Interests Meeting (COSI)
Wednesday, October 16, 2019
1:40PM, L.71.12NB

Attendees
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Carol Kashow, Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Ariana Kazansky, Student
Amber Rivero, Student
Andrew Berezhansky, Student
Rachel Brown, recorder

Chair convened the meeting at 1:47PM.

1. Update on pool opening: construction is done on the pool, but requires inspection from the New York Fire Department and permits from the Department of Health. There are delays on the part of those outside organizations.
2. The Committee discussed topics that could be addressed by COSI.
3. Marketing: The Dean of Students explained the different marketing offices on campus. The Committee discussed the timing of emails sent to students, as some of the deadlines and events advertised were announced very close to the date and didn’t leave enough time for students to participate. The Committee also discussed ways to make the John Jay email app easier to download onto a smartphone.
4. Transfer student concerns: The Committee discussed how transfer student status is interpreted differently in various departments across the university, which leads to confusion for transfer students with regard to the orientation they attend and the services they need. It may be an issue for the CUNY Technology Committee to address.
5. Transfer student concerns: Students report a lack of cohorts available for transfer students (SASP, SEEK, ACE, etc). It was suggested that Academic Affairs look into the matter and be invited to a Student Council meeting to better address these concerns.
6. Orientation: Surveys of participants in transfer student orientation indicate some dissatisfaction with the current model. Based on this feedback, Orientation for all cohorts will be changing.
7. Hound Square Help Desk: While it was meant to be staffed and maintained by Student Council, it is currently in disrepair and not considered very useful by the students. A suggestion was made that it be turned into the Game Room check-in desk.
8. Game Room: The Game Room is currently open. It was briefly closed to repair damage done when a student tore a television screen off the wall. CSIL is in talks with the Office of Legal Counsel to create a better system of equipment rentals and monitoring of the space.
9. Free speech and discourse on campus: The Committee discussed situations where instructors lower grades or mistreat their students because the students voiced political views that differed from the instructor's view. The Committee discussed the process for filing a complaint against faculty members in an academic setting.

Meeting adjourned at 3:00PM.

Next meeting: Monday, November 18 at 1:40PM in L.71.12NB
Attendees
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Carol Kashow, Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Andrew Berezhansky, Student
Ariana Kazansky, Student
Amber Rivero, Student

Chair convened the meeting at 1:50PM.

Brief Update by Directors

1. DODS & Sleep Mask
   - Manual Large Sleeper
2. Rank Issue for Survey Issues

Pool Update

3. Talk about CRC Club Process
4. Homecoming Update

Other

Have copy update 11/26/2019
Committee on Student Interests Meeting (COSI)
Monday, February 10, 2020
1:40PM, L.71.12NB

Agenda

ATTENDEES
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Mark Francis, Interim Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Ellen Belcher, Faculty
Nicole Elias, Faculty
Ariana Kazansky, Student
Amber Rivero, Student
Andrew Berezansky, Student
Rafia Hossian, Student
Gina George, Student
Tayvhon Pierce

1. Continue conversation on new furniture for students in public spaces on campus.

2. Town Hall advertisements and timing
   a. Students are not aware of what Town Hall is or where/when it takes place.
   b. Graduate students are unable to attend due to early afternoon times.

3. Game room issues and complaints

4. Plans for Womxn’s History Month and Earth Month.

5. Gym hours on Fridays

Next meeting: Monday, March 30, 2020
Committee on Student Interests Meeting (COSI)
Monday, February 10, 2020
1:40PM, L.71.12NB

Agenda

ATTENDEES
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Mark Francis, Interim Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Ellen Belcher, Faculty
Nicole Elias, Faculty (Phone)
Ariana Kazansky, Student
Andrew Berezhansky, Student
Rafia Hossian, Student
Gina George, Student
Tayvhon Pierce
Rachel Brown, Recorder
Maria Volpe, Guest

Chair convened the meeting at 1:40PM.

1. Continue conversation on new furniture for students in public spaces on campus.
   - Furniture update: getting better lounge chairs that are easier to lie on, to replace circle couches.
   - Looking at furniture designed for hospitals that are more hygienic and easier to clean/sterilize.
   - Looking for furniture with built in tables for laptops; have little tables now but they’re falling apart now.

2. Town Hall, timing
   - Rescheduled from Feb 5 to Feb 4, which conflicted with the club involvement fair. Most students who are involved on campus and would have attended Town Hall were at the fair.
   - Maria Volpe on Town Hall planning committee, Town Hall was initially for Feb 5, as per a calendar sent to committee in March 2019; switched in Fall 2019
   - Town Hall hours not convenient for grad students, as they cannot attend during community hour. Do the Graduate Representatives on student government see a need for an evening Town Hall for their constituents?

3. Town Hall, advertising and awareness
   - Students are not aware of what Town Hall is or where/when it takes place.
   - Media walls, standing posters used for promotion

4. Town Hall, student concerns:
Some students and staff feel that their concerns were dismissed at the Feb 4 Town Hall. Administrators rolling their eyes, seeming irritated by questions, saying there’s nothing they can do to address concerns, talking about different concerns than the ones raised by students.

Students shouldn’t be in the position of going to staff members about their dismissiveness; can Dean Sachs take this up with Ned Benton?

What would it take for Town Hall participants to feel like they’ve been heard? A participant comes away knowing where they’re supposed to go next, or is told “There is a committee/procedure for this issue,” or “we can talk with you in a more private setting about your concerns.”

Can Town Hall have an “update on old business” portion, to give an update on issues raised at previous Town Halls? Historically this is difficult because it’s an open forum and no one is taking minutes, though President Mason takes notes and does follow-up.

The Town Hall Planning Committee could discuss the possibility of having an “old business” segment of Town Hall?

5. Accessibility services have no evening or Friday hours for their lab.

6. Game room issues and complaints
   - Requests for Facilities: get air conditioning or fans for the Game Room; dead birds on the windowsills, need clean-up and maybe anti-bird spikes.
   - Expansion of Game Room: No current plans to do so. Two empty classrooms by the Game Room are being evaluated for additional Office of Accessibility Services space or Lounge space for LGBTQ students. New space for OAS has been earmarked but not confirmed so we can’t offer details.
   - Game Room closed? List of volunteers to staff the room came in later than usual this semester, but it’s open now.
   - Looking to replace the air hockey table since it was broken and removed.

7. Plans for Womxn’s History Month and Earth Month.
   - Not sure who is in charge of Earth Month
   - Womxns Month gave a preliminary calendar

8. Gym hours on Fridays
   - Gym is open on Fridays; Athletics website has the schedule, it’s based on when teams/intramurals practice; some are outside groups.
   - Fitness Center renovations starting this summer Fitness Ctr closed on Fridays after 3PM because of staffing needs
   - Pool needs to be retiled, tent. Opening date March 1
   - Can students watch the outside professional teams practice? Depends, if there are folks standing at the gym door, it’s probably a closed practice; but if no one is guarding the door, students can probably observe.

9. CSIL renovations: North Hall for Club Row
   - Student concerns about North Hall’s lack of safety and hygiene: is the building structurally sound, is there asbestos, is it safe to be in the building?
   - Staff and Public Safety will be there, and there is no threat from asbestos unless there the asbestos needs to be moved/removed.
   - Some IDs don’t work in the swipe at North Hall
   - Invite Director of Facilities Anthony Bracco to March 10 COSI meeting to address North Hall concerns
10. EMPL IDs printed on student ID cards
   
   o We’re the only campus that requires library bar code stickers for IDs
   o Ask Director of Public Safety Diego Redondo about getting EMPLs printed on IDs for ease of access to students and staff

Next meeting: Tuesday, March 10, 2020
Committee on Student Interests Meeting (COSI)
Tuesday, March 10, 2020
1:40PM, L.71.12NB

Agenda

ATTENDEES
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Mark Francis, Interim Director of Athletics
Danielle Officer, Senior Director for Student Affairs
Ellen Belcher, Faculty
Nicole Elias, Faculty
Ariana Kazansky, Student
Amber Rivero, Student
Andrew Berezhansky, Student
Rafia Hossian, Student
Gina George, Student
Tayvhon Pierce, Student

1. Update on empl IDs on ID cards
2. Update on Town Hall Planning Committee meeting
3. Timeline and support for the LGBTQ+ Center
4. EMS and community events
5. Student Council survey
6. Zero Cost Textbooks/Open Education Resources
7. Womxns Drive
8. North Hall and CSIL move, updates coming after March 19

Next meeting: Monday, March 30, 2020
COSI MEETING
DATE: Tuesday, March 10, 2020
1:40pm, L.71.12NB

Attendees
Michael Sachs, Assistant Vice President and Dean of Students (Chairperson)
Danielle Officer, Senior Director for Student Affairs
Ellen Belcher, Faculty
Nicole Elias, Faculty
Ariana Kazansky, Student
Amber Rivero, Student
Andrew Berezhansky, Student
Rafia Hossian, Student
Gina George, Student
Tayvhon Pierce, Student

Chair convened the meeting at 1:40pm

Meeting adjourned at TIME

Next meeting: Monday, March 30, 2020

1. Update on Empl ID’s on ID cards
   Gina, Tayvhon; All yes.

2. Update on Town hall Planning Committee meeting
   - Agreed to “Parking lot” segment of Town Hall to discuss previously-raised issues.
   - Live stream? Committee says no one watched
   - Video recording can’t be posted online after the fact; privacy issues, liability concerns
   - Moot court was too squished; L61 is too small but student speak more in L61; Hound square doesn’t work, no certificate of occupancy
   - Change Town Hall name?
   - Push email option for students who can’t attend but want to send questions to be answered.

3. Timeline and support for the LGBTQ+ Center
   - Proposal submitted to IVP; funding, location and programming
   - Combined LGBTQ club proposal with the admin are from D.O and M.S
   - Before the president now for approval
   - Hope to get it partially open before end of spring 2020.
   - Don’t have staff right now; part-time coordinators contract runs to June; Full-time staff member can’t be hired until then.

4. EMS and community events
   - Didn’t hear from admin about this issue
- Event services non-responsive to emails
- Students can’t book space, see conflicting events and no space for events.
- Want EMS accessible off-campus; accessible to student’s; students can’t see all events/spaces
- Ask Chinua/Jeff Brown to come to 3/30 COSI to discuss issue.

5. **Student Council Survey**
   - Skipping this, move to 3/30 meeting

6. **Zero Cost Textbooks/ Open Education Resources**
   - How to promote to students
   - A way for students to select classes with zero material costs (no textbooks); give students a better list of all classes that are 0-cost
   - VP Laura Ginns, Communications and Marketing folks can help with this
   - Library supplies this data; lists are on CUNY First
   - Send the info to MS; send it to Sulema; can send out through EMSA channels?
   - How does this affect the math courses that require expensive licenses? This isn’t info listed on CUNY First, to tell student’s there will be this cost.
   - Language and Math Labs need this info
   - Ray Patton for 3/30 meeting
   - Can include info about emergency fund program.

7. **Women’s Drive**
   - Student council and Veterans club, collaborating on Women’s History Month; Providence House, Sanctuary for Families
   - Donation drive for these organizations; toiletries and hygiene products.

8. **North Hall and CSIL move**
   - Architects coming 3/19 for a meeting on renovation of club room and move to North Hall.
   - Updates on asbestos and other concerns; will send an email closer to move date, telling students there is no asbestos.

9. **Update: CUNY Central is going to make corona virus announcement about large-scale events and whether they’ll be cancelled**
   - Is anyone going to address anti-asian sentiment on the rise due to the virus?
   - Student council and administration to make concurrent announcement? One of our Important Announcements mentioned it.

10. **Update: Accessiblity service, where are they expanding into? Will check with Nadia.**
Faculty-Student Disciplinary Committee
Committee on Faculty Personnel
Budget and Planning Committee
Budget and Planning Committee Meeting Schedule
2019-2020

September 16, 2019
May 7, 2020

Joint Financial and Strategic Planning Subcommittees Meeting Schedule
2019-2020

September 11, 2019
November 19, 2019
February 24, 2020
April 2, 2020
May 27, 2020
June 11, 2020
July 2, 2020
July 20, 2020

Financial Planning Subcommittee Meeting Schedule
2019-2020

June 14, 2020

Strategic Planning Subcommittee Meeting Schedule
2019 – 2020

September 5, 2019
September 10, 2019
October 2, 2019
October 29, 2019
December 17, 2019
February 6, 2020
February 27, 2020
March 10, 2020
March 26, 2020
April 30, 2020
1. Approval of BPC minutes for 9/6/18, 9/13/2018 and 5/20/19 (attached)

2. Review of the Budget FY 2020

3. Q&A

4. Resolution to Adopt the Budget 2020

5. New Business
Budget and Planning Committee Meeting
Minutes
September 16, 2019


Guests: Alena Ryjov

1. Approval of the Minutes from September 6, 2018, September 13, 2018, and May 20, 2019. The minutes were approved as proposed.

2. Review of the Budget FY 2020. Steve T. started by explaining that for the FY 2020 Budget the college has a projected deficit of $8,432,291. He also spoke about changes in our financial situation from last year that will affect our ability to end with a balanced budget. These changes include the loss of the DOC contract, an increase in the labor reserve, and the loss of the one-time allocation from CUNY that the college received last year. Mark F. proceeded to go through the details of the budget by going over the document labeled “FY 2020 Budget Draft Prepared for BPC.” He first referenced the letter from CUNY concerning our budget allocation for FY 2020, and explained that $6.3 million is being set aside for the labor reserve. He moved on to talk about the revenue target, and that our revenue target has increased by $4,000,000 to $96,597,879. He said that this is due to a change in the methodology used to set the revenue target, however, the new methodology does not take into consideration that as tuition increases the college does not realize the full amount. Mark F. further explained that CUNY tried to address this issue by making adjustments to our base budget but these adjustments do not fully address the problem. He then moved on to speak about student tuition revenue, and that we are projecting that we will realize $1,574,522 of revenue over the target. He added that it seems that the enrollment will be higher than initially projected, and that the added revenue will be used to address the deficit. He then spoke about other budget allocations we received above the base, and explained that our total budget allocation is $115,435,414, which is $3,000,000 lower than the previous year. Ben B. asked what the projected deficit means for the college. Karol M. explained that she has decided to submit the budget as is to CUNY because she wants them to understand the reality of the situation. She added that the deficit is a result of the CUNY funding model and she is hoping to keep the conversation open with CUNY about how to fix the systemic issues that are effecting John Jay. Ned B. asked if the President would come back to the BPC to vote on a revised financial plan if CUNY rejects the current one. Karol M. said that it depends on what happens but she is making the commitment that she will keep the committee informed. Mark F. then addressed the expense side of the budget. He explained that our biggest expenses are salaries with a total of $90,628,950 and our expenditures in total are $124,079,798. He then spoke about OTPS and explained that of our $8.5 million OTPS budget, we have only been allocated $6.6 million from CUNY. He said that he is going to meet with each of the Vice Presidents to talk about how to make the right adjustments to allocate the OTPS budget. Karol M. added that she is not expecting CUNY to authorize anymore of our OTPS because the amount not allocated can be used to help balance the deficit.
3. **Q & A.** Mark F. then opened the floor up to questions. Warren E. said that he felt it would be helpful to discuss the budget with those who are effected by the deficit, and to speak to them about the systematic nature of the deficit. Karol M. spoke to this, she explained that the current CUNY administration recognizes the systematic funding problem of the college, and she is optimistic that changes will be made for the long-term. Warren E. said that relaying this message to the faculty more broadly would help their understanding about the budget situation.

4. **Resolution to Adopt the Budget 2020.** There was a motion to adopt the Financial Plan for FY 2020. The motion was seconded and approved.

5. **New Business.** There was no new business.
Budget and Planning Committee
Meeting Agenda
May 7, 2020
1:40-3:00pm – Zoom (details are in the calendar invite)

1. Strategic Plan 2020-2025 (attached)

2. Budget Discussion (attached)

*The minutes from the last BPC meeting on 9/16/19 will be available for approval at the next BPC meeting.
Budget and Planning Committee Meeting
Minutes
May 7, 2020

Attendees: Karol Mason, Catherine Alves, Dara Byrne, Anthony Carpi, Anthony Chambers, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Robert Garot, Jay Gates, Karen Kaplowitz, Yi Li, Douglas Salane, Michael Scaduto, Larry Sullivan, Steven Titan, Alisse Waterston, Allison Pease, Alison Orlando, Adam Fane, Andrew Sidman, Ned Benton, Ric Anzaldua, Avram Bornstein, Benjamin Bierman, David Munn, David Shapiro, Donald Gray, Ella Kiselyuk, Erica King-Toler, Jay Hamilton, Jessica Gordon-Nembhard, Jarrett Foster, Dyanna Pooley, Monica Son, Jose Luis Morin, Katherine Stavrianopoulos, Musarrat Lamia, Robin Merle, Shu-Yuan Cheng, Vicente Lecuna, Alena Ryjov (recorder)

Guests: Kim Chandler, Joe Laub, Raj Singh, Saaif Alam, Amber Rivero, Prof. Kimora, Tony Balkissoon

1. Strategic Plan 2020-2025 - Karol M. started by saying that we have completed our College’s Strategic Plan and asked Allison Pease to review it. AP went over the plan, said that the team had a great feedback and input from the community. Members of the committee congratulated Allison and team on job well done. Ned B said that it’s the best plan he’d seen. Karol introduced Amber Rivero as an incoming President of Student Government, and praised Mus L for being an incredible leader, and praised both for their efforts and contribution and playing an active role in the strategic planning process.

