



**COLLEGE COUNCIL
AGENDA
& ATTACHMENTS
THURSDAY, OCTOBER 20, 2016**

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

October 20, 2016
 1:40 p.m.
 9.64NB

- I. Adoption of the Agenda
- II. Minutes of the September 20, 2016 College Council (attachment A), **Pg. 2**
- III. Approval of a Member of the College Council Committees (attachment B), **Pg. 5**
 - Izabela Qafa is the representative for Student Council on the Committee on Faculty Personnel, **Pg. 12**
- IV. Report from the Committee on Graduate Studies (attachment C1-C4) – Associate Provost and Dean of Graduate Studies, Anne Lopes
 - Programs
 - C1. Addition of distance-education delivery to the International Crime and Justice MA Program, **Pg. 20**
 - C2. Changes to the Criminal Justice MA Program Comprehensive Exam, **Pg. 27**
 - Course Revisions
 - C3. CRJ 730 Course Prerequisites, **Pg. 30**
 - Academic Policy Revision
 - C4. Addition of NC grades in Graduate courses, **Pg. 31**
- V. Request for Departmental Name Change (attachment D) – Chair, Counseling Department, Professor Caridad Sanchez-Leguinel, **Pg. 34**
- VI. Revision to John Jay College Procedure for Awarding Honorary Degrees (attachment E) – President, Faculty Senate, Warren (Ned) Benton, **Pg. 35**
- VII. College Council Attendance Percentages 2015-2016 (attachment F), **Pg. 38**
- VIII. New Business
- IX. Administrative Announcements – President Jeremy Travis
- X. Announcements from the Faculty Senate – President Warren (Ned) Benton
- XI. Announcements from the Student Council – President Grace Theresa Agalo-os

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

MINUTES OF THE COLLEGE COUNCIL

Tuesday, September 20, 2016

The College Council held its first meeting of the 2016-2017 academic year on Tuesday, September 20, 2016. The meeting was called to order at 1:50 p.m. and the following members were present: Grace Theresa Agalo-os, Scheveletta Alford, Jasmine Awad, Rosemary Barberet, Ellen Belcher, Warren (Ned) Benton, Jane Bowers, Michael Brownstein, Dara Byrne, Anthony Carpi, Helen Ceden, Lynette Cook-Francis, Sven Dietrich, Artem Domashevskiy, Jahvar Duffus, Janice Dunham, Lisa Farrington, Kaniz Fatima, Terry Furst, Leigh Graham, Jonathan Gray, Roman Gressier, Maki Haberfeld, Jay Hamilton, Karen Kaplowitz, Mahtab Khan, Erica King-Toler, Maria Kiriakova, Louis Kontos, Thomas Kucharski, Thurai Kugan, James Llana, Anne Lopes, Sylvia Lopez, Yue Ma, Vincent Maiorino, Xerxes Malki, Gerald Markowitz, Aida Martinez-Gomez, Mickey Melendez, Brian Montes, Elizabeth Nisbet, Kimberly Ortega, Marline Paul, Izabela Qafa, Belinda Rincon, Kadeem Robinson, Michael Scaduto, David Shapiro, Francis Sheehan, Charles Stone, Steven Titan, Jeremy Travis, Daniel Yaverbaum, and Guoqi Zhang.

Absent: Mohammed Alam, Andrea Balis*, Avram Bornstein*, Samantha Buan-Ladines, Kashka Celinska, Glenn Corbett*, Ric Curtis*, Diana Falkenbach*, Joel Freiser, Robert Garot*, Anru Lee, Lorraine Moller, Chuck Nemeth*, Naomi Nwosu, Frank Pezzella, Peter Romaniuk, Lauren Shapiro, Fritz Umbach, Rebecca Weiss*, and Marline Wright.

*Alternates

I. Adoption of the Agenda

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

II. Election of the Secretary to the College Council

A motion was made to elect Rulisa Galloway-Perry as Secretary to the College Council. The motion was seconded and approved unanimously.

A motion was made to elect Sandrine Dikambi as Interim Secretary to the College Council for the September 20, 2016 meeting. The motion was seconded and approved unanimously.

III. College Council Orientation

President Travis presented a PowerPoint presentation on the "Role of College Council."

IV. Minutes of the May 10, 2016 College Council

A motion was made to adopt the minutes as presented. The motion was seconded and passed.

In Favor: 48

Oppose: 0

Abstentions: 7

V. Approval of the Members of the College Council Committees

A motion was made to approve the following membership changes. The motion was seconded and approved unanimously.

- Shonna Trinch replaces Emily McDonald as representative for the Anthropology department on the Undergraduate Curriculum and Academic Standards Committee.
- Amy Adamczyk replaces Henry Pontell as representative for the Sociology department on the Committee on Faculty Personnel.
- Amy Adamczyk replaces Henry Pontell as representative for the Sociology department on the Budget and Planning Committee.
- Diana Falkenbach replaces Gabrielle Salfati as representative for the Forensic Psychology department on the Committee on Graduate Studies.
- Francis Sheehan is not a member on the Committee on Student Evaluation of the Faculty.
- Amy Adamczyk replaces Henry Pontell as representative for the Sociology department on the Provost Advisory Council.
- Richard Ocejo is the representative for the Sociology department on the Council of Undergraduate Program Coordinators.
- Mechthild Prinz of the Science department was nominated to serve as a full-time faculty member on the College-Wide Assessment Committee.

VI. Report from the Undergraduate Curriculum and Academic Standards Committee (attachments C1-C4)

A motion was made to adopt a new courses marked “C1. ENG 3XX (320) Writing Workshop in Autobiography: An Eye on the Self.” The motion was seconded and approved unanimously.