2. Budget Review 2021- Karol then passed a word to Mark F. to walk everyone through the budget presentation. Mark started by sharing good news for 2020. Thus far, he said, we started the year with $8.5M deficit and ended with a surplus of $744K. Mark explained what actions were taken to close the gap, including infusion of additional funds from CUNY, increased enrollment, initiatives we undertook, hiring freeze and energy savings. He noted, though, that in Spring our collection rates have dropped significantly [due to the current COVID situation], approx. $1M drop, so this will have a significant impact on our budget. Karol added that the 3rd quarter end numbers are still coming in, there are still some things going on, like CA vacation time, for example, and she asked managers to encourage CAs to take vacation time. She said that CUNY bailed us so far with budget because they saw our efforts and things we were doing to close the gap, but this time the paradigm has changed, and we are in an uncharted territory; fiscal net will not be there this time, unfortunately. She said that as a country we have been through tough times before; NYC went through the 70s, 9/11, 2008, and came through and came out stronger every time, serving as a role model for the world. We are in a different crisis now, but we’ll come through it together. She continued that State has issued a flat budget this year with caveats. First, the state is looking at $14B in cuts, and $10B is expected to be passed on to the agencies. We won’t know the numbers until mid-May. Second, CUNY colleges were asked to reduce their budget by $20+M, and community colleges, funded by the city, were told to reduce their budget by $31.6M, so in total, CUNY is absorbing $50+M of cuts to figure out. On a positive side, we are getting federal stimulus money, out of which $1.6M will go directly to the students. We are given constraints as to how to use the rest of the money; we have to submit the plans and have them approved in order to spend. Mark F. has been participating in the Chronicle of Higher Ed budget seminars and we have formed a leadership budget committee that meets every Monday. Mark has been working on various scenarios for our budget for 2021. Mark F. started the presentation describing different scenarios for budget 2021. He started with the best case first, which includes a tuition increase of $200, 10% drop in CUNY allocation, OTPS increase
of 2% among other things, resulting in $21.7M deficit after CUTRA. Saaif A. asked a question whether vacation time applies to work-study students, to which Mark F. responded no, because they get paid out of federal money. Jessica G-N. asked if are going to be allowed to go that deep into a deficit or will we have to do the cuts? Karol M. responded that CUNY is not going to have a capacity to help us if we go down, we’ll have to work together to make cuts. Saaif asked if SEEK program will be impacted. Karol answered that SEEK is funded by the State but we won’t know until mid-May. She said she believes in the Chancellor, his support for SEEK and commitment to students, and there’s a reason to be hopeful. Ned B. asked if the best case scenario doesn’t include the CARES money for the Hispanic and minorities-serving institutions, and mark confirmed that it doesn’t. Karol M. clarified that we got $1.4M as a minority-serving institution but it came with strings attached so that’s why it’s not in the budget. Ned B. then asked how come it looks like admin staff expenses are going up, and Mark explained that these are not new personnel, this is because of the 2% collective bargaining agreement step increases. Ned B. asked what would be the value of additional enrollment. Karol responded that we can’t over enroll in order to provide students with necessary experience and support; if we increase the numbers, we won’t be able to do what we do. Ned B. then asked about the Aux revenue and how the lack of our regular activities impacts Q3 and 2021. Mark said that for Q3 we were able to transfer Aux funds to Tax levy to support and offset expenses, but for 2021 it will be difficult to expect that support. Brian C. asked if a portion of CARES money can be used for students in need to pay their tuition balance to complete their degree. Karol responded that these moneys go directly to students and we can’t control how they spend them. There’s no clarity on the remaining funds for the college, we are waiting for guidance from Feds and CUNY. Robert G. asked if faculty tenures are secure if departments get disbanded. Karol responded that we are not at the point of discussing it, we are just trying to keep OTPS flat and increasing revenue, no one is talking about disbanding faculty. Robert G. asked if the presentation can be shared with the faculty. Karol responded that at this time it’s a working document not for release. Mark then went to describe the middle road scenario between the best and worst one. The middle road, which is what we think may actually happen, presumes that the tuition increase is not approved by the BOT and revenue target remains constant from 2020, 5% drop in enrollment, 10% drop in allocation, 5% drop in collection rate, among other things, resulting in $26M deficit. He noted that we are seeing a drop in how students are responding compared to last year. On a positive side, we may see some energy savings. The worst case scenario presumes the tuition is not increased, revenue target remains the same, 10% drop in enrollment, 20% drop in allocations, city programs cut, 10% drop in collection rate, overall resulting in $55M deficit. Yi Li asked if CUNY is considering lowering expectations on revenue target. Karol responded that the revenue targets are set historically and no one knows, but they have been looking into it. Kim C. joined to clarify how revenue targets setting process works explaining that each campus has a portion of a CUNY budget and if State budget is so drastic, CUNY will have to recalculate revenue targets. Ned B. commented that 10% reduction is already bad, but 20% cuts is just a jaw-dropping situation, but how likely is it? Karol responded that these budget scenarios are just to illustrate our thought process and planning for what may have to come. Mus L. asked if 20% is possible. Karol responded that nobody knows; Feds have yet to take actions to bail states out; we hope that the worst case is just a theoretical exercise. Robert G. clarified that the reason he asked a question about tenured faculty is because he already received those questions from his department and was looking for answers. Karol reiterated that this is not something the scenarios presume. Larry S. added that there’s a retrenchment document in the College repository that provides a hierarchy on the job cuts. Alisse W. asked if we should be taking into consideration a lift in enrollment instead of a drop. Karol said that yes, we are taking it into
account, the unpredictability affects people’s lives, and we are expecting an uptick, but the challenge is the revenue collection and ability to come; we do have the advantage because of “free” tuition, but the math doesn’t work to our advantage, and we still want to be able to provide students with support and experience. Any way you look at it, it’s a challenging situation, and how we manage it is out task and focus for now; we have to work on this collectively, and we can do this together. We hope to get some CARES act support. Karol also praised faculty by saying they have been great in trying to polish their skills. Alisson P. added that we have trained 200 faculty to teach online in the past 6 days; we are taking a coordinated approach and summer should be a better experience. DoIT has been a tremendous support for students and faculty. Karol ended the meeting by thanking everyone for being a part of this process and the new world, thanked faculty, staff and students for working together to succeed.
Financial and Strategic Planning Subcommittees
Budget and Planning Subcommittees (SPS/FPS)

Meeting Agenda

September 11, 2019

1:40-3:00pm – Room 610 HH

1) Approval of minutes from the 5/8/2019 meeting

2) Presentation of FY 2020 Draft Budget
   • OTPS current allocations

3) Discussion and recommendations

4) Graduate Studies Report on the Differential Tuition and Excellence Fee - FY 2018-2019
   Financial Reports and FY 2019-2020 Budgets
Joint SPS-FPS
Minutes
September 11, 2019

Present: Yi Li (SPS Chair), Steven Titan (FPS Chair), Ric Anzaldua, Ned Benton, Kinya Chandler, Brian Cortijo, Angela Crossman, Ajisa Dervisevic, Warren Eller, Adam Fane, Mark Flower, Jay Gates, Jessica Gordon Nembhard, Karen Kaplowitz, Erica King-Toler, Musarrat Lamia, Fidel Osorio, Allison Pease, Dyanna Pooley, Alena Ryjov and Alison Orlando (Recorder)

1. **Approval of Minutes from May 8, 2019.** The minutes were approved as proposed.

2. **Presentation of FY 2020 Draft Budget.** Steve T. started by explaining that CUNY has instructed the college that the financial plan is due by September 30. He then gave a general overview of the budget, and explained that for FY 2020 the projected deficit for the college is $8,432,291. He noted that although the college was able to end with a surplus last year, there are significant changes to our situation this year including the loss of the DOC contract, the loss of the one-time allocation from CUNY, and the increase in the labor reserve. Mark F. then went over the booklet labeled “FY 2020 Draft Budget” to guide the committee through the budget process. He first spoke about our allocation, and referenced the letter from CUNY regarding the budget allocations for the colleges within the system. He explained that each college get a different amount of support from CUNY but John Jay is disadvantaged compared to the other colleges in the system. Mark F. then moved on to speak about our revenue target, which has increased this year to a total of $96,597,879. Mark F. explained that there is a new methodology to calculate the revenue target and that it has implications for John Jay. The methodology does not take into consideration that as tuition increases the college does not realize the full amount because of our student population. He mentioned that CUNY adjusted the base allocation to account for this, and our final base budget is $106,316,000. However, these adjustments do not fully address the issue. Mark F. then spoke about how the college calculates its projected revenue for student tuition, and we have estimated our revenue over the target to be $1,574,522. Brian C. said that our enrollment number might grow. Mark F. added that this would grow the amount of revenue we have over the target. Mark F. spoke about additional allocations that we receive above the base allocation, and for FY 2020 our total budget allocation is $115,435,414. This is a negative change of $2,625,871 from last year. He then moved on to talk about the expense side of the budget. He referenced two documents in the booklet that break the expenses down by department and by expense type. This was followed by a discussion of adjunct costs, and how they are estimated. Ned B. asked if these estimates are in-line with what we believe the actual numbers are. Mark F. said that he believes they are. He then explained how we come up with the PS Projection, which totals to $90,589,000. He also explained that our total operating expenses are $124,079,798. This leaves us with the final deficit of $8,432,291. Steve T. said that the plan is to submit the budget to CUNY with the deficit. He does not know if we will get any additional funding but there is the opportunity. Mark F. then briefly spoke about the process he followed when allocating the OTPS budget to the departments. Steve T. noted that CUNY has only released a partial amount of our OTPS budget, and not the full amount.

3. **Discussion and Recommendations.** Ned B. said that he is concerned that we will submit this plan with the deficit, and that we will not get the additional funds we need from CUNY. Steve T. said that he is expecting we will get some additional funding but not all the funds needed. He is proposing that we can recommend this plan to the BPC, and then work on other options if CUNY does not help close the deficit. There was a discussion on possible ways to use North Hall to secure revenue. Steve T. said that we are perusing the use of
North Hall for film rentals for additional revenue. There was a motion to recommend the FY 2020 Financial Plan to the Budget and Planning Committee. The motion was seconded and approved unanimously.

4. Graduate Studies Report on Differential Tuition and Excellence Fee – FY 2018 – 2019 Financial Reports and FY 2019-2020 Budgets. Steve T. said that CUNY is looking at how we are using differential tuition and making sure it goes back to the original program it is meant to be used for. He added that there would be committees that will be govern the funds for each program and that each committee will have student representation.

Musarrat L. said that they need to look further at how the student representatives are being chosen, and what they are responsible for. Ned B. said that we need to think about what the goals are for the use of the excellence fee and differential tuition. Steve T. said there will be further discussion about differential tuition and excellence fees at the next meeting.
Budget and Planning Subcommittees

Meeting Agenda

November 19, 2019

1:40-3:00pm – Room 610 HH

1) Approval of minutes from the 9/11/2019 meeting (attached)
2) FY 2020 Budget Status Update (presentation attached)
3) Space Planning Discussion (see p.2)
4) New Business
Space Planning:

1. What is our space deficit – do we agree with the Senate Statement based on the University’s data that we lack 318,000 net square feet to be comparable to CUNY averages?

2. If we do agree on a deficit target, in what categories are the priority needs? If we had the opportunity for 100,000 or 200,000 or 300,000 new net square feet what would be our priorities?

3. Under what terms would we support a joint development project with Guttman. What would be need for the idea work for us?

4. If a combined library were to be proposed for JJCCJ and Guttman, what would need to be the size and important operating features?

5. If such a library were developed and therefore our existing library space would become available, how much space is that and what would be our priorities for re-use?

6. According to the RFEI document, it may be possible to transfer some development rights from Haaren to North Hall site. What does this mean? Would we be in favor of this?

7. We have two leased spaces, Westport and BMW. Could or would or should they come into play?
Joint SPS-FPS
Minutes
November 19, 2019

Present: Yi Li (SPS Chair), Steven Titan (FPS Chair), Ric Anzaldua, Ned Benton, Anthony Bracco, Kinya Chandler, Brian Cortijo, Naomi Davies, Adam Fane, Allison Pease, Dyanna Pooley, Alena Ryjov, Raj Singh and Alison Orlando (Recorder)

1. **Approval of Minutes from September 11, 2019.** The minutes will be approved at the next meeting that has a quorum.

2. **FY 2020 Budget Status Update.** Steve T. started by giving an update on the FY 2020 Budget, and presented a Power Point labeled “FPS/SPS Budget Status Update.” He reported that the overall deficit has lowered from $7,824,000 to $5,815,000. He mentioned that this was in part due to changes in the budget including an increase in enrollment, a reduced OTPS allocation, and having lower than projected adjunct costs. However, he did note that the lower adjunct costs are being offset by an increase in college assistant costs. Steve T. then spoke about changes in OTPS. He explained that originally, the financial plan included an allocation of $8.6 million for OTPS but we will end with an allocation of $7.6 million. We reached this number through a $1 million reduction in the OTPS budget made by John Jay and through a transfer of $1 million from PS expenses to OTPS expenses that CUNY authorized. He also explained that the following pages of the presentation present how the adjusted OTPS will be allocated. Kim C. asked when we would see the additional funds in OTPS so that the final allocations can be communicated to the departments. Steve T. said he believes by December 2.

3. **Space Planning Discussion.** There was then a discussion on space planning. Steve T. said that there would be a Request for Expressions of Interest (RFEI) for the redevelopment of North Hall. He explained that Ned B. requested that we use this meeting to discuss and start to think about this process. There was a discussion on having a joint proposal with Guttman. Ned B. said it is important that we understand what Guttman’s plans and assumptions are and how they fit with our needs. Raj S. agreed that we could not come up with a comprehensive plan without knowing Guttman’s plans. Yi L. asked if Guttman would be open to having a conversation with us. Ned B believes that they are and that we should invite Guttman to join us in this process so that the leadership of both colleges can work together. Kim C. asked at what point should we start inserting ourselves in this process, and it was explained that the time is now. Allison P. said that we have to have an ideal in mind about who we want to be and how this space will enable us to be that. Kim C. noted that we have a habit of making specialized spaces that are hard to pivot. She added that we need multi-purpose rooms that are easy to transition and functional for the community. Brian C. agreed that we need flexible spaces. Kim C also added that we have a responsibility to change our culture surrounding space during this process. Ned B. explained that we need to look at our space needs, and say what we would do with the space depending on how much we would acquire. Raj S. believes that we cannot plan depending on what our space needs are now but where we want to be in 10 years. Naomi D. said that we should first look at the space we have now, how we are using it and if we are using it in the best way. Adam F. talked about maximizing the space we have by maximizing Friday and Saturday classes. Kim C. spoke about polling students to understand their needs. Ned B. said that we need to take advantage of this opportunity to tell our story. Kim C. added that we need to think about the process and presentation. Yi L. said that his greatest concern is that we will not be invited to the table. He said we have to work with Guttman and concurrently study the space we have, how we are utilizing it, and
what are needs are. We also need to have an implementation plan. Steve T. said we also have to think about other factors involved in a joint plan such as the possibility of Guttman using some of our services and the effects this may have on our enrollment.

4. **New Business.** There is no new business.
Budget and Planning Subcommittees

Meeting Agenda

February 24, 2020

1:40-3:00pm – Room 610 HH

1) Approval of minutes from the 9/11/2019 and 11/19/2019 meetings (attached)

2) Budget Plan FY2020

3) Strategic Planning/Transparent Budget Model
Joint SPS-FPS
Minutes
February 24, 2020

Present: Yi Li (SPS Chair), Steven Titan (FPS Chair), Allison Pease, Mark Flower, Ned Benton, Karen Kaplowitz, Erica King-Toler, Angela Crossman, Warren Eller, Jose Luis Morin, Musarrat lamia, Adam Fane, Ric Anzaldua, Dyanna Pooley, Raj Singh, Ajisa Dervisevic, Alena Ryjov (Recorder)

1. **Approval of Minutes from September 11, 2019 and November 19, 2019.** The minutes were approved with 1 abstention.

2. **FY 2020 Budget Plan Update**
   Steven T. started the meeting by asking Mark F. to walk everyone through the spreadsheet containing updated numbers for the FY 2020 Budget. Mark F. reported that we are now projected to have no deficit. He said that this was due to a combination of factors, including CUNY helping us with additional funds, possible unused OTPS allocations, and hiring freeze efforts. CUNY gave us $483K for fringe costs, $1M one-time additional allocation, and a $1M CUNY loan. $1.4 M in hiring freeze would have been more effective if not for the retro pay expected in Spring which people are currently waiting for and thus delaying their separation. He noted, however, that if we continue with our discipline, we should be able to break even. He responded to Angela C. question re: purchase reqs that they need to be submitted by April. He responded to a question from Musarrat L. re: lump sum, explaining that all funds first go to CUNY and then get distributed to colleges. Ned B. said that it would make sense if we did a year-long hiring freeze instead of half a year. Ned then said he asked Matt Sapienza regarding the return of Tap Gap money to the campuses that need it, and Matt agreed that it makes sense. $89M is an overall tap gap in CUNY. Warren E. mentioned the situation with a shortage of FT faculty in his department and reliance on adjuncts, and that we need to continue talking about it. Erica K-T. asked regarding our efforts on sustainability and plans to continue with savings. Steve T. responded that we are continuing our energy saving efforts and if the weather remains mild, we should meet our targets. Angela C. asked how the energy savings work. Mark F. explained that we are incentivized, e.g. last year CUNY gave us $1M out of $3M we saved. Ned B. noted that four campuses that received CUNY loans are expected to do salary initiatives to repay the loans. Mark F. said another update will be provided at the end of the quarter.

3. **Strategic Planning/Transparent Budget Model**
   Mark presented a calendar on how to make budget more transparent. Mark provided the committee with some history on how the college used to do budget. He re-envisioned the process and proposed a zero-base budget. Ned B. asked if we can consider a zero-increase budget, except for mandatory cost, as part of our budget. Warren E. talked about zero-base budget in relation to his department, and said it needs to be used strategically. Mark F. said that the two biggest variable expenses are CAs and adjuncts, and we need to do a better job controlling CA and adjunct costs. Yi Li said the committee should look into analyzing FTE per adjunct. Efficiency of adjuncts is a way to understand the cost of adjuncts. Ned B. said that the issue with adjunct cost management is in part the Registrar’s office and in part in controls we lost. Years back we had a clear idea of sections and clear idea of a need of adjuncts and cost. We need to schedule 2-3 years out to project cost. The problem now is that we don’t, and we end up with half-full classes. Yi Li said that this needs to be discussed. Angela C. said that some support that would help the chairs to plan forward is needed, and it would help students with planning, too. Ned agreed that a campus that faces a loss of classrooms needs to do this. Mark F. said that based on CUNY first report, on the 1st day of school there were sections with no faculty assigned, and asked to explain. Ned responded that it is usually the
case of a new person who hasn’t gotten through the system yet. Angela C. also explained various ways how this could happen. Raj S. suggested contacting HR to either pay or not pay the person if the information is known. Allison P. suggested that scheduling should be a strategic goal with a 5-yr implementation; she wants to see more managerial control of the process. Ned B. said that the approval of the strategic plan by the FPS/SPS should be included in Mark’s budget plan. Yi Li said that this committee needs to at least examine the budget plan for strategic priorities annually. Ned proposed to edit Mark’s calendar to have a separate page regarding implementation of budget. Warren E. would like to see a sheet of actual expenditures and investments vs. returns. Allison P. asked about space planning, and Raj said he’ll give an update at the next meeting. Next space committee is being scheduled.
Budget and Planning Subcommittees

Meeting Agenda

April 2, 2020

1:40-3:00pm via Zoom

1) Space Study Update

2) Budget Update (presentation attached)

3) Space Usage Survey Report (attached)
Present via Zoom: Yi Li (SPS Chair), Steven Titan (FPS Chair), Allison Pease, Mark Flower, Ned Benton, Karen Kaplowitz, Erica King-Toler, Jay Gates, Jessica Gordon-Nembhard, Jose Luis Morin, Brian Cortijo, Musarrat Lamia, Ric Anzaldua, Kinya Chandler, Dyanna Pooley, Raj Singh, Ajisa Dervisvic, Naomi Davies, Anthony Bracco, Fidel Osorio, Alena Ryjov (Recorder)

1. **Space Study Update**: The meeting started with Steven T. asking Naomi D. to provide an update on the Space Study. Naomi reported that the Archibus system is continuously updated. Space Planning also coordinated with Academic Affairs to make sure everything is correct. Space Planning has completed an annual update and there was not much new space found as a result. Steven T. said that finding space continues to be a challenge. We are hiring 13 new faculty next year, and the space needs to be found to accommodate them. Naomi said that she is working with HR and Academic Affairs on obtaining the lists of new hires as well as retiring faculty to identify locations. These may be in different locations of the college, not necessarily in the departments where the new faculty belong. Ned B. asked for a summary of the study. Raj said it will be provided when everyone is back on campus. Ned said that current circumstances may show us that more faculty will be willing to teach online and that may affect space allocations; survey of the faculty and students may be insightful. Kim C. said that we need to be careful making any judgements and assessments based on the current situation because not all faculty who are now teaching online may want to do so under normal circumstances. We don’t want to create something out of critical circumstances. Karen K. agreed that the delivery is not perfect. Allison P. added that while remote teaching is indeed a space saver, in strategic planning terms, we shouldn’t be using teaching data from this semester and people weren’t trained for this properly. Karen K. and Brian C. agreed by saying that we can’t judge student success by this semester data. Raj S. said that in terms of administration, this may be a situation that set the stage for some staff to start working remotely someways freeing up the space for other needs.

2. **Budget Update**: Steve T. turned to Mark F. to ask him to provide a budget update. Mark said that we are showing a surplus now. It is attributed to CUNY’s hand out of $1M loan, additional funding for collective bargaining, return of collected fringe, and tuition revenue above target. Projected revenue is $3.3M, and it put us with the Year-End being in the black, at $255K surplus. OTPS is in good shape. CEEDS stipends are not paid. Numbers of corrections officers are down due to the bail reform; of 75 students on the program, only 10 accepted stipends. Kim C. said that we have to reduce the revenue line in case we issue the stipends. Mark F. continued with OTPS saying that we are not placing any orders to be delivered to the campus due to loading dock and campus closure. People who need supplies are asked to purchase them and file for reimbursement, with an exception of laptops which must still go through IT Helpdesk due to software regulations. Mark noted that while people can buy items with OTPS and Business Office can check for OTPS balances prior to purchases, Auxiliary checks cannot be printed at the moment due to logistical limitations with check printing. Collection rates and lifting of student holds is an issue that’s been currently discussed with CUNY. He showed a slide on CUNY’s guidance regarding the student holds and said that a lot is unclear. For example, returning students who live in New Yorker will get a credit- where will the credit money come from? 25% waiver for Spring 2020 for Student Activities Association- is the waiver a refund? Where does it come out of? How does it get processed? We are hoping to get some guidance after
the meeting with CUNY tomorrow regarding student ability to register for Summer and Fall semesters. JJ alone has $1M of refunds to issue—this may have a significant impact on Aux budget. Steven T. said that Aux Corp is also losing money through canceled TV/Film/Event and Space Rental contracts and missed opportunities. We just don’t know the full extent of the impact yet. Ned B. asked if we can recover some funds via our New Yorker dorm being used as a Covid patient space after our students were moved to Queens. Mark explained that the dorm is currently being used to house 20 Covid positive students from CUNY who were moved there over the weekend. We were asked by CUNY to provide food, sanitizer and other necessities for them, and Jessica Carson has been in charge of this operation. They are getting released as they recover. Mus asked if the students’ food and board expenses in Queens are being covered, she said she hopes they are being fed. Ned said that Queens College is responsible for them and would take care of them. Mark said that CUNY has set up a special program for campuses to track their Covid-related expenses, but since there are many questions, like PS-related expenditures, campuses are encouraged to just record their expenses on a spreadsheet. Ned B. asked if NH is being used for storing supplies. Steven T. said that we were asked to store supplies for Mount Sinai but that they haven’t arrived yet. Raj added that we have been getting a shipment of Chrome books from CUNY and they are stored there. Kim asked for a list of students to ensure they are cared for properly. Allison P. asked if there are any savings to offset collection rates. Mark said that the hiring freeze will be a major factor, as well as OTPS spending. Also, we are doing well in energy savings with campus closure. Ned said he heard that allocations from Albany will have deep cuts in them, and next year will be bad. Mark said he heard the same thing, and that CUNY is very concerned about the next year. Steven T. said that we will be looking for a lot of cost saving measures.

3. **Space Usage Survey Report**: Steven T. passed the word to Mus to talk about the Space Usage Survey report. Mus said that last semester she met with VP Titan to discuss space utilization and class offerings on Friday and weekends. The survey came out as a result of this conversation. Student Council created a survey to ask students about their preferences regarding holding classes on Friday/weekend schedule. 75% of students said they preferred Mon-Thu schedule although some would consider Fri-weekend if a certain faculty were to teach the class. 19% said they would prefer classes on Fri-weekend schedule. Ned said that in order for students to want to take classes on Fri-Sat, we need to create actual programs to run on those days, maybe with some hybrid options, but not one class here one class there, this is inconvenient for most students. There also would need to be a support system put in place on those days, advisors, food, etc. Brian C. said that we need to create a structured curriculum for the weekend to solve this problem. We won’t be successful until we can offer options to students to fulfill the requirements. The offering needs to have an academic purpose and we need a methodical approach in developing one. Jay G. said that we need to find out who those 19% of students are. Steven T. thanked Mus and Fidel for the survey and presenting the results. He finished the meeting by saying the survey was informative but we need to do more work.
Budget and Planning Subcommittees
Meeting Agenda
May 27, 2020
4:00-5:00pm – Zoom (details are in the calendar invite)

1. Approval of minutes for April 2, 2020 (attached)
2. Budget Planning Process Discussion
Joint SPS-FPS
Minutes
May 27, 2020


1. Approval of Minutes from April 2, 2020:

The minutes were approved unanimously.

2. Budget Planning Process Discussion:

Mark F. welcomed the committee and said that he and Allison P. will facilitate the SPS/FPS in the next couple of month in the college’s effort to assess its budget situation and re-envision its overall budget process and how it aligns with our strategic plan in light of the current fiscal crisis. He stressed that the President called for transparency and shared governance in how we go forward with our budget planning process. He said that it’s important for us to develop a long-term approach to budgeting as opposed to year-to-year one we’ve historically followed. He noted that we are ending this year in black, but the next year will be a very difficult one. The vision for the committee’s format is to replicate the shared governance format of the strategic planning process where the community at large participated in developing the goals and provided feedback. Allison P. added that she agrees there will be no quick fix solutions and the work of this committee should focus on a longer-term process. She outlined a three-phase working schedule for the group, which would consist of research, defining principles and developing recommendations for the leadership. She went over the objectives described in Mark’s charge email to the committee. She invited the committee to brainstorm ideas on how we should structure our budget process so it aligns with our strategic priorities. Ned B. said that given our current catastrophic situation with the budget, he thinks the committee should be focusing on addressing the immediate crisis and not the budget planning process in general. Mark responded that historically, the college has been missing a link between the budget process and what we do at the college, so it’s important to align them, that’s why these 2 committees meet jointly. Warren E. asked to clarify the purpose of the committee in terms of budget planning process. He said that there’s already plenty of literature available on public budgeting and best practices, so why reinvent the wheel; the committee should rather provide support and vision to the experts in the room. Allison P. reiterated the importance of shared governance. Karen K. said that the way she sees it work is somewhere between what Warren suggested and what Mark and Allison propose. Ned B. said that the budget committee ought to meet on the budget situation and critical decisions. While it is important to align the budget with the strategic planning, we are talking about our survival now. Mark explained how aligning the budget with the strategic plan is an immediate need using student success as an example. Allison supported his statement and said that we need to look at a larger picture of how our budget actions affect our strategic plan instead of just doing immediate cost cutting. Yi Li said that we should acknowledge there’s a short-, medium-, and long-term budget. For the short-term budget, we were asked to be prepared to make 10% cuts and we don’t have more details yet. For mid-range and long-range budget, he said he hopes this groups can recommend to the President and the cabinet what we can do differently. He said that he will look at the study Ned circulated.
In terms of enrollment, we are doing well with freshmen, but the returning student numbers are still slow. We should work hard on addressing a short-term situation, but not take our eyes off mid- and long-range planning. Saaif A. asked if we will have bigger classes due to a lack of adjuncts/professors. Allison P. said no, they are staying the same. Mus L. said that she agrees that shared governance should be at the center of the current budgeting process and great ideas can come if we have as many people at the table as possible. Monika S. also supported the idea of shared governance and importance of looking at both short- and long-term budgeting to identify gaps. Jay G. asked if, given the current circumstances, CUNY could suspending their rules of balanced budget submission, because while we are waiting for federal and state help, we can’t budget on hope and it would be helpful to know what the rules are. Mark F. responded that historically, if there’s a deficit, it rolls over to a subsequent year. This year we made it with CUNY’s aid, but what happens next year is unclear, however, we would not be the only campus in this situation. He added that these rules are set by the state because that’s where our funding comes from. Warren E. responded to earlier statements regarding a lack of crisis budgeting that there is literature on crisis budgeting. He clarified that he wasn’t suggesting to turn the budgeting process to someone, but that the committee’s time would be better spent analyzing already available materials on the process and deciding what best applies to us. Kim C. said that that education about the budget process is an important component. There are many variables, rules, deadlines and vocabulary that not all people at the table are familiar with. So we need to provide some education upfront to have a fruitful discussion. This would be essential to the research process and selection of best practices applicable to us. Saaif A. agreed that budget education is important, especially for students. Allison P. summarized all feedback and provided an outline for committee’s work for the next few weeks based on the input. Kim C. added that the committee needs to be clear on the deliverables for its work for short, mid, and long-term goals. Karen K. suggested that in parallel to what is being discussed, we should set up 3 buckets, administrative, academic, and student affairs, and develop scenarios for 10%, 15% and 20% cuts as an exercise, so that when the reality is clearer, we are prepared. She added that no one knows their operations better than the people in charge of those areas (VPs) and we can’t just always cut adjuncts as an immediate solution. Jessica G. agreed with Karen K. and explained how she understands what the committee should be doing, which includes: immediate budget cuts and how do we submit a reasonable austerity budget; transparency and participatory budgeting and how do we practice more shared governance in terms of budgeting (for this bringing in the experts would be good); creating budgets more in line with our strategic plan without being short sighted about practical issues about our students and faculty needs and the needs of small departments, etc.; and decisions about operating in a pandemic - what best practices and practical ways to handle these unprecedented times. Mark F. said that in hearing all feedback, he understands that he and Allison need to revise how to re-layout the work of the committee, address some questions and decide on how the committee goes forward. Warren E. said that he agrees with Jessica’s breakdown. He also said that he has a different view of the adjunct cutting decision and the institution doesn’t really have much choice or freedom in this decision under the circumstances; it is an unfortunate situation where we have to rely on the majority of our teaching force to be adjuncts who don’t have proper union protection. He also expressed an issue with the committee working on identifying best practices versus analyzing what we can do as a unique institution based on our own best practices. Yi Li said that based on what he heard, all scenarios are important to the committee, short-, mid- and long-term. Allison P. said that she and Mark will analyze the feedback and will get back to the committee with a plan. Ned responded to Karen that the budget plan will be due to CUNY sometime in August, but we should know something in June after the Board meets and enacts the budget, and maybe even before that because the Fiscal Affairs committee will already have some numbers by then. Steven T. added a clarification on the budget process status and said it may be awhile but we know we are expecting 10% cuts. Karen asked for a clarification on why we worry about enrollment and prepare to cut sections if the enrollment
numbers look good. Mark explained that our grad and freshmen student numbers look ok, but we are worried about the returning students and collection rates. Many students have holds on their accounts even after we lifted holds for those who owe less than $1K. Brian C. said that in the registrar system, the numbers are the same as they would be at this time of year. Ned said that we need to start communicating to students the experience they should expect in the Fall which ties into the re-opening conversation. We need to present scenarios and reassure the students it’s going to be ok. Allison P. said that the Fall planning committee is in charge of the re-opening plan and this committee has a separate charge. Ned disagreed that this is the right approach as he sees the work of the SPS tie into the campus re-opening plan. Saif said that he agrees with Karen regarding the adjuncts and that we need to find a way to save them. Brian C. said that in terms of long-term planning, we should consider the fact that hiring freeze every year seriously affects HEOS whose work load has been continuously increasing without much in return and regardless of enrollment numbers. Yi Li said that the first meeting of the Fall reopening committee is scheduled for Friday and after that, the messaging to students including safety measures should begin, and the Fall committee will communicate its work with other committees. Angela C. suggested that we should look into mechanisms for wait listing students, and said that if we have good enrollment numbers, we should open more sections to accommodate everyone to increase revenue. We will have a better idea once we have a decision in June. She added that 10% cut should be applied to divisions across the campus for it to be an institutional cut. Mark F. finished the meeting by thanking the group for the input and said he and Allison will get back with a revised plan.
Budget and Planning Subcommittees
Meeting Agenda
June 11, 2020
3:00-4:30pm – Zoom (details are in the calendar invite)

1. Approval of the minutes from 5/27/20 meeting (attached)
2. Karol to discuss current budget decisions on CAs, Adjuncts, and NTAs
3. Discussion of "Budget Decisions Timeline" and the FPS/SPS work
4. Quick breakdown of the elements of college budget and non-tax levy monies
5. Yi to discuss reassigned time and substitutes v. adjuncts
Joint SPS-FPS
Minutes
June 11, 2020


1. Approval of Minutes from May 27, 2020:
The minutes were approved unanimously.

2. Discussion of current budget decisions on CAs, Adjuncts, and NTAs:
Allison P. welcomed the attendees and informed everyone that she will be chairing the meeting without Mark F. due to his family circumstances. She said that Karol M. joined the meeting today to explain what is going on with the CAs, Adjuncts and NTAs. Karol M. started by saying that following the Chronicle of Higher Ed article, and with the hiring freeze already in place, she asked VPs to look at their divisions and think about how resources can be reallocated across different divisions, especially in situations where people are leaving, which would ultimately save us money. That process began well before we learned about the vacancy review process and 10% cuts. The CUNY is looking at how it manages its resources as a system now; the new CUNY’s vacancies review process requires for any hiring that results in changes in compensation to go through the VRB (Vacancy Review Board). Any faculty letters submitted by April 21 were honored. Everything after that is still an ongoing process. As an example of resources reallocation, Karol provided the social media team consolidation under the Marketing and Development office. She said that once we have all the information, the plan would be submitted to the VRB. She underscored again that the work to evaluate and leverage our existing talent and realign the resources to save the cost has been in progress for several months now. In regards to CAs, Karol explained that CUNY asked us to provide the list of CAs who will not be re-appointed. Those lists also include positions that will be backfilled. No notices of non-reappointments have gone out yet and we won’t non-reappoint anyone until we get a clear guidance from CUNY. As for adjuncts, CUNY gave us the deadline till June 30th to make decisions, but at this point we don’t know the specifics of our budget situation. Allison opened up the floor for Q&A. Ned B. asked whether the 2 social media positions are being paid by the student association fees. Karol responded that they are tax-levy. Ned said he wants to understand where exactly the savings are, and Karol responded that the vacated social media position in Marketing will not be filled and the two positions will be moved under Marketing, and the savings would be included in the package for the VRB. Ned asked his second question regarding an increase in positions as reflected in Q3 report, specifically 29, and said that this number seems very high compared to other senior colleges, considering that we were already under hiring freeze. Steven T. explained that 11 of those where PSD officers hired to replace part-timers, and some of the others were advisers for the LEAP program. Ned asked if these positions went through the approval process. Karol said that not through the VRB process, but Mark would be able to provide more details; however, we were mindful of the budget to stay neutral or positive throughout the process and they did go through Raj and Mark with respect to their impact on budget. Raj clarified that PSD positions were in the works long before but the recruits had to go through the Academy, and the reason we hired them was because the cost of full-timers is less than paying overtime to part-timers. Ned questioned the rationale for hiring these positions and said that any department can claim the same reasons but if we are in hiring freeze, all positions should stay as vacancies. Karol said that this question should be clarified when Mark returns, but this particular
hiring resulted in savings for the College. Allison took Ned’s point to illustrate that the work of this committee is in aligning our financial decisions with our strategic framework. Saaf A. asked if we know how many CAs will be there in the Fall, and Karol answered no. Ned commented on the Excellence Fees shown on Q3 report as not being expended in a way they were meant to, and proposed that SPS meets with Graduate Studies to discuss how these fees can be applied as intended. Karol said that it is indeed important to spend these fees as intended because we can be penalized for not doing so. We are working with the University on finding ways to make it happen. Yi Li and Steven T. joined to explain the reasons why they weren’t spent as planned. Karol reiterated that we are working with the CUNY on this right now with more information to follow, and she left the meeting.

3. Quick Breakdown of the Elements of College Budget and Non-Tax Levy Monies
Allison asked Ajisa to walk the team through her presentation “Overview of the College Budget”. Ajisa went over various college’s funding sources and projected year-end numbers. Ned asked if we have any update on the situation with the dormitory because the outlook is catastrophic. Steven T. said that CUNY and our Legal Office are working with EHS on different options. Ned then asked that he noticed that Foundation’s investment income was cut in half and asked for an explanation. Steven T. explained that the Foundation was doing well before the COVID situation, but now nobody knows what it will look like. Erica K. asked how our revenue will be affected by a change in food/cafeteria vendor. Steven T. said that we don’t know yet; we are in Phase I for implementation but we don’t even know when this phase will launch. Karen K. asked if Student Association number includes the salaries of all our coaches. Cat A. said that it does.

4. Discussion of "Budget Decisions Timeline" and the FPS/SPS work
Allison put the Budget Planning Calendar on the screen and explained that it was developed by her, Kim and Mark to inform the community and executive leadership as to decisions deadlines, as well as setting the path for the committee’s future work. Kim explained that after the last meeting, it was clear that a clarification was needed in terms of ongoing processes, decisions and future plans. This document shows how these decisions and our assumptions in various areas, like enrollment, retention, collection rates, vacancies, allocations, federal and state aid, etc impact our budget. Allison noted that, for example, right now our collection rates are at the lowest point and it’s worrisome. Kim went through the list of considerations and assumptions and noted that a lack of clarity in any of these categories affects our ability to make decisions about what we can or cannot do. Ned asked about a parallel entity to the VRB on our campus and if we have it or planning to have one. Kim said that we only got the CUNY guidance a few days ago and still reviewing it, but that we had an approval process in place before the VRB, so we need to find out from CUNY what the requirements are for our campus to align with the new process. Ned asked a question about an effect on Modality in relation to class sizes and a plan for in-person vs. remote learning. Kim said that it is not our decision and we should wait for CUNY guidance. Yi said that he plans to charge his Fall Reopening committee with looking at the course and class schedule for the fall to minimize the disruption as much as possible, but it is expected that we’ll be encouraged to conduct learning online. Paul N. asked about the CARES money, and how the College’s portion is to be distributed. Kim said we don’t have a say in how the funds are being distributed or how much we’ll get but we are working hard to determine how to access those funds. Ned added that the CUNY’s application is waiting for an answer; CUNY doesn’t have a clear idea how much it may be. The discussion on the college’s distance learning policy followed. Kim reminded everyone that we are still in the state of responding to an emergency and it’s not prudent to make long-term decisions under these circumstances, but that we should focus on continuing the work of the committee and develop short-term (summer), mid-term (year-end), and long-term plans (integrating of assessment and strategic planning). Kim continued going through the table and talked about the Short Range Budgetary Decisions section, followed by Mid and Long Range categories and deadlines for decisions. She explained CAs, NTAs and reassigned time decisions and rationale. David Munn said
that it would be helpful if all this information was submitted ahead of time. He said it appears we are not given any time to make decisions but are rushed into making them. Also, he added, the chairs have already cut 10% of the sections and students were told to go somewhere else. Kim said that, yes, there were requests to which we had to respond quickly, but other processes are given more time and we need to make sure all involved parties are in coordination on pulling the information together. The purpose of this chart is to give the committee an overview and heads up about those decisions so everyone is timely prepared. Ned said that earlier he circulated a report on the Efficiency, and he believes that when allocations come out, they would be distributed based on efficiencies we undertook, and we need to know how these efficiencies affect us. He also added that, while this committee doesn’t deal with individual names, it should be made aware of the consequences of the decisions we made, like VRB or CAs, for transparency sake. Kim said that she agrees, but she also added that the discussions we are having about non-reappointments are not budget discussions; they primarily deal with meeting the contractual and HR dates for non-reappointments that are required; it’s a natural process, there are no net savings here at this point. However, at some point this conversation will turn into a budget discussion, and at that point it will be brought to this committee for consideration. Ned agreed, and reminded that this committee also votes on the budget proposal that goes to the President. Karen suggested that the State Budget Director cut scheduled for June 30th be added to the schedule; Allison said it's already there.

Andrew S. asked how flexible this timeline is, providing examples of sabbaticals and reassigned time to illustrate as to why it’s challenging for instructional staff to meet these deadlines without having a full picture. Kim explained that administrative cuts happen throughout the year, while faculty processes and deadlines run on a different schedule and are tied to an academic cycle. She said it would be ideal to plan a year ahead but we don’t have a full financial picture, and under the circumstances, we are going to take a leap of faith. Our work now is to evaluate the items on the schedule so when the time comes in the fall to submit the budget plan, we’ve already done the work; it’s a call to generate these discussions with people now so these decisions don’t come as a surprise. Yi Li updated the committee on the FT faculty hiring. Andrew S. asked that the committee is given updates as decisions are made. The committee decided to include a narrative at the top of the schedule.

5. Discuss Reassigned Time and Substitutes v. Adjuncts
The committee ran out of time and Allison asked for this topic to be rolled over to the next meeting. Andrew S. asked to see how much the college spends on sabbaticals, etc. in advance of the meeting. Allison said that the info re: reassigned time, substitutes, sabbaticals caps and incentive funding will be sent in advance. She asked the committee to continue thinking about these items in light of what’s doable or not, to generate discussions without making any final decisions. Karen asked Steve T. if he heard any discussion at CUNY regarding sabbaticals. Steven T. said that he hadn’t heard anything. Ned said that there are discussions about sabbaticals at the Budget Committee and it makes sense to do them because the college benefits from sabbaticals. Kim explained that since the allocation process was changed by CUNY some time ago, we need to be careful in assessing if and how much money we save through sabbaticals against allocations. She also said that CUNY is looking for creative ways to preserve people’s employment vs. just making cuts by letting people go, like reducing hours, etc. The college also has to be creative in thinking about these variations. Allison concluded the meeting by saying she’ll send the materials and agenda well in advance.
Budget and Planning Subcommittees
Meeting Agenda
July 2, 2020
3:30-5:00pm – Zoom (details are in the calendar invite)

1. Approval of Minutes for the 6/11 Meeting (attached)
2. Current Budget Situation and Analysis (attached)
3. Executive Summary Savings Analysis of Restructuring (in meeting 3 PDF)
4. CA savings (attached)
5. Senior College Full-Time Staffing Comparisons -Spring 18, 19, 20 (attached)
6. Public Safety hiring justification statement (in meeting 3 PDF)
7. Incentive Funding FY19 and FY20 - online programs and summer/winter (in meeting 3 PDF)
8. Faculty Reassigned Time (in meeting 3 PDF)
Joint SPS-FPS
Minutes
July 2, 2020

Present: Mark Flower (Designated Chair), Allison Pease (Designated Chair), Saaif Alam, Ric Anzaldua, Ned Benton, Andrew Berezhansky, Rhoyaj Brown, H ungde Chan, Kinya Chandler, Shu-Yuan (Demi) Cheng, Brian Cortijo, Ajisa Dervisevic, Warren Eller, Rulisa Galloway-Perry, Jay Gates, Heath Grant, Karen Kaplowitz, Erica King-Toler, Yi Li, Jayne Mooney, David Munns, John Paul Narkunas, Tayvhon Pierce, Dyanna Pooley, Amber Rivero, Alena Ryjov, Andrew Sidman, Raj Singh, Monika Son, Roger Szajngarten, Steven Titan, Janet Winter, and Alison Orlando (Recorder)

1 Approval of Minutes from June 11, 2020. Tayvhon P. inquired about item #2 “Discussion of current budget decisions on CAs, Adjuncts, and NTAs” in the June 11, 2020 minutes. He said that the reason why the excellence fees were not spent as intended was excluded from the minutes. Steve T. explained that the excellence fees were not spent as intended due to Covid-19. Alena R. said that she could not add this into the minutes from the June 11th meeting because it was not explicitly stated; the decision was made to include it in today’s minutes. There was a vote, and the minutes were approved as proposed.

2 Current Budget Situation and Analysis. Mark F. presented on the budget and went over the document labeled “FY2021 Budget Scenarios.” He talked about three possible budget scenarios for FY2021: the first assumes a tuition and revenue target increase, the second assumes no tuition increase with actions taken to reduce the deficit, and the third assumes a 3% allocation reduction and no tuition increase. Mark F. then spoke about other factors that impact the budget including enrollment, NYC budget initiatives, and repayment of our loan to CUNY. He explained that the enrollment numbers are approximately 200 FTE less compared to last year because we are trying to control the size of our freshmen class. The budget also assumes that we are not going to get funding from the Department of Corrections because they have stopped all programs due to a hiring freeze of correction officers. Mark F. then asked if there were any questions on the revenue side of the budget. Ned B. inquired about the additional allocations and wondered if they were understated in this analysis. Mark F. said he would send the details of the additional allocations to the committee and spoke about how energy savings allocations have affected this category. Rodger S. asked why there is a planned decrease in enrollment and also inquired about the impact of the collection rates on the budget since much of our collection is from third parties. Mark F. explained that the college planned for a smaller freshmen class so that all freshmen can be part of the First Year Experience; a program that increases retention. He then said that students run out of TAP and PELL, and that TAP does not cover fees; both of these factors affect the collection rate. Mark F. then spoke about the expense side of the budget. He talked about savings in the budget from not replacing administrative vacant positions and by internal transfers. Other areas of savings include temp services through the non-reappointment of college assistants and OTPS savings. Mark F. also mentioned that changes were not made to the adjunct budget because the college will need a substantial adjunct population to maintain the planned course schedule. He ended the presentation by explaining that we are ending FY2020 with a positive balance in our CUTRA account. Depending on the budget scenario, our projected potential deficit for FY2021 is $6,800,000 (no tuition increase and full allocation) or $10,000,000 (3% allocation reduction and freeze on tuition). Ned B. said that some of the College Assistant cuts include those that are funded by excellence fees and differential tuition, and that wouldn’t make the money available for other purposes. Mark F. said he will go back and look at that. Ned B. asked for information about the emergency allocation for July. Mark F. said that money is now populated into the budget; it was $6,900,000 in PS and $1,000,000 OTPS. This was followed by a conversation on the adjunct budget and course scheduling for the fall.
3 Executive Summary Savings Analysis of Restructuring. Allison P. presented the document labeled “John Jay College of Criminal Justice’s Savings Analysis to Accompany Request for the CUNY Vacancy Review Board.” This document includes summary amounts by division of personnel savings to the college due to positions not being filled or restructured. The savings can be seen in every division throughout the college. Ned B. asked what explains the large amount of savings in EMSA. Allison P. said a number of lines in EMSA were frozen and not filled, while other lines have been repurposed to Academic Affairs. Yi L. added that we are still waiting to hear the final decision from the CUNY Vacancy Review Board.

4 CA Savings. Allison P. then went over the document labeled “CA Non-Reappointments for July 2020.” The document details how each division has reduced their number of college assistants and the associated savings with this reduction. Mark F. added that he will go back and look at the college assistants that are funded with excellence fees or differential tuition.

5 Senior College Full-Time Staffing Comparisons – Spring 18, 19, 20. Mark F. spoke about the document labeled “Senior College Full Time Staffing Comparisons Spring FY18, Spring 19, Spring 20” in response to concerns about our headcount growth. He went over staffing in the following categories: instructional staff, support staff, academic support, student services, maintenance and operations staff, general administration, and general institutional services. He stated that compared to other colleges John Jay is never greater than the average for CUNY.

6 Public Safety Hiring Justification Statement. Ned B. asked about the third quarter financial report and headcount increase. Mark F. said that 14 people were hired in public safety and that Diego Redondo submitted a hiring justification that explained that the department was saving money by hiring the new staff because of the money that was being spent on overtime. Ned B. felt that this could be a justification for any department. He asked what gave rise to the change and need for staffing. Mark F. explained that the staffing has reminded constant. He added that this was a replacement of positions that had accumulated over a period of time as positions can only be filled with those who have completed a required academy. Ned B. said this could mask an increase in positions. Mark F. said he would go back and do a historical perspective on the number of positions filled in public safety. Ned B. also asked if we could examine the posts they have been filling. Mark F. said he could get this information. It was also agreed that there would be a meeting between Ned B., Mark F., and Diego R.

7 Incentive Funding FY 19 and FY 20. Online Programs and Summer/Winter. Allison P. explained that at the last SPS-FPS meeting a budget calendar was presented with a series of decisions that have to be made at a different points in time and that this meeting should focus on sabbaticals, incentives and faculty reassigned time. However, she said that it was discovered that sabbaticals costs are a minimal expense of a total of $100,000 and that they are a priority to the college. She instead felt that the committee should focus their discussions on incentive funding and reassigned time. She went over the document labeled “Online Program Incentive Funding” which explained the online program revenue reinvestment model for fully online graduate programs. She asked the committee their thoughts on still paying an incentive to these programs. Ned B. said that the incentives are used to pay for services associated with the operation of the program and to services to the students. He said we need to understand the consequences of not providing these incentives, and that we need to identify essential services of these programs. Yi L. agreed with Ned B. that we need to identify the essential services to support the integrity of the programs. Warren E. spoke about working to better implement the spending of the incentives. He added that we have not outlived the utility of the incentive which supports the faculty and the students. There was also a discussion on where the funding should be distributed and if it should still be distributed to the program directors. Yi L. added that he felt an oversight committee should be created to oversee the distribution of these funds similar to the committee that oversees excellence fee and differential tuition spending. Kim C. felt that incentives should be temporary to spur activity and as an institution we have the responsibility
to vet those investments and decide what we should baseline so those programs can continue. Allison P. then spoke about the summer/winter incentive. She explained that the summer/winter incentives add up to $100,000 split across the departments. However, in an effort to prioritize time she asked the committee to spend the rest of the meeting to discuss faculty reassigned time.

Faculty Reassigned Time. Allison P. presented the document labeled “Preliminary Review of Administrative Reassigned Time for AY 2019/2020.” Yi L. said that the categories of reassigned time are up for discussion except for reassigned time for chairs, major coordinators and program directors. He added that this conversation should focus on FY 2022 (Fall 2021) since workload has been determined for FY 2021 (Fall 2020). He gave the committee some context including that the college is struggling with full-time coverage and that every three hours of reassigned time is equal to a course. He then opened up this topic for discussion to hear the thoughts of the committee. Ned B. said that the workload manual includes a policy for reassigned time and the formulas that determine their allocation. He suggested that we identify what reassigned time is covered by the existing policy, and that as the policy states that the remaining categories of reassigned time are at the discretion of the Provost. Kim C. talked about the ways the current reassigned time is calculated and how this aligns with workload policy. Warren E. asked for clarity on how the course releases are decided for journals because of the variances in the number of course releases. Kim C. said that this was driven by the person who got the course release, and then the process becomes iterative. The committee then discussed the next steps in the budget process. It was decided that the Provost will compile a list of items for reassigned time that are not part of the set allocations in the workload policy and at the next SPS-FPS meeting there will be a vote on incentive funding for both online programs, and summer/winter.
Budget and Planning Subcommittees

Meeting Agenda

July 20, 2020

1:00-2:30pm – Zoom (details are in the calendar invite)

1. Approval of Minutes for the July 2 and February 24 meetings
2. Discussion and vote on action regarding incentive funding for John Jay Online programs and summer and winter courses
3. Discussion of subcommittee reports
Joint SPS-FPS
Minutes
July 20, 2020

Present: Mark Flower (Designated Chair), Allison Pease (Designated Chair), Saaif Alam, Ric Anzaldua, Ned Benton, Andrew Berezhansky, Rhojay Brown, Hungde Chan, Kinya Chandler, Shuyuan (Demi) Cheng, Brian Cortijo, Ajisa Dervisevic, Warren Eller, Rulisa Galloway-Perry, Karen Kaplowitz, Erica King-Toler, Genevieve Laforge, Yi Li, John Paul Narkunas, Susan Opotow, Tayvhon Pierce, Dyanna Pooley, Amber Rivero, Alena Ryjov, Roger Szajngarten, Steven Titan, Janet Winter, and Alison Orlando (Recorder)

1 Approval of Minutes from February 24, 2020 and July 2, 2020. The minutes were approved as proposed.

2 Discussion and vote on action regarding incentive funding for John Jay Online programs and summer and winter courses. Mark F. started by explaining that today the committee is going to continue the discussion on incentive funding. He said that he feels that incentives are meant to help get initiatives started and that this has been accomplished in the case of the incentives for online programs, and summer/winter courses. The question he opened to the committee for discussion is do we need to continue these incentives? Kim C. moved in support of terminating the online incentive. She explained that only some departments are being advantaged by this incentive, and that we should take a new approach to resourcing academic departments due to our new fiscal restraints. Yi L. said that he is open to look at how the money for the online incentive is being used and if the incentive has accomplished the mission it was created for. He added that he is open to keeping the summer/winter incentive at this time as it supports the departments. Rodger S. inquired about the number of students enrolled in the summer session. Brian C. said that last year we had 4,903 students registered for summer and this year 6,467 students are registered. Rodger S. inquired about summer revenue to the college and asked if the classes in the summer are taught mostly by adjuncts or full-time faculty? Mark F. said he believes that the revenue for the summer will be between $3 to $3.5 million and Kim C. replied that the amount of full-time faculty teaching in the summer is rising, which is increasing costs to the college. Rodger S. then specifically asked about more details regarding net revenue for the summer. Mark F. explained that the summer revenue goes towards helping the college achieve its revenue target for the year, and it is difficult to look at it the revenue as a total surplus. Ned B. went on to say that when the incentives were created there was a procedure for calculating them and that we should know how the incentives are calculated. Mark F. asked Ned B. to work with him to review the procedures and that they will report back to the committee at the next meeting with recommendations for any changes. He added that at the next meeting he will also have the incentive money calculated into the budget for FY2021, which will allow the committee to see the impact of the incentive on this coming year. Rodger S. asked him if he could clarify what the net revenue is for the summer at the next meeting. Mark F. said that he will provide that information. The decision was made not to have a vote at today’s meeting.

3 Discussion of subcommittee reports. Mark F. explained that the five working groups will present on the work they have accomplished so far. The first to present was Group A who worked to “integrate planning and assessment with financial decisions.” Allison P. explained that the group had created a calendar for the budget process and that it aligns with the strategic plan, strategic priorities and assessments. She further explained that the SPS-FPS will work through the items on the calendar this year and that the goal of this process is to align our budget with our strategic priorities. Ned B. asked if the SPS-FPS will be meeting jointly as he feels that a decision needs to be made for when the subcommittees will meet separately and when together. Allison P. agreed and said a decision should be made regarding this for the fall semester.
The next group to present was Group B whose area of focus was “to create a rubric for evaluating alignment/effectiveness/financial sustainability of academic programs.” Ned B. explained that the group created a rubric that includes a common set of criteria for making budget choices. He also went over a sample rubric and described how the process would work. A discussion followed on how the rubric should tie back to the strategic plan and the importance in doing so. Group C then presented, they were tasked to “identify administrative efficiencies that restructure the organization to support student success and at the same time reduce costs.” Mark F. explained that ABC Insights is a consortium of different colleges and universities, and that John Jay has become a member. The consortium analyzes administrative efficiencies at each campus by looking at payroll data and job descriptions. They identify Standard Activity Models for different functions within the different institutions and map the costs associated with these functions into categories. Then a benchmarking analysis is done among the different institutions to see how they compare and to see if there are opportunities to restructure. Mark F. said that we will be compared with peers of our same size. He added that we are in the process of sharing our data with ABC Insights and we should have information back to us by the end of August. He said that once we get the report for ABC Insights the role of Group C will be to go back and examine the data to see what kind of changes can be made. John Paul N. inquired about the cost of the service and commented that using solely size as the benchmarking category removes other contextual information. Mark F. said that we used aux corp funds to pay for the $50,000 to become a member of the consortium and he noted the point about the benchmarking. Brian C. presented for Group D who was tasked to look into “multi-year planning of course/program delivery.” He spoke about principles that the group developed that would guide multi-year course offerings at the college such as having a three-year cycle for scheduling, and classification recommendations for courses. Brian C. stressed that this is not a final product and that input will be needed from across the college before a final process is decided on. The last group to present was Group E that focused to “find alternative revenue streams for the college.” Steve T. spoke about different options for alternative revenues in areas such as professional studies, audio visual services, space reservations, the Anya and Andrew Shiva Gallery, and campus advertising opportunities. Karen K. voiced her objection for advertising inside the buildings used for teaching, student events and activities. Steve T. said that at this point they are not sure if there is a demand for it and they are just looking at the feasibility right now. Ned B. wondered if we should look back to see why former plans to revitalize professional studies have not worked out in the past for the college. He also said that we should have a study to see if the online programs are net revenue generators for the college and if there are opportunities for further investment. Yi L. said that Anthony Carpi is heading professional studies and that he is developing a strategic plan for the area. He added that professional studies revenue generation is complicated, and the picture is not clear. Karen K. said that President Mason brought in consultants from Harvard Business School that did pro-bono work to come up with proposals on how to increase the colleges revenue. She asked if we ever saw a report from these consultants. Mark F. said that he would reach out to Laura Ginn’s who he believes was in charge of that project. Mark F. closed by saying that he will contact the committee shortly with the next steps in this process.
Financial Planning Subcommittee
Meeting Agenda
May 14, 2020
10:30am-12:00pm – Zoom (details are in the calendar invite)

1) FY2020 Q3 budget results (attached) – M. Flower
2) FY2021 Budget Options to Consider (attached) – N. Benton
Karol M. started the meeting by asking Mark F. to give an overview of FY2020 Q3. Mark F. reported that we are in a better shape now. With support of the President and due to a combination of factors, including hiring freeze, possible unused OTPS allocations, reduction of personnel expenses, energy savings, and CUNY’s help, we are looking at close to $1M of CUTRA for next year. Looking at the next year, we expect adjunct expenditure savings due to online learning, less sections, and more efficiency; however, it was followed by an argument that less sections with more people would actually drive up the cost of adjuncts. Saaif asked how Federal Funds impact students who receive Financial Aid. Karol responded that, except international and undocumented students, everyone will receive something based on the need, but we don’t know the formula. Saaif asked about the cost of training for faculty over the summer. Allison P. responded that it’s $500 of Tech Fee money per faculty, with 80 faculty members already trained. On account of adjuncts, Raj S. said that adjuncts employment is controlled by contract deadline for reappointment which was moved to the end of May. Karol said that we decided to non-reappoint all one-semester adjuncts to give them an opportunity to plan for future instead of appointing them and then terminating them later. Yi Li said he is looking into coursework now and those adjuncts who get non-reappointed may get called back depending on instructional need. The college is developing scenarios for course need for Fall. Ned said that since we know we are planning for online operation, the sooner we know what it will look like, the sooner we can solve the adjunct dilemma. Amber said that she received several reports that professors will be withholding grades in protest for not being re-appointed. Mus asked when we will have a better idea if we fall closer to the middle-of-the-road scenario or the worst case. Karol answered that there are many variables on scenarios and tomorrow we’ll have a better idea as to what burden CUNY will bear, then it gets passed on to campuses. BOT meets in June to make decisions. Mark said that collection rates are in our control. Once the CARES money gets distributed, it will be interesting to see how they get spent. Karol said that Bursar did a great analysis on which students got impacted most by COVID and lifted their holds to give them opportunity to register for Fall. Brian agreed with Ned that we need some projections and it’s a complex process, which needs to be done on departmental level, there are a lot of moving parts. Based on the recent registration %, the freshmen numbers are not affected. We need to press CUNY on more clarity in terms of projected density for facilities, which classes will be online and which ones on-campus. Angela C. said that for classes with 250 people we need to know the answers sooner rather than later. Yi is working on this as well as the Fall Task Force. One task force is focused on instruction and the other on operational plans. Jose L-M. asked if the training for faculty is focused on asynchronous courses. Allison P. said yes.

Karol said that we need to decide how we are moving forward with the strategic planning process and we need to figure out how we continue to engage the community into FPS and SPS process, establish frequency of meetings, etc. We need to focus on operational and institutional efficiency. Mark has been attending Higher Ed webexes to learn how to save and operate in the current situation; we’ll be digging deeper into how we can save, restructure and reorg. Academic side is a priority with a focus on how we do things differently to deliver better education. Angela C. asked at which point do we break even or start making money. Karol answered that we never make money,
it’s a structural deficit. Mark said that depending on our allocation, we’ll have to look at # of FTEs to balance the budget. Karol said that FPS/SPS needs to participate in the process and meet more often than once a month. Allison agreed with that, stating that it’s important to make sure to align our strategic plan.
Strategic Planning Subcommittee  
Meeting Agenda  
September 5, 2019

1. Overview of Need for Strategic Plan and Recap of our Last Strategic Plan
2. Drafted Outline of Possible Planning Process
3. Discussion of decision making at each stage of the process
4. Creating Workgroups for Phase I, Researching Trends and Best Practices in Higher Education
Strategic Planning Subcommittee
Minutes
September 5, 2019

Present: Yi Li (SPS Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Musarrat Iamia, Karen Kaplowitz, Erica King-Toler, Fidel Osorio, Jose Luis Morin, Allison Pease, Dyanna Pooley, Steven Titan and Alison Orlando (Recorder)

1. Overview of Need for Strategic Plan and Recap of our Last Strategic Plan. Allison P. started by informing the committee that the purpose of this meeting is to determine the planning process for the next strategic plan. She spoke about the need for the college to have a strategic plan including that it is a requirement for accreditation. She also explained that a strategic plan is key as it sets goals for the institution that are able to be measured and assessed to evaluate the institution's progress towards reaching those goals. Allison P. also provided a brief recap of our last strategic plan, and briefly reviewed the seven goals that were within that plan.

2. Drafted Outline of Possible Planning Process. Allison P. proceeded to explain the document labeled “Rough Sketch of Possible Strategic Planning Process, AY 2019 – 2020.” She said that this document is her vision for the strategic planning process, which would consist of the four following phases: Phase I: Research Trends in Higher Education and Best Practices, Phase II: College Discussions on What is Our Future and What Do We Want?, Phase III: How Do We Achieve Our Goals?, and Phase IV: Finalizing Plan and Governance. Allison P. noted that this is a collective effort and asked for input from the committee on their thoughts on her proposal. Warren E. raised three points. He first commented that the length of time seems short to complete Phase I. Allison P. responded that we could try to extend this period. He then asked about our peer and aspirational institutions. Allison P. said that some peers that we may want to look at include CUNY Colleges, and HSI's. She added that those involved in the process would have access to a research bank, which would include information about peer institutions. Warren E. also inquired about having feedback from outside the college such as from alumni, donors, and the business market. Allison P. responded that she believes that feedback from external stakeholders can be brought in at some point further along in the process. Allison P. then referenced the document labeled “Mission Statement” and spoke about the main themes in John Jay's Mission. She expressed the importance of linking the new strategic plan to our mission.

3. Discussion of Decision Making at Each Stage of Process. Angela C. then inquired about the themes that will be voted on in Phase II of the process. She explained that in Phase I, the small groups are researching trends in higher education but in Phase II, the areas of the college are voting on themes for the strategic plan. She wanted clarification on who is the decision-maker in deriving the themes from the research trends. Allison P. said a decision needs to be made on who will be the decision-maker throughout the strategic planning process; it could be either this committee or a steering committee could be created. This led to discussion about this topic. Allison P. went around the room and asked for the committee members’ opinions on the topic. Karen K. read the College Charter, section 8fii, which makes it clear that guiding the President on strategic planning is a central responsibility of the committee. The members of the committee came to the consensus that SPS should function as the decision-making body for this process.

4. Creating Workgroups for Phase I, Researching Trends and Best Practices in Higher Education. The conversation then focused on Phase I of the planning process and the creation of workgroups to research trends in higher education. Each workgroup will be given a template to use and complete a 2-3 page brief on their assigned topic. Brian C. said
one concern he has is that the supervisors of the HEOs involved in the strategic planning process should understand that the work the HEOs are participating in should be done during college time and not on their own time. Allison P. acknowledged this. The committee then participated in an exercise to come up with a list of possible trends for the workgroups to research in Phase I. Allison P. asked the committee members to pair up in groups, and asked each group to make up a list of five possible research topics. The committee then came back together and compiled the list of topics that the different groups within the committee proposed. Allison P. explained that at our next committee meeting we will see if there was any consensus about the trends to research, and the committee will work to choose the 10 research topics for the workgroups.
Strategic Planning Subcommittee
Meeting Agenda
September 10, 2019
3:30-4:30pm

1. Approval of the Minutes from the September 5, 2019 meeting

2. Update on staffing research groups (faculty, staff, chairs of committees) and soliciting input for further staffing

3. Revisiting research topics, refining questions we want to answer

4. Draft of Research Brief format: solicit input from committee for refinements
Strategic Planning Subcommittee
Minutes
September 10, 2019

Present: Yi Li (SPS Chair), Allison Pease (SPS Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Mark Flower, Karen Kaplowitz, Erica King-Toler, José Luis Morín, Dyanna Pooley, Steven Titan and Alison Orlando (Recorder)

1. Approval of Minutes from September 5, 2019. The minutes were approved as proposed.

2. Revisiting research topics, refining questions we want to answer. Allison P. started by going over the document labeled “Research Topics/Questions.” She explained that she organized the document by topic area according to the trends the committee came up with at the last meeting. She was then able to use this document as a guide to help construct the topics and questions that the strategic planning research groups will address. She referenced the document marked “Strategic Planning Research Groups” and spoke in further detail about each of the topics and questions each research group will address. She then spoke about the recruitment process for the research groups and the composition of their members. She then asked the committee for their feedback regarding the research topics and questions. Karen K. believed that the question for justice education was too specific and proposed the question be changed to, “What are national trends in criminal justice and justice education, and how can John Jay be a thought-leader in the areas of criminal and social justice?” The committee agreed upon this revision. There was then a discussion if the research questions are sufficiently descriptive, or if the research groups should be provided with more information. The committee researched the consensus that the questions should be broad so that they foster discussion. Allison P. said she was concerned about the question for MSIs/HSIs; she felt that we have already done research on trends and best practices in these areas. She inquired if there was a different way to articulate this question. This lead to a discussion on possible ways to reframe this question. Erika K. spoke about including culture in the question, while, José M. talked about how this question should encompass not only students but also faculty and staff. Angela C. added that the question on student success seems very similar to the question on MSIs/HSIs. It was decided to change question on MSIs/HSIs to the following question on cultural competence, “What are trends and best practices for facilitating a more inclusive and cultural competent environment?” The committee agreed to this change. The last change suggested was that the question on student success should list outcomes that are more specific. Allison P. agreed, and said she would include outcomes such as graduation and retention.

3. Update on staffing research groups (faculty, staff, chairs of committees) and soliciting input for further staffing. Brian C. had a concern about the composition of research group that addresses tech in higher education. He felt that the group was heavy on HEOs and did not necessarily have the field expertise needed. Allison P. suggested removing Sergine Louis and Naomi Davis, she also proposed adding Aftab Ahmad to the group. She then asked if anyone on the committee would like to join any of the research groups. Steve T. asked to join career readiness group and Ned B. joined the funding group.

4. Draft of Research Brief format: solicit input from committee for refinements. Allison P. presented the document labeled “Strategic Planning Research Brief,” and proposed that it be used as the template for the research groups. She asked the committee if they had any suggestions for this document. Ned B. suggested a sixth question that inquires about strategies John Jay should pursue. Allison p. suggested, “Based on your research and assessment, what strategies in this area should John Jay consider pursuing?” The committee agreed on adding this question.
5. **Oversite of Assessment and Oversite of Space Use.** Ned B. first spoke about the oversite of assessment by the SPS. He explained that the committee should understand our role regarding the oversite of assessment, and our relationship with the college wide assessment committee (CWAC). Dyanna P. said that she believes that the relationship between the two committees is one that the CWAC would share information about the status of assessment at the college to the SPS and provide items for the SPS to review. She also said that we have the ability to construct and mold this relationship in what we would like it to be. Ned B. added that he also believed that the SPS should play a role in setting expectations for CWAC for Middle States. He then asked for there to be a joint meeting between the CWAC and SPS. Ned B. then spoke about the SPS and its relationship with the oversite of space use. There was a discussion about having a space plan or space strategy at the college. Ned B. said that he would circulate the faculty senate statement on space to the committee. He then proposed having a SPS meeting focused on space.
Strategic Planning Subcommittee
Meeting Agenda
October 2, 2019
4:00-5:00pm

1. Approval of the 9-10-19 minutes

2. Discussion on transition from Phase 1 to Phase 2 of the strategic planning process, ensuring broad participation, and SPS role. See attached (1) memo, (2) timeline, (3) Strategic Plan Fall 2019 doc

3. Climate justice in strategic priorities (Musarrat Lamia)

4. Overview of assessment at the college as of now (Dyanna Pooley)

5. New business
Strategic Planning Subcommittee
Minutes
October 2, 2019

Present: Yi Li (Chair), Allison Pease (Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, José Luis Morín, Dyanna Pooley, Steven Titan and Alison Orlando (Recorder)

1. Approval of Minutes from September 10, 2019. The minutes were approved as proposed.

2. Discussion on transition from Phase 1 to Phase 2 of the strategic planning process, ensuring broad participating, and SPS role. Allison P. started by explaining that Phase 1 has commenced and that the ten research groups are now meeting. She then spoke about the transition from Phase 1 to Phase 2. She explained that the deadline for the research groups to submit their research briefs is October 25 and she envisions that the next step of the process is for the SPS to set a list of 8 – 10 strategic priorities from the research briefs. There would then be a review of the strategic priorities by the college community from November 1 to December 15, and any feedback would be submitted through the strategic planning website, e-mails and statements from constituencies on campus. Allison P. asked the committee what they pictured for the review process. Ned B. inquired on how the committee will transition the 10 reports from the research groups into 10 strategic priorities. Allison P. said that this will occur at the October 29 meeting, and that the committee would need to read the reports ahead of the meeting so that the meeting time could be used to draft the strategic priorities. Angela C. asked what happens during Phase 3 of the strategic planning process. Allison P. said that during this time, the people who are responsible for implementing the strategic priorities would work with their areas to set targeted outcomes and strategies to achieve those goals. Jay G. asked how the college community would adapt any revisions of the plan between Phases 3 and 4. Allison P. said that we can we can update the strategic planning website with the revised plan, and have two review periods during the Phase 4 in order to incorporate feedback. Angela C. suggested building this into the process. Erika K. suggested having opportunities for face-to-face feedback from the community in November and April. Warren E. suggested having 10 open forum seasons. Brian C. said that we could have an open forum for each goal. A concern was raised about having too many open forums because in attendance at events like these can be low. José M. added that we have to make sure that people do not feel alienated in this process; we have to learn from the COACHE report and engage faculty to get them interested. Warren E. agreed that engagement is important. Jay G. suggested informing faculty about the open forums at departmental meetings. José M. mentioned that we need to have students and faculty of color represented in the strategic plan, and that we need to ensure that all people within the college community feel safe in participating in this process. Allison P. asked Angela C. about relaying information about the strategic planning process back to the chairs. Angela C. said that we could send the chairs discussion points to discuss with the faculty, and get feedback from the chairs on those discussions. Dyanna P. said that she felt there should be a similar process involving the staff and students at the college. She stressed the importance of equal representation among students, faculty and staff in the process. Brian C. added that there are groups of staff at the college who do not have representation and we would want feedback from those groups as well. Warren E. mentioned that we should be getting feedback from the major employers of our students. Steve T. said that the college needs to develop the workers of the future. Karen K. added that we should be getting
feedback from alumni as well. Allison P. said that she has heard the committee’s suggestions, and to please let her know if anyone thinks of other ideas. The committee then moved on to reviewing the materials that will posted on the strategic planning website. José M. said that he felt the cultural competence wording was problematic, and that it should be include that this priority is building upon the college’s prior commitment to being an HSI.

3. **Climate justice in strategic priorities.** Musarrat L. presented on the document labeled “Draft of Climate Change Priorities.” She explained that the sustainability council composed of faculty, staff and students assessed the climate change priorities for the college and drafted this document. She said that the document was presented to the President, Provost, and the President’s Council, and that there was mention of integrating it into the strategic plan. She is now seeking feedback and suggestions on how to incorporate it. Ned B. suggested that the document be distributed to the ten research groups to see if they can incorporate it into their topic. Yi L. agreed that it should be shared with the research groups, and the importance of getting buy-in from the entire campus on this document. Allison P. suggested adapting the document into a research brief and adding it as a strategic priority. It was decided that the adapted document would be included in the briefing book.

4. **Overview of assessment at the college.** Dyanna P. presented on the state of assessment at the college, and explained that we are not where we should be. She handed out a document labeled “Assessment 2013 – 2019” that shows who has participated in academic assessment at the college. She added that we need more participation in the process with more divisions submitting both five-year plans, and annual reports. She then explained some of the steps that have been taken or will be taken in the future to get the college community more involved in assessment. Yi L. said that we need to step up assessment for all divisions, and that this is important for Middle States. Ned B. said that the Faculty Senate has been looking at the middle states standards and looking at the assessment problem from the top down, and that someone should study this. Dyanna P. said that they are trying to look at this. Yi L. said that the bigger questions that need to be answered in regards to assessment include where we are, where we should be, and how do we achieve this.

5. **New business.** There was no new business.
Strategic Planning Subcommittee
Meeting Agenda
October 29, 2019
12:00-1:30pm
531 Haaren Hall

1. Feedback on Briefing Book and its distribution (10 min)

2. Drafting of possible priorities in breakout groups of 2-3 based on areas we feel we want to cover (using Queens C as a model) (20-30 min)

3. Looking at list of priorities together – discussing, revising, finalizing (30 min)

4. New Business
Strategic Planning Subcommittee
Minutes
October 29, 2019

Present: Yi Li (Chair), Allison Pease (Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, Dyanna Pooley, Fidel Osorio, Steven Titan and Alison Orlando (Recorder)

1. Approval of Minutes from October 2, 2019. The minutes were approved as proposed.

2. Feedback on Briefing Book and its distribution. Allison P. started by asking for feedback on the briefing book that was distributed to the committee. There were several suggestions for improvement including ordering the research topics in alphabetical order, and correcting inconsistencies in formatting throughout the document. Erika K. asked what can be done if we have questions about the content of the briefing book as she has questions about the enrollment research brief; several committee members concurred that they had questions about this section as well. Allison P. said she will contact the enrollment research group and inquire about the committee’s questions. Warren E. asked about the purpose of the briefing book. Allison P. explained that the briefing book will be used as background material for the next two phases of the process.

3. Drafting of possible priorities in breakout groups of 2-3 based on areas we feel we want to cover. Allison P. explained that the next step is for the SPS to come up with a list of priorities to give to the college community for feedback. She explained that these priorities should be broad, and should echo the mission of the college. She then handed out John Jay’s mission statement and strategic planning goals from other colleges for reference. Dyanna P. agreed that the priorities should be broad, and added that the strategic plan should end up with four to five goals. Allison P. then asked the committee to break up in groups and that each group should come up with four areas that the priorities should cover. After the exercise, the committee agreed upon the following five areas: “Student Success for Undergraduate and Graduate Students,” “Cultural Competence and Inclusivity to support HSI/MSI Status,” “Fiscal Stability/Viability,” “Leader in Justice Research and Teaching,” and “Focus on Faculty Teaching Learning Service Research Excellence.”

4. Looking at list of priorities together – discussing, reviewing, finalizing. Allison P. then asked the committee to break out once more into groups and write descriptions for each area to form the strategic priorities that the college community will provide their feedback. After the exercise, the committee discussed the sentences and agreed upon the following:
   1. Advance undergraduate and graduate student success through a holistic, student-centered educational model.
   2. Promote diversity, inclusion, equity, access, and cultural competence in the classroom, across the campus, and in post-graduate contexts.
   3. Build financial stability and sustainability including a focus on enrollment, the environment, and space.
   4. Be a leader in justice education, research, and public engagement.
   5. Improve organizational capacity, effectiveness, and excellence by investing in staff, faculty and infrastructure.

Allison P. said that these five strategic priorities will be sent out to the community in the following week.

5. New business. There was no new business.
1. Approval of the October 29, 2019 Minutes

2. Discussing and Finalizing Proposed Goals
   a. Special Consideration to Prioritize Environmental Justice in the Strategic Plan
Strategic Planning Subcommittee
Minutes
December 17, 2019

Present: Allison Pease (Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, Dyanna Pooley, Fidel Osorio, Amber Rivero, Steven Titan and Alison Orlando (Recorder)

1. Approval of Minutes from October 29, 2019. The minutes were approved as proposed.
2. Discussing and Finalizing Proposed Goals. Allison P. started by explaining that the main purpose of this meeting is to discuss and finalize the proposed strategic plan goals. She asked the committee what they felt the goals must encompass. Ned B. referenced the document sent by Allison P. that maps out the role of the vision, goals, measurable outcomes and strategic initiatives within the strategic plan. He explained that this document illustrated to him that the goals should be general. This lead into a discussion about the vision statement. Jay G. said that he is in favor of a vision statement but is concerned that during the feedback process we have been proliferating feedback without focusing on finalizing the goals. Musarrat L. felt that the vision takes away from the goals, and that we should work on the goals before we work on the vision. Warren E. asked Allison P. to explain the purpose of the vision statement in the strategic plan. She explained that she envisions that the strategic plan will include the mission statement, values statement, and vision statement to serve as the story that guides us. Allison P. asked for a show of hands from the committee to see if there was support for including the vision statement in the strategic plan, and the majority of the committee was in support. Allison P. further explained that the feedback from the sessions showed that people needed to be inspired and the vision statement could fill that gap. There was then some additional discussion on the vision statement. Steve T. made the point that the vision statement should be short and crisp so that it is memorable. The committee conditionally agreed upon the following for the vision:
   - Be an engine for social mobility
   - Support a world class justice-minded faculty
   - Equip students to be fierce advocates for justice in a rapidly changing world
The committee then moved on to finalizing the proposed goals. Allison P. asked the committee to write down what must be included in the goals. The committee came up with a list that included student success; equity, inclusion, and access; be a leader in justice education, research, and public engagement; build a financially stable, operational efficient and sustainable campus. This was followed by a discussion including possible additions and exclusions to this list. Based off the discussion, Allison P. suggested that we adapt Goals #1, #2 and #4, and combine Goals #3 and #5. The committee had a discussion on combining the goals and wording. Amber R. voiced her concern that Goal #1 should emphasize each class and not just freshmen, as she wants the transfer student population to be addressed. The committee agreed upon the following finalized goals:
   - Educate and support undergraduate and graduate students at every step of their John Jay journey
   - Create and advance knowledge in support of justice education, public awareness and civic engagement
   - Embody and promote our values of equity, diversity and inclusion
   - Improve and expand financial resiliency, operational efficiency, and the college’s sustainability
Allison P. said that she would send out the goals after the meeting to the committee for further refinement and suggestions.

3. **Special Consideration to Prioritize Environmental Justice in the Strategic Plan.**

Musarrat L. explained that there was a petition by the students to prioritize environmental justice in the strategic plan. Allison P. asked for suggestions on how this could be done if environmental justice is not a goal. Musarrat L. explained that she thought that a good step would be to acknowledge environmental justice in the actions plans for each of the goal.
1) Update on outcomes assessment across college to date this year (Dyanna Pooley) (10 minutes)

2) Brief update on strategic planning process (5 minutes)

3) Discussion of draft 2015 Strategic Plan Report Card, Accomplishments, and Overall Report – bring your comments and questions (15 minutes)

4) Process discussion on how the committee can shape its activities around the implementation and evaluation of the strategic plan and supporting processes (30 minutes)
Strategic Planning Subcommittee
Minutes
February 6, 2020

Present: Yi Li (Chair), Allison Pease (Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Mark Flower, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, José Luis Morín, Dyanna Pooley, Fidel Osorio, Steven Titan and Alison Orlando (Recorder)

1. **Approval of Minutes from December 17, 2019.** The minutes were approved as proposed.

2. **Update on Outcomes Assessment across the College.** Dyanna P. gave an update on outcomes assessment. She reported that she received four additional undergraduate reports, which resulted in 50% of undergraduate programs reporting last year. She added that the College Wide Assessment Committee (CWAC) has reviewed all of the submitted reports. She also noted that student life is working on assessment and she believes that more units will be involved in assessment by the end of the year. Dyanna P. then spoke about other assessment projects she is pursuing including redoing the assessment templates, putting resources on the website, and planning activities such as workshops. Mark F. asked for clarification about the type of assessment that Dyanna is referencing. Allison P. explained the assessment Dyanna is referencing examines how well academic programs and AES units are meeting their goals; there are both direct and indirect methods to measure this.

3. **Process Discussion on how the Committee can shape its Activities around the Implementation and Evaluation of the Strategic Plan and Supporting Processes.** Allison P. explained that we need to consider how to align budgeting with strategic priorities. She inquired on what steps to take to move towards this goal. Ned B. suggested a workgroup to address this issue. Brian C. noted that we need to align our budget priorities before the budget allocation comes in to allow for strategic cuts if needed. Yi L. talked about the need for regular assessment processes in all areas of the college. He added that we need to think about a framework and timeline to integrate assessment into all operations gradually. There was a general agreement by the committee that the SPS is the group to link the processes of budgeting, planning and assessment. Ned B. then spoke about the need for a set of fundamental data for assessment that includes information such as graduation and retention rates disaggregated for each program. Allison P. said that she would work with the chairs to see what data they need. Jay G. suggested that it would be helpful to have a chair evaluation document that aligns with the assessment reports. Jose M. spoke about how the chair data was incorrect for his last evaluation, and this needs to be addressed. This was followed by a brief discussion on if financial data should be discussed and presented at UCASC.

4. **Discussion of Draft 2015 Strategic Plan Report Card, Accomplishments, and Overall Report.** Allison P. asked the committee for feedback on the document labeled “2015 – 2020 Strategic Plan Report Card.” Brian C. referenced the DFWI chart in Goal #4, and explained that there are no D grades given to graduate students. Jay G. asked about the dials for each goal and how the progress was decided upon. Allison P. said that she decided on the progress for each goal. Jose M. said that this is problematic and not accurate as we don’t have data that allows you to use a dial. Erika K. suggested having a summary statement at the end of each goal. Fidel O. spoke about Goal #3 and how the scholarships listed are not available to all students. Allison P. said she understands but she wants to highlight the gains we have made in providing access to our students. Allison P. said she has heard the critiques about the document and will bring back a revised draft to the next meeting.

5. **Brief Update on the Strategic Planning Process.** This discussion was tabled for the next meeting.
Strategic Planning Subcommittee
Meeting Agenda
February 27, 2020
11:00am -12:00pm – Room 531 HH

1. 2015 strategic plan report - final suggestions
2. current draft of strategic plan objectives and KPIs -- discussion and recommendations
3. Creating a calendar and a plan for aligning our budget to the strategic plan
Strategic Planning Sub-Committee
Minutes
February 27, 2020

Yi Li (Chair), Allison Pease (Designated Chair), Erica King Toler, Karen Kaplowitz, Brian Coritijo, Ned Benton, Angela Crossman, Jay Gates, Ric Anzaldua, Dyanna Pooley, Henry Chan, Warren Eller, Musarrat Lamia, Steven Titan, Mark Flower, Jose L. Morin, Kimberly Charles (Recorder)

First Order of Business

- Approval of 2.6.2020 minutes- All Approved; none opposed; none abstained

Final Suggestions on the 2015 Strategic Plan Report:

Allison Pease addressed the first agenda item which is to discuss the 2015 strategic plan report and accomplishments. Allison opened up the floor for any more comments and suggestions regarding the report before she presents it to the college. She responded to comments and suggestions from the last meeting that were sent to her and took out the gauges and presented a revised report to the committee. Ned Benton stated that the revised report was done well and that if this report was made available in 2015 to show the results, we would have been pleased to know that there were a couple of areas where we could have improved. Karen Kaplowitz mentioned that there is no data on how our master’s students performed. She reiterated that one of the strategic plan goals is to provide every student with the opportunity to provide academic success. She asked should we include our master’s students in the report? Allison agreed that she can add that to the report and the committee did not oppose that notion.

Dyanna Pooley referenced the graphics that were on the last report that measured each goal. She stated that there were some discrepancies in those graphics and wanted to know if they were in the updated report. Allison responded that they were removed from the report and that this is the final form unless there are any more suggestions. Musarrat Lamia mentioned that she felt that the graphics would have been helpful for the general public, as a visual reference, but can see why they were removed. Karen Kaplowitz added that the graphics are not misleading but that it was argued that it can be read incorrectly. Allison Pease added that it was a subjective measure and that she was trying to be honest with the college but also recognize where accomplishments have been made. However, given that there were no KPI’s, we were trying to be objective with this plan. She knows that the graphics were helpful but she accepts the critique that they could be inaccurate. Musarrat Lamia asked if the report will be seen by anyone else. Allison responded that it will be seen by Middle States. Ned Benton added that College council reviews the report as well. Allison stated that we do not need to succeed on every measure, we just have to know on what we are trying to do. Provost Li stated that we should reflect on the successes and learn from the metrics on where we can improve. Allison reminded everyone that this is the discussion that we as a committee will have for the next two weeks. After a discussion on factoring in other divisions and unit metrics, Allison reminded the committee that the divisions and units have their own strategic plans that map on to the college plan. There are a lot of details in those that will not show up. Erica King-Toler commented on the first section that SEEK is missing as a cohort program listed. She states that if we are going to tell a story about 10 years, SEEK should be in there. Allison stated that she will look at the numbers and asked if SEEK’s graduation numbers increased the way ACE and Apple Core did to contribute to this change. Eric King-Toler will check the statistics and refer back to it.
Allison mentioned that there has been a tremendous amount of change in the college in terms of leadership and divisional leadership. The strategic plan was based off of evidence existed around the college in these areas. Allison hopes that the President will send out this report when she sends out the new strategic plan.

Jose L. Morin made comments on the plan Allison presented. He mentioned that it is important to look at what we have done so far but to figure out if there are gaps and figure out why we have not been able to succeed. He believes that there are some data missing from the report to tell the full story. Jose posed the following questions:

- What kind of document is this?
- Is this a way to help highlight accomplishments only?
- What are the lessons learned?

Jose feels that we should not glance over it and move on, because this will not be satisfactory to Middle States and students if we don’t acknowledge the past. Jose will send a complete document with all his comments and suggestions regarding irregularities and data that raises questions on where it shows academic achievements.

Provost Li agreed that we can do better however on a fundamental level we are short on resources, but if we look at large areas in terms of student success, graduation and retention, writing and mathematics we have achieved remarkably.

Angela Crossman agreed that having a “Lessons Learned” section is a realistic assessment and it will allow us to reflect critically. However, we should acknowledge where we have done better and see how much hard work we have put in.

Musarrat Lamia mentioned that a “Lesson Learned” portion should have guided us before we started the new report. We are placed in a difficult position because we are under resourced. For that reason, we should be transparent and say that in the report. Show our shortcomings and progress.

Warren Eller stated that it resonates the most when we look at KPI’s. “What we measure is what we will do.”

In closing on this topic, Allison addressed two questions regarding this conversation:

- Should we be following up on this document?
- Should we keep this document and add a “Lessons learned” section?

In trying to create a balanced report, Allison avoided adding an analysis because her position is to just write what happened and be objective. In her opinion, it seems problematic to add a “Lessons learned” section. She understands that it is important to take stock in order for you to plan and move ahead, but given the comments and suggestions provided by the committee, she is uncertain on how to do it in a balanced way without being subjective.

Steve Titan: It is important to celebrate our accomplishments, and Allison has done a great job in acknowledging that in this report. What matters is the reader. Steve does not think that a lesson learned should go into a document to an outside funder. Maybe in the next strategic report.
Dyanna Pooley thinks that we should take a Middle States approach and give ourselves tips and points on how we can do better. We want people to know and we need donors. We need to highlight success and points to work on so that donors can be interested in funding us.

Committee Action – After much discussion, Allison and the committee agreed that “Challenges and Recommendations for the next plan” would be a better term. This will be added on in summary page

**Current draft of strategic plan objectives and KPI’s Discussion and recommendations**

KPI’S – Allison: We need to think about where we are going before our next meeting on March 10th. Ideally for this meeting, we need to identify problem areas in the next two weeks. Then Karol and the VP’s can work on fixing the problems that we have identified and then bring it back here on March 10th so that we can sign off on it and present it to the college.

Then Allison will put everything into context for March 16th - May 11th for College Council. In these two weeks that we are finishing up, the committee can email Allison problem areas that they have identified in the plan.

Ned Benton mentioned if the improvements were made in the report based on his suggestions from the last meeting in pointing out things about faculty.

Allison P. pointed out changes in 3.C, 1.E, 2.C in committing to increase hiring plan and FT faculty coverage.
Strategic Planning Subcommittee
Meeting Agenda
March 10, 2020
1:30-3:00pm – Room 531 HH

1. Minutes from our meeting on February 27

2. A draft of the Strategic Plan

3. A penultimate draft of the Report on the 2015 Strategic Plan
Strategic Planning Sub-Committee
Minutes
March 10, 2020

Yi Li (Chair), Allison Pease (Designated Chair), Karen Kaplowitz, Brian Coritijo, Ned Benton, Angela Crossman, Jay Gates, Ric Anzaldua, Dyanna Pooley, Henry Chan, Warren Eller, Musarrat Lamia, Mark Flower, Jose L. Morin, Kimberly Charles (Recorder)

First Order of Business

Approval of 2.27.2020 minutes: All Approved; none opposed; none abstained

A draft of the Strategic Plan

Allison Pease presents the rough draft of the Strategic plan to the sub-committee. The goal for today's meeting is to open the floor for more suggestions for improvement. The following suggestions from members were mentioned:

Suggestions on the vision statement and discussion on “Quality vs Equity” when pertaining to student success during and after JJAY:

Musarrat: She referenced her email that was sent back in January with her suggestions regarding the previous draft. She stated that instead of a list there should be a vision statement. The word Social Equity should be added instead of Mobility. There should be a specification about John Jay’s rapidly changing future and mention about civic engagement and faculty support.

Karen: Prefers the bullet format because aesthetically it breaks up the text and it is easier to read. Reader will be able to better retain the information.

Mark: Agrees that having a vision statement is aspirational.

Allison: Explained that the reason why she wrote the vision the way she did is because it was the recommendation of the foundation board. Their suggestion on the previous vision was that it was too wordy and not memorable. They wanted to identify the three things that the college is known for.

Angela: Suggested that the bullet points should be kept but change the order. Advocate students, support world class research, etc. Highlight students moving forward, there has been historical inequities, but students should be given resources to be higher skilled, competitive and savvy to get the equity they deserve. It adds an aspirational piece to it.

Jay G: Highlight current mobility to remind the community of the job that JJAY is doing. We are an engine of social mobility. Also, we need to distinguish quality vs equity, we should not have the same advocate social structure.

Allison: Equity, meaning providing students with the resources to be available to opportunities. Taking students and give them the tools to compete with everyone else.

Brian: Put vision to educate students as second and add equity in the statement. We are educating them to be the same citizen.
To sum, Allison stated that this draft will be sent across the college for review and then ready for approval to the college council. Allison made it clear that she added paragraph descriptions and changed the format of the chart in the plan.

**Measuring Success: Goals Listed**

**Goal #4: Objective- Build Plans for adding space to the college**

**Brian:** Many offices are over staffed. We are underfunded to say we are going to provide a budget for more space.

**Ned:** The idea was to reduced spending in percentage on total budget. It was one of the problems for JJAY before we had the metrics, because we are underfunded.

**Improve operations**

**Mark:** The budget featuring staff is more than faculty. We need to spend more money on faculty – that should be the goal.

**Karen:** If we increase budget on faculty we wouldn’t be taking away from staff.

**Question by Allison:** What is the right way to phrase it?

- Reduce percentage of spending
- Increase the percentage at instructional and student budget
- Increase NDR relative to total budget

**Committee agreed on “Increase NDR budget relative to total budget”**.

**Goal #1 Employment:** Measure success on how well JJAY does in supportive program and how we engage faculty teaching. There needs to be a mention on how we deploy featured faculty.

**Goal #3a – Climate review** – There needs to be a COACH report on climate. There should be a measure on JJAY’s success in relation to the COACH report.

**Jose:** Greater inclusion, how do we engage more faculty as important? How do we speak to the language that key a major impact?

**Goal # 2D Civic Engagement:** Allison mentioned that Mindy Bockstein from External Affairs will contribute information to this.

**Goal # 2A Campus Culture:** Environmental Justice needs to be in the goals.

In closing, Allison asked if there were any other issues before she sends this draft to the college community next Monday? Report title should be changed to “Strategic Plan” instead.

Also, Allison mentioned that she is waiting on metrics from Laura Ginns and Angela will provide general metrics from each COACH for improvements. Lastly, volunteers are needed for open session.
Allison Pease (Designated Chair), Kimberly Charles (Recorder), Yi Li, Karen Kaplowitz, Angela Crossman, Musarrat Lamia, Jay Gates, Erica King-Toler,

First order of business: Approval of minutes: All approved; No abstentions, No objections.

Two goals for this meeting:

Going over the plan: Allison Pease received feedback and suggestions from several of the SPS members on the plan via email. However, due to the global health situation, there has been a delay in working on the plan. Overall, Allison believes we are in a good place with the plan. We just need a few more changes. Allison opened the floor to comments and concerns about the plan, i.e. measurements, written vision statement, etc.

Karen Kaplowitz: Allison, What are areas that we should work on?

Goal #2, Objective A: It is still a work in progress. We have some Environmental Justice things. People were not happy with the idea of a center so we put it back in the curriculum. Allison drafted something and asked Dara to work on it and she gave her some feedback.

In goal #2, in the key performance indicators, it was decided that there should be 10 courses each in Environmental Justice, Data Literacy courses, and Digital Literacy, that will support general education. Allison estimated this number, it is not going to be right with a 25% increase in the total enrollment of students. Allison does not know the number of students. By title, there are 5 number of courses in general ed, 5 courses in data literacy, 2 courses in digital literacy; Allison will have to find out what the total number of enrollment is for these courses. The point is that we want more of that.

Warren Eller emailed Allison and stated that he wants to add in the advocacy of science courses rather than just any kind of course.

Ned Benton: This is a great improvement. I do not agree with Warren. The only change in the indicator is that rather than put a 25% increase in total enrollment we should put a 25% increase in each category. Because otherwise you can have a big increase in one area and not in the other.
Allison Pease: It is about sections rather than courses.

Ned Benton: I thought the enrollment metric was more relevant. Having eight courses means that there is eight topics of courses but the enrollment are the numbers of students taking sections of those eight classes and the enrollment may go up because there are more courses to take and also it may go up because the enrollment in a particular class increased because of the number of sections or because it may be full. Hopefully, we will do better than 25% but the metrics are to be exceeded.

Musarat: While this is more specific and measurable than what we previously had with the center and I know that there was some confusion at least on my end about the purpose of the center. I worry about the resourcing for these courses. More and more, I see these courses that are interesting to take overlap with general education requirements but as far as environmental justice goes, students do not enroll in the minor and only sparingly take the courses. It is not offered in a bigger major other than the minor so I don't know how effective this will be. There are a handful of faculty that overlap within the minor but are in different departments. I worry that this is just in here because people want environmental justice to be in there. Is it actually going to be achievable? Given all of the different components that make a successful course, major, and minors at JJay.

Ned Benton: I share Musarat's concern, but I think that this is a solution to it. I think this is the best thing that we could do.

Allison Pease: If the goal was to raise campus awareness about these issues adding more of it in the required core means that more students will become more aware. I think that was part of the goal, right?

Moose: I think that was the intention behind it, wanting to incorporate environmental justice but the general education requirements are really diverse. I don't think that is the kind of awareness that they want. I think it is about exposure and insensibility to taking these measures, as far as the petition as to why we wanted environmental justice in the plan was to become much bigger than we were learning about for academic purposes. For young people, environmental issues have a lot of intersections with social justice issues. It has to go beyond just expanding course offerings if we want to speak to that attention.

Allison Pese: Goal 2, objective D: Deals with Civic Engagement. This goal is a cross section between Mindy Bockstein and Daniel Officier to increase intentionally designed
civic engagement activities to positively impact student learning and professional outcomes, foster personal community empowerment and deepen collaborative interaction among faculty, staff and students.

Angela Crossman: I was thinking of a broader environmental justice goal that is not curriculum based and could go there.

Allison Pease: This is speaking especially to efforts that I think we started in the last year. Bringing local government officials on campus to meet with students and talk about certain ideas. It is about doing more of that and getting clubs involved and increasing voter participation.

Musarat: In regards to the KPI, is there a reason why we are focused on voter registration for that measurement?

Allison Pease: The primary indicator of civic engagement is; are you actually trying to influence the places where you live by taking part in choosing those people who are leaders.

Moose: What falls under community service?

Allison Pease: I am not sure if that includes our Office of Community Service and Outreach or not, this was Laura Ginns division. I am not sure what it is specifically targeting.

Jose L. Morin: I had a question about that too, shouldn't we see how student involvement is measured on campus? Wouldn't that be another way of showing civic engagement. I wonder if there is a way of measuring the involvement of students participating in these clubs.

Allison Pease: I would be in favor of that if those measurements are routinely taken and they are easily accessed. Remember this is the large level plan, we are trying to stick to KPIs that we are continuously measuring. That doesn't involve huge amounts of manpower.

SPS member: Is there a way we can include the importance of voting? Maybe we can measure the voter participation.
Allison Pease: We measure the outcome of the efforts and it is easily measurable. If we try to track the number of discussions within the departments about voting then we will need to go into the classrooms and measure how many times it is brought up in class discussion and clubs etc. If we do that, and students are still not voting, what does it matter?

Allison Pease: Are there other concerns or thoughts about goal #2?

Jose L. Morin: Does Student Affairs keep track of this on some level, and if not, can they? How do we encourage student activity and affairs to be involved in the measurement of these activities?

Allison Pease: Right. This makes me think of the definition and difference between service learning and Student learning. To me, Service learning is a real experiential learning opportunity and student learning is when students are in hound square packing meals. I am going to guess Declans’ shop has measurements on community service. I am going to ask him about service learning. I am not sure if service learning should go in Goal #2.

Allison Pease: My job now is to have a clear definition of civic engagement, service learning, student learning and how we can measure that. But for now we can keep the language the way it is.

More areas to point out:

Goal #1 objective E: Increase the size of the percentage of full time teaching. With 450 faculty, we are going to increase the coverage by 2%. Is this reasonable and accurate?

Yi Li: I think that is the goal. It is accurate whether or not that can add 2% not in the early years because of the faculty reassigned time.

Goal #4 Objective C: We decided to improve the efficiency and effectiveness of operations.

Angela Crossman: Since this is going to the community, we should spell out INDR.

Warren Eller: Increase instructional budget because that is what it means essentially.
Mark Flower: When CUNY generates all of their financial reports they break it down to categories, administrative support and public safety. This is primary academic affairs from the instruction stand point only.

Karen Kaplowitz: Maybe the measurements need to be different because if we hire more people and we want to do more support services for the students to succeed.

Allison Pease: Compared to administrative support, we have a sufficient amount of support services for students.

YiLi: On a one time funding part of the overall objective goal 1 is also over the next 5 years is to bring more tax levy support for longer term endowment and foundation support which will directly impact goal #4.

Allison Pease: Before we send the plan over to President Karol, what other issues do we have?

Ned Benton: We need to define gross revenue from professional studies. We are interested in the net revenue which is important.

Ned Benton: 2B and 2C: The metrics were focused on OAR, that states it gives more money to faculty for traveling is really not a metric of JJAY reputation for excellence and research. It's a metric for providing resources to faculty. I think we should state faculty receive funded grants.

Allison Pease: The bottom line is grants not OAR. 25% of faculty will receive individual awards. I can change the word from award to grants.

Ned Benton: 25% increase in research awards is better.

Ned Benton: Goal 4 Objective E: It would be better to use the words that we use in 3D to better to mark that there is no framework and that the indicator would be that we develop a framework. Because it is too complex and it invites a lot of relabeling.

Steve Titan: On professional studies, we have not made money right now so shouldn't we be talking about a target of a margin of 100,000 which would be a huge improvement, we should put a dollar target on there.
Yi Li: I am waiting for Anthony to give me his strategic plan, I agree that we should put a dollar amount. We can word it that there will be a substantial increase.

Ned Bention: We all agree that there will be a number in there.

Joes L. Morin: Goal 3 objective: change to “continue to hire and retain…”

Steve Titan: Since going to Distant learning, and we have been doing a good job with it we should mention that in the plan. There needs to be training in staff and faculty. It's a new world or us.

Allison Pease: It was in Judy Chan's goal and my institutional effectiveness goal. I am not sure if it rises to the level of college wide. The problem is that we are getting faculty up to speed on this. Everyone will learn and be ready to hear the best practices. Where our institution is falling behind is support services on line 24/7. Although we are doing well, we definitely can improve in this area. There are some institutions that are weak in that area. We are working on it. I am not sure if it should be our goal for 2025.

Ned Bention: The engagement of the student and participation fostering equity in student success in venues of instruction.

Allison Pease: We would need a new objective if we add this goal. Goal 3B: equitable student success across all learning modalities.

Karen Kapolowitz: We also need to meet the students of disabilities.

Allison Pease: In Goal 1B: Dara recommended that we should change the employment rate from 90% to 25% because we are going into a major recession.

Angela Crossman: Goal 1B, because of the recession, they should be separated in the second column rather than the first column. Both of them are somewhat related to economic forces. Goal 4 should be "technology and staff development”.

Allison Pease: Should we have a target for graduate studies? It is 14% currently.

Motion: All of those in favor of adopting the plan that was just improved with the notion that Allison will map the new objectives down to the bottom with the KPIs and recommend it to President Karol. All agreed, no objections, no abstentions
Creating a plan for community feedback:

We need to organize three 1 hour zoom sessions. We need volunteers to host community discussion about this plan.

Volunteers: Musarat and Erica King Toler
          Angela Crossman and Jay Gates
          Yi Li and Ned Benton

Choose the time that is convenient for you. Anytime on April 2nd and after. Please reply all to the SPS email with your chosen dates, time and zoom details. Community hour is preferable.
Strategic Planning Subcommittee
Meeting Agenda
April 30, 2020
11:00am-12:00pm

1. Minutes from our meeting on March 26

2. Additions and revisions since March 26 – discussion and further revisions

3. Vote to recommend strategic plan to President

4. Discussion of how the SPS will operate next year in overseeing an adopted strategic plan

5. New Business
Strategic Planning Subcommittee
Minutes
April 30, 2020

Present: Yi Li (Chair), Allison Pease (Designated Chair), Ric Anzaldua, Ned Benton, Hungde Chan, Brian Cortijo, Angela Crossman, Warren Eller, Mark Flower, Jay Gates, Musarrat Lamia, Karen Kaplowitz, Erica King-Toler, José Luis Morín, Dyanna Pooley, Fidel Osorio, and Steven Titan

1. Approval of Minutes from March 26, 2020. The minutes were approved as proposed.

2. Additions and revisions to the strategic plan since March 26, 2020. Allison P. explained that today the committee will review the additions and revisions that have been made to the draft of the Strategic Plan (2020 – 2025) since the last meeting. There was first a discussion of the ordering of our values, which are currently listed on the first page in alphabetical order. Some members of the committee believed the values should stay listed in alphabetical order, while, others believed that the value of learning & scholarship should be listed first. Allison P. then went over the additions and revisions made to the strategic plan, and the committee made some general suggestions regarding grammar and layout. The remainder of the meeting focused on the benchmarks and key performance indicators within Goal 3, “Embody and promote our values of equity, diversity, and inclusion.” In this area, Allison P. included a table of COACHE data for both all faculty and underrepresented minority faculty to use as a means of measurement within this goal. Angela C. mentioned that there is an intersectionality issue that is not captured in the COACHE survey in areas such as rank and race, and gender and race. She added that there is other useful data we could use such as faculty retention data. Karen K. raised the idea of including the COACHE data compared to our peers as a point of comparison and with the goal of reaching the average of our peers. Warren E. believed that satisfaction should be looked at as an absolute measure and as progress towards an end goal. It was decided to not look specifically at the underrepresented minority group, and to instead look at all faculty with the goal to increase satisfaction in all areas by .1%. Erika K. said that before we vote, she wanted to know if there are ways to address the limitations of the COACHE survey that Angela C. spoke about regarding intersectionality. It was decided to add benchmarks to the strategic plan that address this issue that can be assessed and measured such as faculty retention. This was followed by a brief discussion on faculty diversity and faculty hiring.

3. Vote to recommend strategic plan to President. There was a motion to approve the draft of the strategic plan and transmit it to President Mason for transmittal to the College Council. It was seconded. There was a discussion. Angela C. asked Erika K. if adding metrics on faculty retention to the strategic plan would address her concerns. Erika K. said yes, she would like to see that added. There was a vote. The committee voted in favor of the motion with 12 votes for yes, 0 for no, and 1 abstention.

4. Discussion of how the SPS will operate next year in overseeing an adopted strategic plan. Allison P. said that this item will be discussed at the next meeting of the committee. Karen K. inquired if we are sending the strategic plan to the college council for informational purposes or if is it being sent to the college council for a vote. It was decided that it would be sent for a vote. Musarrat L. added that the 2015-2020 Strategic Plan Report Card should be sent as well, and this was agreed upon.
Committee on
Graduate Studies
Committee on
Student Evaluation of the Faculty
Present: Daniel Yaverbaum (acting chair), Keith Markus

Agenda:
Minutes
Web page
Pilot Study
Membership
Meeting Schedule

May minutes were approved prior to the meeting and sent to Debra Hairston

The remaining meetings will take place in 04.61.05. 13 November and 4 December (Wednesdays)

Membership:
KM will email Daniel Officer to ask about student members.
DY will reach out to the math department.

Web page:
Committee agreed on an incremental strategy for the web page, put some basic information up and then add piece by piece. KM will provide text versions of the relevant passages from the Bylaws and Charter.

Pilot Study:
Two steps: Finish up the report combining the last two studies, then worry about bundling them for Faculty Senate.

KM will reach out to Brett Stoudt and ask him to send whatever he has regarding the qualitative analysis.

KM will do the pending thematic analysis and try to sort out the specifications for intended table referenced in the May minutes. DY offered to help with the table.
Present: Daniel Yaverbaum (acting chair), Keith Markus

Agenda:
Minutes
Web page
Pilot Study
Membership
Meeting Schedule

Minutes:
The committee approved the October minutes.

News:
Anna Austenfield has replaced Debra Hairston as the committee's chief contact, College Council Secretary. (aaustenfeld@jjay.cuny.edu)

Web page
No updates.

Pilot Study
KM communicated with Brett Stoudt. He could not find the content analysis to send to us right away but said that he would try to get it to us. KM will follow up with BS and DY will take a first stab at reproducing the thematic analysis / axial coding analysis if BS cannot find it.

Membership
Walter Velas is a student member approved by College Council. He has not responded. KM followed up with Danielle Officer and Anna Austenfield. Fidel Osorio suggested looking in CUNY Central office staff directory but there was no listing.

DY made inquiries regarding new members from Math department and will attend their next department meeting.

Meeting Schedule:
Room 04.61.05 NB. 4 December, 1:45
PRESENT: Daniel Yaverbaum (acting chair), Keith Markus, Walter Velas

AGENDA:
Minutes
Move to correct December meeting date retrospectively
Meeting Schedule
New Student Member
Membership
Web page
Pilot Studies (Fall 2017 and Fall 2018)

Minutes:
November minutes were approved with minor amendment.

Meeting Schedule:

Make-up meeting
January 22 Wednesday 5:30-6:30 in room 4.61.05.

Spring 2020 all in room 4.61.05.
February 19 1:30
March 18 1:30
April 22 1:30
May 6 1:30

New Member:

Walter Velas is graduating and will not be a student in the Spring.
Suggested evening meetings might make it easier for students who work during the day.
KM will reach out to Danielle Officer about student members.

Membership:
DY has a time conflict but has coordinated with Math department about attending a department meeting.

Web:
No updates
Pilot Studies:
Brett Stoudt (former member) was able to locate the qualitative analysis for the Fall 2018 Pilot and provided two files, data and report draft, not archived on Blackboard.

KM has drafted section on Fall 2017 pilot study, entered and analyzed the quantitative data from Fall 2017, and incorporated Brett Stoudt's write up of the 2018 thematic analysis into the report.

Reconstructing Fall 2017 Review:
The committee discussed results of the Fall 2017 pilot with respect to revising items during December, February and March following the study. At the time, the committee was largely relying on the note taker to record the changes. We have a partial record from files uploaded to Blackboard from the meetings but believe that some of the records were lost when the note taker left her employment at the College. In this meeting, the committee members addressed a series of agenda items listed but without recorded decisions on those notes.

Item 3: The committee agreed to change 'independently' to 'on their own' to simplify the language.

Issue with 9th option: An extreme anchor on option 8 can make 9 meaningless. Data shows that people use 9th option consistently across items. The committee agreed that this concern is sufficiently addressed by adding braces to link each verbal anchor to a trio of options (e.g., 7, 8 and 9) instead of a single option (e.g., 8).

Items 9 and 10: Study participants raised concerns with the term 'vividly' in the anchors. The committee agreed to replace 'vividly' with 'effectively' in these two items.

Item 14: The committee agreed to change this item to "Professor promotes a positive classroom environment."
 Anchors: (1-3): Poor classroom environment, (4-6): Adequate classroom environment, (7-9): Excellent classroom environment

N.B.: Not all instructors are professors. For consistency with other item stems, "Professor" replaced with "Instructor".
Meeting Attendance Lists

September/October Meeting (10/17/2019):
Dan Yaverbaum, Keith Markus

November (11/13/2019)
Dan Yaverbaum Keith Markus

December (12/4/2019)
Dan Yaverbaum, Keith Markus, Walter Velas
Present:
Keith Markus, Dan Yaverbaum

Agenda
1. New student member: Melkisedec Francois.
2. Membership
3. Lack of administrative support from Provost's Office
4. Web page
5. Pilot Study Report

December minutes were approved. KM will send cumulative Fall 2019 minutes to Anna Austenfield.

New student member:
An email message was sent to Melkisedec Francois to confirm remaining meeting times.

Membership:
DY met with the Math department to solicit interest in committee membership.
DY suggested that sharing committee reports might be helpful in soliciting new members.
DY will check with SEEK department about possible new members.

Administrative Support:
Committee agreed that it was time to reach out to Provost to check about status of administrative support.

Web page:
Committee discussed and clarified goals for web page.

Pilot study report:
KM encountered formatting difficulties placing appendices in report. DY offered to merge PDF files.

The Committee approved the draft report to go to the advisory committee for review.

Meeting Schedule:
The Committee agreed to move all remaining meeting back 10 minutes to 1:40.
Present: Keith Markus, Dan Yaverbaum

Agenda:
Zoom Meetings
Pilot Study report update
Web page update
Provost Office
Remaining Meetings
Other Business

Committee worked out logistics with using Zoom for meetings.

Committee approved February Minutes

Last step web page mock up. Next step for web, have list of content and working on adding those.

KM still finalizing Pilot Study report. Found some table numbering irregularities

Provost Office: Kyeanna M. Bailey Ph.D. is our primary contact at the Provost's Office and will assign staff members such as Sydnee Tyree should we require a note taker. Because campus is closed during the pandemic, we do not need to schedule space for meetings.

Remaining meeting: May 6
Present: Keith Markus, Dan Yaverbaum

Agenda:
Meeting dates for Fall 2020
Pilot Study report update
Web page update
Other Business

Note: The May meeting was rescheduled from May 6 to June 3.

Fall 2020 Meeting Schedule:
September 17 at 1:30
October 8 at 1:30
November 12 at 1:30
December 10 at 1:30

Committee approved minutes from April meeting. Committee will approve May (June) meeting minutes via email so that the full semester is ready for submission to College Council.

Pilot Study: Still polishing minor edits but very close.

Web page: Work is proceeding.

Other Business: Committee will address membership with renewed focus in the fall once KM returns from sabbatical.
Meeting Attendance Lists

February 2020: Keith Markus, Dan Yaverbaum

March 2020: Meeting canceled due to Covid-19 pandemic

April 2020: Keith Makrus, Dan Yaverbaum

May 2020: Keith Makrus, Dan Yaverbaum
Provost Advisory Council
Council of Undergraduate Program Coordinators
Committee on
Honors, Prizes, and Awards
Memorandum

Date: March 19, 2020

To: Anna Austenfeld
Secretary to the College Council

From: Ellen Hartigan
Interim Vice President for Enrollment Management & Student Affairs

Re: Commencement Awards

The Committee on Honors, Prizes and Awards met on Wednesday and Thursday, March 18-19, 2020 to vote on the Commencement Awards. With quorum present, the committee recommends the following award recipients:

- Leonard E. Reisman Medal: Evalaurene Jean-Charles
- Scholarship & Service Award: Rieanna Mcphie
- Howard Mann Humanitarian Award: Bianca Hayles
- Distinguished Service Awards:
  - Yasmeen Adams
  - Gabrielle Yee
  - Alyssa Sperrazza
  - Supriya Bansal
  - Gabrielle Anatole
- Undergraduate Veteran Award: Francisco Garcia Reyes
- Graduate Veteran Award: Jinsuk Moon
- Graduate Student Service Award: Abdourahamane Ly
- Graduate Achievement Award:
  - Michelle Strah
  - Christina Jean-Baptiste
  - Kimberly Aguirre
- Graduate Peer Mentoring Award:
  - No one selected: Committee felt none met the criteria
Committee on Honors, Prizes, and Awards
L65.08@ 1:40pm
March 02, 2020

Agenda:

- Call to Order
- Introductions
- Application Issues
- Vote for the awards recipients for the:
  - Faculty Service to Students Award
  - Undergraduate Veteran Award
  - Graduate Veteran Award
  - Graduate Achievement Awards (3)
  - Graduate Peer Mentoring Award (2)
Committee on Honors, Prizes, and Awards
L65.08@ 1:40pm
March 18, 2020

Agenda:

- Call to Order
- Introductions
- Vote for the awards recipients for the:
  - Faculty Service to Students Award
  - Undergraduate Veteran Award
  - Graduate Veteran Award
  - Graduate Achievement Awards (3)
  - Graduate Peer Mentoring Award (2)
  - Graduate Student Service Award
  - Howard Mann Humanitarian Award
  - Leonard E Reisman Award
  - Scholarship and Service Award
  - Distinguished Service Awards (5)
Committee on Honors, Prizes, and Awards
Call-in Meeting 10:30pm
March 19, 2020

Agenda:

• Call to Order
• Vote for the awards recipients for the:
  o Graduate Student Service Award
  o Howard Mann Humanitarian Award
  o Leonard E Reisman Award
  o Scholarship and Service Award
  o Distinguished Service Awards (5)
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<td>ELLEN HARTIGAN</td>
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<td>MICHAEL SACHS</td>
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<td>DANIELLE OFFICER</td>
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<td>KEVIN WOLFF</td>
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<td>MADHURA BANDYOPADHYAY</td>
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<td>RAFIA HOSSAIN</td>
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<td>RACHEL GORYACHKOVSKIY</td>
<td>present</td>
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**NON-VOTING PARTICIPANTS**

| SARA SHAW-CLARKE             |           |
| MICHAEL LEE                  | present   |
Presiding Chair: Ellen Hartigan, Interim Vice President of Enrollment Management & Student Affairs

Members Present:
Ellen Hartigan, Michael Sachs, Danielle Officer, Kevin Wolff, Madhura Bandyopadhyay, ________________

Rachel Goryachkovskiy

______________________________________________________________________________

Recording Secretary:
Michael Lee

Visitors:

______________________________________________________________________________

Call to Order: IVP Hartigan called the meeting to order at 10:56am. Quorum? Yes

Introductions:

____ All present members have dialed into the conference call.

______________________________________________________________________________

Review of Nominations:

____ It was noted that applicants are eligible to receive multiple awards, but sharing the wealth would be the better option

______________________________________________________________________________
Motion #1: Motion to select the recipient of the **Leonard E. Reisman Medal**

First: ____ Rachel Goryachkovskiy

Second: ____ Kevin Wolff

Discussion: It was mentioned that she may not have enough credits to graduate. Committee will check if she has registered for graduation or summer courses to confirm.

Vote: Favor [___6__] Opposed [_____ ] Abstained [____]

Action: Motion passed

Motion #2: Motion to select the recipient of the **Howard Mann Humanitarian Award**

Nominee: ____ Bianca Hayles

First: ____ Madhura Bandyopadhvay

Second: ____ Kevin Wolff

Discussion: Bianca Hayles was selected for the award.

Vote: Favor [___6__] Opposed [_____ ] Abstained [____]

Action: Motion passed

Motion #3: Motion to select the recipients of the **Scholarship & Service Award**

Nominee: Rieanna Mcphie

First: ____ Kevin Wolff

Second: ____ Michael Sachs

Discussion: Rieanna Mcphie was selected.

Vote: Favor [___6__] Opposed [_____ ] Abstained [____]

Action: Motion passed

Motion #4: Motion to select the recipients of the **Distinguished Service Awards**

Nominees:

1. Yasmine Adams
2. Gabrielle Yee
3. Alyssa Sperrazza
4. Supriya Bansal
5. Gabrielle Anatole

First: _____ Rachel Goryachkovskiy

Second: ____ Kevin Wolff

Discussion: The 5 recipients were selected

Vote: Favor [___6__] Opposed [_____ ] Abstained [____]

Action: Motion passed
**Motion #5**: Motion to select the recipient of the **Graduate Student Service Award**
**Nominee**: Abdourahamane Ly

**First**: ___ Ellen Hartigan

**Second**: ___ Madhura Bandyopadhyay

**Discussion**: ___ Abdourahamane Ly was selected.

**Vote**: Favor [__6__] Opposed [____ ] Abstained [____ ]
**Action**: Motion passed

**Meeting adjourned at _____ 11:30am__________.**
College-Wide Grade Appeals Committee
College-Wide Assessment Committee
College-Wide Assessment Committee
Calendar 2019-2020

September 17, 2019
October 7, 2019
October 21, 2019
November 5, 2019
December 18, 2019
February 25, 2020 - cancelled
March 18, 2020 - cancelled
April 15, 2020
May 20, 2020 - cancelled
1. Introductions and Icebreaker “Share a Boring Fact about You”

2. Election of chair

3. Minute taking

4. Set meetings for fall semester

5. Committee charge, duties and responsibilities (attachment)

6. Assessment Overview (PPT)

   a. The review process
   b. The review rubric
   c. Reports received

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8. Announcements
Meeting from 1:40-2:55pm
Room 05.61.00NB

Present: Dyanna Pooley (Director of Outcome Assessment); Allison Pease (Associate Provost for Institutional Effectiveness);
Elected members: Sandra Swenson (Science); Peter Mameli (PA); Karen Okamoto (Library); Stephen Russell (History); Elena Beharry (Wellness Center); Mechthild (Mecki) Prinz (Science); David Shapiro (PA); Demy Spadideas (John Jay Online)
Student Representative: Fidel Osorio
Absent: Kim Lao

Agenda items
1. Introductions and Icebreaker “Share a Boring Fact about You”

2. Election of chair: Dyanna Pooley was elected to be committee chair; all yes, no objections

3. Minute taking: Mechthild Prinz volunteered to take the minutes

4. Set meetings for fall semester: will be set via Doodle poll; Sandra will organize.

5. Committee charge, duties and responsibilities (attachment)
   Dyanna discussed the handout, a 2011 memo to the college council on establishing a campus wide assessment committee. It is planned to revise the CWAC mission and task and update the college bylaws.

6. Assessment Overview (PPT)
   Dyanna presented a PowerPoint on where we are with assessment. Not many programs actually have a 5-year plan on file. Dyanna and Allison are meeting with department chairs, assessments coordinators and governing bodies to stress the need of more assessment planning and completion. Emphasize “program improvement” and meeting learning goals.

   CWAC focus should also be on fostering more participation. Working on professional development opportunities, e.g. on curriculum mapping and target setting. Successful activities should be celebrated.

   Institutional Effectiveness has a plan for the assessment website. Wants more high level data to be available. Suggestion is made to include departmental accomplishments.

   a. **The review process**
   Dyanna used an example assessment report with a completed review rubric to explain the process.

   b. **The review rubric**
   The rubric will be updated; overall reviewing these reports would be easier if more departments would use the assessment report template.

   c. **Reports received: see table**
   Each report will be reviewed by a primary reviewer, who writes the general comments and fills out the rubric, and a secondary reviewer, who also reads the report and reviews/edits the review.

   Reports will be available via a shared Drop Box.
   Some of the reports are combined with other topics’ in that case the review team is listed multiple times.
   **October 1st** is the due date for completed reports.

<table>
<thead>
<tr>
<th>Program</th>
<th>Reviewers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africana Studies</td>
<td>1st Stephen, 2nd Sandra</td>
</tr>
<tr>
<td>Anthropology</td>
<td>1st Sandra, 2nd Stephen</td>
</tr>
<tr>
<td>Art</td>
<td>1st David, 2nd Karen</td>
</tr>
<tr>
<td>Cell and Molecular Biology</td>
<td>1st Dyanna, 2nd Fidel</td>
</tr>
<tr>
<td>Computer Science and Information Security</td>
<td>1st Karen, 2nd David</td>
</tr>
<tr>
<td>Criminology</td>
<td>1st Fidel, 2nd Dyanna</td>
</tr>
<tr>
<td>Deviance, Crime and Culture</td>
<td>1st Sandra, 2nd Stephen</td>
</tr>
<tr>
<td>Forensic Science</td>
<td>1st Dyanna, 2nd Fidel</td>
</tr>
<tr>
<td>Fraud Examination and Financial Forensics</td>
<td>1st Demy, 2nd Mecki</td>
</tr>
<tr>
<td>Interdisciplinary Studies</td>
<td>1st Mecki, 2nd Demy</td>
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<tr>
<td>Music</td>
<td>1st David, 2nd Karen</td>
</tr>
<tr>
<td>SEEK</td>
<td>1st Elena, 2nd Peter</td>
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<tr>
<td>Toxicology</td>
<td>1st Dyanna, 2nd Fidel</td>
</tr>
<tr>
<td>History</td>
<td>1st Peter, 2nd Elena</td>
</tr>
</tbody>
</table>

8. **Announcements**

   Here is an upcoming assessment related activity. The NSSE (National Survey of Student Engagement) roundtable will be on October 22 during Community Hour in the TLC.
OLD BUSINESS

None

NEW BUSINESS

1. Approval of September 17, 2019, Minutes
2. 2018-19 Annual Assessment Report Review Rubric Norming Activity
3. Discussion: Revised Annual Assessment Report – New Format
4. Discussion: Revised Review Rubric
5. Discussion: Assessment Results Communication Plan
6. Announcements
Campus Wide Assessment Committee (CWAC) Meeting Minutes for October 7, 2019

Meeting from 1:40-2:55pm
Room L.71.12NB

Present: Dyanna Pooley (Director of Outcome Assessment); Allison Pease (Associate Provost for Institutional Effectiveness);
Elected members: Peter Mameli (PA); Karen Okamoto (Library); Mechthild (Mecki) Prinz (Science); David Shapiro (PA); Demy Spadideas (John Jay Online)
To Be confirmed: Gulen Zubizarreta (Finance & Administration)
Student Representative: Fidel Osorio
Absent: Elena Beharry (Wellness Center); Stephen Russell (History); Sandra Swenson (Science); Kim Lao (English)

Agenda items

OLD BUSINESS
None

NEW BUSINESS

1. Approval of September 17, 2019, Minutes – approved, all in favor

2. 2018-19 Annual Assessment Report Review Rubric Norming Activity

Attendees formed two groups to read and discuss several example assessment reports. How useful is the feedback? Which part of the rubric is helpful? Some of the results were as follows:
- Feedback is more useful if the comment section includes specific guidance. The more the better.
- Checking off requirements is not sufficient. Comment sections should never be left blank.
- The sections “scoring process”, “assessment results” and “analysis of findings” are not independent. These sections need a better definition of what belongs here.
- Reports should use headers to match the rubric, otherwise relevant information is difficult to locate.
- Assessment reviews should include positive feedback.

Discussion included expectations for different programs, specifically when should a new major/program have their assessment plan in place, and start with assessment activities? Most agreed that a program would not need to submit an assessment plan during the UCASC approval process, but should have a 5-year plan in place by the end of their first year and begin assessment activities after 3 years.
A second question raised was about programs not actively participating in assessment activities and not submitting reports. Both DP and AP are meeting with the provost and the department chairs on this issue.

3. Discussion: Revised Annual Assessment Report – New Format

DP introduced a new “Annual Assessment Plan and Report” template for academic and non-academic programs. The idea is to get a written commitment at the beginning of each academic year and then later the completed reports entered on to the same form. Will be discussed again.

4. Discussion: Revised Review Rubric

See above

5. Discussion: Assessment Results Communication Plan

DP distributed “Assessment Results Communication” plans for three different stakeholder groups: faculty, staff, and administration, students, and external constituencies. FO raised question, if UCASC should be part of the communication plan, this could be important, e.g. if programs identify consistent failures in a specific class. Overall most communication assessment results would be limited to executive summaries, rather than full reports.

All members are asked to read and think about the plan. Will be discussed again.

6. Announcements

none
OLD BUSINESS

- Revised Annual Assessment Report – Comments/Feedback

NEW BUSINESS

1. Approval of October 7, 2019, Minutes
   Attachment: Att_1_CWAC 10-07-19 Minutes

2. 2018-19 Annual Assessment Report Review Rubric Norming Activity

3. Discussion: Focus on use of Assessment Results for Improvement and Data-Informed Decision Making
   Attachment: Att_3_Middle States and Expectations for Assessment

4. Discussion: Assessment Timelines
   Attachments: Att_4_Academic Program Assessment Timeline 2019-2020
                  Att_4_AES Assessment Timeline 2019-2020

5. Discussion: 5-year Institutional Assessment Plan
   Attachment: Att_5_Multi-year Assessment Plan

6. Focus of November 5th Meeting

7. Announcements
Meeting from 1:40-2:55pm
Room L.71.12NB

Present: Dyanna Pooley (Director of Outcomes Assessment)
Elected members: Elena Beharry (Wellness Center); Kim Lao (English); Karen Okamoto (Library); Mechthild (Mecki) Prinz (Science); Stephen Russell (History); Sandra Swenson (Science); David Shapiro (PA); Demy Spadideas (John Jay Online); Gulen Zubizarreta (Finance & Administration)
Student Representative: Fidel Osorio
Absent: Peter Mameli (PA); Allison Pease (Associate Provost for Institutional Effectiveness)

Agenda items

OLD BUSINESS
• Revised Annual Assessment Report – not discussed

NEW BUSINESS
1. Approval of October 7, 2019, Minutes – approved, all in favor.

2. 2018-19 Annual Assessment Report Review Rubric Norming Activity

The group looked at three filled out review rubrics (Global History, Interdisciplinary Studies, SEEK). As discussed at last meeting, fields should not be left blank. If the requirements are met, it is helpful for future readers to list how they were met. If “approaches” or “not met” are checked, the program needs to know why this score was selected.

DP will ask all CWAC reviewers who left fields blank to amend their review.
DP may use the Interdisciplinary Study review as an example for detailed feedback.

There was some discussion on the SEEK assessment; the review rubric does not fit well for service departments. The assessment had many gaps. Dyanna already talked to the department, the two CWAC reviewers created a separate document with feedback.

The committee discussed whether an assessment report review should include improvement suggestions. General opinion was yes, even if the reviewer is not a subject matter expert on the academic material, suggested changes may still be valid. Easiest way to implement is to rename the comments section to “General comments and recommendations”.
3. Middle States and Expectations for Assessment

DP distributed a document with Middle States Standards and Requirements of Affiliation that mention assessment as part of the criteria required by Middle States. Aside from having organized and systematic assessment for all educational efforts, period assessment is mandatory for mission and goals, ethics and integrity, design and delivery of student the learning experience, support of the student experience, educational effectiveness assessment, planning resources and institutional improvement, and governance, leadership and administration. Document will be shared with all VP’s, program directors and major coordinators.

4. Discussion: Assessment Timelines


The timeline includes academic and AES assessment workshops for new assessment coordinators. All, please consider helping developing and teaching these.

GZ offers to help with AES workshops.
KL suggests to use English department activities as an example where assessment results informed program changes and made a positive impact.

Assessment training could be delivered online. DS stated John Jay online can help produce tutorial videos early summer.

CUNY also working on an assessment course.

5. Discussion: 5-year Institutional Assessment Plan

DP distributed a draft for a college wide multi-year Assessment Action Plan.

Each objective has a timeline stating which percentage of program are expected to be in compliance. DP needs feedback on this.

Please read and be ready to discuss at next meeting.

6. Next meeting November 5th

DP will send out an email regarding the format of the November 5th meeting.

7. Announcements

None
OLD BUSINESS

- None

NEW BUSINESS

1. Approval of October 21, 2019, Minutes
   
   Attachment: Att_1 CWAC 10-21-19 Minutes

2. Additional 2018-19 Annual Reports Received (notification)
   a. Criminal Justice, B.A. – Gulen and Kim reviewing
   b. Humanities & Justice – David and Sandra reviewing

3. Review of Assessment Processes (discussion)
   a. Due date for Annual Reports
   b. Templates – Annual Plan/Report Templates for Academic and AES
      
      Attachment: Att_2 Annual Assessment Plan and Report: Academic Programs
      
      Attachment: Att_3 Annual Assessment Plan and Report: AES Units
   c. Follow-up Requests with Deadlines
   d. Draft Assessment Policy
      
      Attachment: Att_4 John Jay Assessment Policy
   e. Draft Assessment Process Descriptions
      
      Attachment: Att_5 Academic Program Assessment Process
      
      Attachment: Att_6 AES Assessment Process

4. Adobe Forms for Templates (demo and discussion)

5. Spring Workshops (discussion)

6. Announcements
Meeting from 1:40-2:55pm  
Room 05.66.01NB

Present: Dyanna Pooley (Director of Outcomes Assessment); Allison Pease (Associate Provost for Institutional Effectiveness)  
Elected members: Peter Mameli (PA); Kim Lao (English); Karen Okamoto (Library); Mechthild (Mecki) Prinz (Science); Stephen Russell (History); Sandra Swenson (Science); David Shapiro (PA); Demy Spadideas (John Jay Online)  
Absent: Elena Beharry (Wellness Center); Gulen Zubizarreta (Finance & Administration); Fidel Osorio (Student Representative)

AGENDA ITEMS

OLD BUSINESS
  • None

NEW BUSINESS
  1. Approval of October 21, 2019, Minutes  

10 in favor, 2 abstentions

  2. Additional 2018-19 Annual Reports Received (notification)  
a. Criminal Justice, B.A. – Gulen and Kim reviewing  
b. Humanities & Justice – David and Sandra reviewing

    Big thank you to the volunteers reviewing these additional reports.

  3. Review of Assessment Processes (discussion)  
a. Due date for Annual Reports

    Suggestion is to stagger due date of academic and AES departments. If we leave the due date for academic programs July 1st, then what would be good for the AES units? KO wants to know where the library fits in.

    DP will reach out to AES units and inquire which due date would be the most feasible.

b. Templates – Annual Plan/Report Templates for Academic and AES
DP presented two fillable PDF templates that can be used for the annual assessment report. DS may be able to help to make the templates more hyperlinked and operational.

Discussion covered the need to have all the rubrics and make sure programs include criteria and/or a description on how they determine a student’s performance exceeded, met, approached or did not meet expectations.

Solution could either be a separate, more visible statement on what needs to be attached, or we could include a check list.

SR brings up the horizontal overview table starting with “institutional learning goals” and requiring programs to map program goals and student learning outcomes to institutional goals. Is there always a direct relationship? There should be. Including institutional and program goals here will remind all instructors that their class should contribute to these goals.

c. Follow-up Requests with Deadlines

DP explained that right now CWAC reviews annual reports but is not requesting the submitting department to revise their report. Should we start doing that?

Decision made to not ask for a revised report, but updated and/or completed action plans. This will be implemented starting with annual assessment reports for 2019-2020.

d. Draft Assessment Policy

DP provided the group with a John Jay College Assessment Policy. This is a good start, there were some questions, will need to be finalized. This policy would have to be approved by the College Council.

One specific change request pertains to the “assessment coordinator” role. Right now this is normally the major/program coordinator or program director. Use that language unless designee is appointed.

e. Draft Assessment Process Descriptions

DP provided two documents on Academic Program and AES Assessment Process. Both look good.
All program and units will be asked for a 5-year plan. DP reports that there is progress with bringing AES units on board, for example all offices organized under Student Affairs are developing 2019-2020 assessment plans due November 15, 2019. Their previous 2017/2018 assessment reports will not be reviewed.

DP is asking the CWAC to help review these plans. She is expecting around 8 plans and has developed a rubric. She will schedule a December CWAC meeting for that purpose.

Update from 11-08-19: based on doodle poll the meeting will be on Dec 18, 2019.

4. Adobe Forms for Templates (demo and discussion)

DS updated the CWAC report review form. It is still a fillable PDF but now certain fields will populate an excel sheet. The sheet will be distributed for review.

5. Spring Workshops (discussion)

When asked what type of training workshops would be useful the group agrees with PM, that what faculty need is basic training. One suggestion is to schedule an assessment training workshop during the major/minor coordinator meeting. AES departments will need the same training.

6. Announcements

Institutional Effectiveness will issue a newsletter. Assessment will be part of this newsletter. The group suggests to include an example of successful assessment.
OLD BUSINESS

- None

NEW BUSINESS

1. Approval of November 5, 2019, Minutes
   
   *Attachment: Att_1 CWAC 11-0-19 Minutes*

2. Update – Spring Workshops

3. Update – MSCHE Annual Conference

4. Update – Review of Fall 2019/Focus for Spring 2020

5. Assessment Plan Review Rubric
   
   *Attachment: Att_5 Assessment Plan Review Rubric*

6. Assessment Plan/Report Template Example
   
   *Attachment: Att_6 Assessment Plan_Report Template Example*

7. Proposed Re-charge for CWAC
   
   *Attachment: Att_7a Current CWAC Charge*

   *Attachment: Att_7b Draft Re-charge for CWAC*

8. Announcements
Campus Wide Assessment Committee (CWAC)
Meeting Minutes
for December 18, 2019

Meeting from 1:40-2:55pm
Room 05.66.01NB

Present: Dyanna Pooley (Director of Outcomes Assessment);
Elected members: Elena Beharry (Wellness Center); Gules Zubizarreta (Finance & Administration); Peter Mameli (PA); Kim Lao (English); Karen Okamoto (Library);
Mechthild (Mecki) Prinz (Science); Stephen Russell (History); Demy Spadideas (John Jay Online);

Absent: David Shapiro (PA); Sandra Swenson (Science); Fidel Osorio (Student Representative); Allison Pease (Associate Provost for Institutional Effectiveness)

AGENDA ITEMS

OLD BUSINESS - None

NEW BUSINESS

1. Approval of November 5, 2019, Minutes
   Approved.

2. Update – Spring Workshops

   Two types of workshops are being planned right now. Dyanna is going to be the trainer. There will be more workshops in the fall.
   February will be assessment training for major/minor coordinators.
   March is planned for workshops on how to set targets, both for academic and AES programs. Department chairs, coordinators, graduate and AES program directors are the intended audiences, and assessment designees.

3. Update – Middle States Conference Higher Education (MSCHE) Annual Conference

   Dyanna and Allison attended the conference. The focus was on assessment. Specifically, on which improvements were implemented and how assessment was tied to targets.

   All seven of the Middle States accreditation standards are tied to assessment. Our staff liaison is available to meet with us on John Jay issues if we reach out to him.

4. Update – Review of Fall 2019/Focus for Spring 2020
Dyanna needed two reviewers for the report from Law and Society. Stephen and Mecki volunteered. She also has seven AES assessment plans in draft form. We will get to review them once Michael Saks has edited them.

Dyanna will continue to attend UCASC and other meetings to keep our colleagues on track with assessment. She is also working on the assessment web pages.

Spring 2020 activities include working on CUNY wide issues, including Dyanna and Wynne Ferdinand (Director of Educational Partnerships and General Education) participating in the CUNY Pathways Learning Outcomes Assessment Project.

5. Assessment Plan Review Rubric

Dyanna created a rubric to review academic assessment plans. One for AES is in progress. All programs working on new assessment plans will receive the rubric.

All members are being asked to review the new rubric and provide feedback. David mentioned that including an example would be helpful.

6. Assessment Plan/Report Template Example

The proposed template for a combined yearly assessment plan – assessment report was discussed. The idea is that programs fill this out listing their intended activities and submit to Dyanna at the beginning of each academic year. Then they update the file with their completed assessment data and discussion and submit this to Dyanna after the spring semester.

All please review and provide feedback.

Dyanna created an example using the Spanish department. She is working with IT to make this a pre-populated form. Stephen mentioned that providing an example would be helpful.

7. Proposed Re-charge for CWAC (file in drop box)

Dyanna created a new document on the tasks and responsibilities of the CWAC. This needs to go to College Council to officially recharge the committee. One change is that members are going to be appointed for a two-year term.

All please review and provide feedback.

Initial discussion: Peter suggests to include the document will be reviewed/revised on a 4-5 year cycle. Stephen feels the rule that no two members can be form the same department will hurt recruiting. Peter mentions that in order to cope with added responsibilities, committee may need to grow in the future.
8. Announcements – next meeting in February, doodle poll in late January.
NEW BUSINESS

1. Approval of December 18, 2019, Minutes

   Attachment: Att_1 CWAC 12-18-19 Minutes

2. Assessment Messaging

   b. Assessment Reporting – What are others doing?
   c. Assessing Distance Learning

   Attachment: Att_2 Message to Faculty April 1, 2020
   Attachment: Att_3 Assessment Messaging – Some Thoughts

3. Assessment for AY 2020-2021
Meeting from 10:00-11:00am
Remotely
Minutes by MP

Present: Dyanna Pooley (Director of Outcomes Assessment);
Elected members: Gulen Zubizarreta (Finance & Administration); Peter Mameli (PA); Kim
Lao (English); Karen Okamoto (Library); Mechthild (Mecki) Prinz (Science); Stephen
Russell (History); Demy Spadideas (John Jay Online); David Shapiro (PA);
Absent: Elena Beharry (Wellness Center); Sandra Swenson (Science); Fidel Osorio
(Student Representative); Allison Pease (Associate Provost for Institutional Effectiveness)

AGENDA ITEMS

OLD BUSINESS - None

NEW BUSINESS

1. Approval of December 18, 2019, Minutes
   Did not vote.

2. Assessment Messaging
   b. Assessment Reporting – What are others doing?
   c. Assessing Distance Learning

Dyanna’s meeting invite included her message to faculty April 1, 2020 and a
document dated April 15, 2020 with some thoughts on this topic as a basis for
discussion.

Dyanna started the discussion with asking, if it would be possible to adhere to
original assessment plan. Most agreed that the current assessment design will not
work.

David brought up the idea of surveying faculty on what they learned while teaching
remotely. For example did undergraduates benefit from writing more? Which
resources did everybody find useful? Demy said John Jay Online has a spreadsheet
with problems faculty had. The most common concern was how to revamp the
exams and that some students did not have a computer and/or WIFI available.

Dyanna asks if participants feel that under the circumstances assessment data will
be skewed. Mecki agrees, this semester is not representative for how well programs
are designed and classes are taught to help students meet learning objectives. Dyanna points out that we will need assessment reports for Middle States and that we definitely need to plan for the fall. Mecki mentions that the Forensic Education accreditation agency has moved their re-accreditation cycle one year out. Peter asking when we will know what is required for Middle States. Middle States has requested updates regarding academic calendar changes and distance education offerings, etc., which have been submitted. There is nothing specific related to assessment that has been requested at this time. Our re-accreditation year is 2022-23, which is far enough out that at this time we are not affected by any changes due to COVID.

Stephen suggesting to assess the internal implications for the rest of the program. How may changes this semester affect the higher level courses in the fall? This could inform program structure and make scaffolding more robust. Kim mentions for example that the English department’s ePortfolio requirement disadvantaged students with no digital equipment at home.

Dyanna suggests the following approach:
- If departments have completed assessments from the fall and spring semesters, they should write up and submit. We will review.
- Otherwise, find alternatives for what else could be evaluated.
- Submission deadline should still be July 1st, 2020.

Gulen reports that plans were in place, but that assessment for administrative departments has stalled. This could be a chance to look at the bigger picture. Karen contributes that the library could assess the weekly statistics they collect for library website use.

Dyanna volunteers to write a reflection piece on assessment options for this semester and ask for these types of internal reports.

Question is how can we review these reports? We neither have a template, nor a rubric. Idea mentioned is that the CWAC issues a summary of these program internal reflection reports.

3. Assessment for AY 2020-2021

We are not sure if we will back in person for Fall 2020. Discussion postponed.

Committee on Faculty Elections