A motion was made to adopt the program marked “C2. Proposal for a New BS in Mathematics.” The motion was seconded and approved unanimously.

A motion was made to adopt course revisions marked C3-C4 (C3. BIO 102 Paced Modern Biology I-B and C4. PSY/CSL 342 Introduction to Counseling Psychology) as a slate. The motion was seconded and approved unanimously.

VII. Report from the Committee on Graduate Studies (attachments D1-D3)

A motion was made to adopt a new course marked “D1. CRJ 810 Police Leadership.” The motion was seconded and approved unanimously.

A motion was made to adopt course revisions marked D2-D7 as a slate. The motion was seconded and approved unanimously.

A motion was made to adopt course revisions marked D2-D7:

- D2. CRJ 703 Critical Issues in Punishment
- D3. CRJ 716 Statistical Software in Criminal Justice
- D4. CRJ 728 Critical Issues in Corrections
- D5. CRJ 749 Ethics of Punishment
- D6. CRJ 756 Critical Issues in Policing
- D7. CRJ 771 Special Topics in Criminal Justice

A motion was seconded and approved unanimously.

A motion was made to adopt course revisions D8-D9 as a slate. The motion was seconded and passed.

A motion was made to adopt course revisions marked D8-D9:

- D8. CRJ 793 Comprehensive Exam Review
- D9. FOS 707 Fundamentals of Forensic Toxicology

In Favor: 53

Oppose: 0

Abstentions: 0

The motion was seconded and passed.

A motion was made to adopt an academic policy revision marked “D10. Proposal to change minimum credit requirements for full-time status in the Digital Forensics and Cybersecurity MS and MPA programs”.

In Favor: 50

Oppose: 0

Abstentions: 3

The motion was seconded and passed.

The meeting was adjourned at 2:59 p.m.

Table of Contents

College Council	2
College Council Interim Executive Committee.....	4
Executive Committee of the College Council.....	5
Undergraduate Curriculum and Academic Standards Committee	5
Committee on Student Interests.....	6
Faculty-Student Disciplinary Committee.....	7
Committee on Faculty Personnel	8
Budget and Planning Committee.....	9-11
Financial Planning Subcommittee	10
Strategic Planning Subcommittee	11
Committee on Graduate Studies.....	11
Committee on Student Evaluation of the Faculty	12
Provost Advisory Council	12
Council of Undergraduate Program Coordinators	13
Committee on Honors, Prizes and Awards	14
College-Wide Grade Appeals Committee	15
College-Wide Assessment Committee	15
Committee on Faculty Elections	16

College Council Membership

The College Council shall be the primary governing body of John Jay College of Criminal Justice. It shall have authority to establish College policy on all matters except those specifically reserved by the Education Law or by the Bylaws of the Board of Trustees of The City University of New York to the President or to other officials of John Jay College or of The City University of New York, or to the CUNY Board of Trustees. The College Council shall consist of the following members:

Administration:

- | | |
|--|----------------------|
| 1. President (Chairperson) | Jeremy Travis |
| 2. Provost and Senior Vice President for Academic Affairs | Jane P. Bowers |
| 3. Vice President for Finance and Administration | Steven Titan |
| 4. Vice President for Student Affairs | Lynette Cook-Francis |
| 5. Interim Vice President for Enrollment Management &
Associate Provost for Institutional Effectiveness | James Llana |
| 6. Associate Provost for Strategic Initiatives and
Dean of Graduate Studies | Anne Lopes |
| 7. Interim Associate Provost and Dean of Undergraduate Studies | Dara Byrne |
| 8. Associate Provost and Dean of Research | Anthony Carpi |

Faculty:

- | | |
|---|---------------------|
| a. Full-time faculty elected from each academic department: | |
| 9. Africana Studies | Xerxes Malki |
| 10. Anthropology | Terry Furst |
| 11. Art and Music | Lisa Farrington |
| 12. Communication and Theater Arts | Lorraine Moller |
| 13. Counseling | Mickey Melendez |
| 14. Criminal Justice | Frank Pezzella |
| 15. Economics | Jay Hamilton |
| 16. English | Jonathan Gray |
| 17. Health and Physical Education | Vincent Maiorino |
| 18. History | Fritz Umbach |
| 19. Interdisciplinary Studies Department | Gerald Markowitz |
| 20. Latin America and Latina/o Studies | Brian Montes |
| 21. Law, Police Science, and Criminal Justice Administration | Yue Ma |
| 22. Library | Maria Kiriakova |
| 23. Mathematics | Thurai Kugan |
| 24. Modern Languages and Literatures | Aida Martinez-Gomez |
| 25. Philosophy | Michael Brownstein |
| 26. Political Science | Peter Romaniuk |
| 27. Psychology | Thomas Kucharski |
| 28. Public Management | Elizabeth Nisbet |
| 29. Security, Fire and Emergency Management | Lauren Shapiro |
| 30. Sciences | Guoqi Zhang |
| 31. SEEK | Erica King-Toler |
| 32. Sociology | Rosemary Barberet |
| b. At-Large Adjunct representative of the Faculty Senate: | |
| 33. Public Management | Joel Freiser |
| c. Faculty allotted according to any method duly adopted by the Faculty Senate: | |
| 34. Anthropology | Anru Lee |
| 35. English | Karen Kaplowitz |
| 36. Latin American/Latina/o Studies & English | Belinda Rincon |
| 37. Law, Police Science, and Criminal Justice Administration | Kashka Celinska |

38. Law, Police Science, and Criminal Justice Administration	Maki Haberfeld
39. Library	Ellen Belcher
40. Library	Janice Dunham
41. Mathematics & Computer Science	Sven Dietrich
42. Psychology	Charles Stone
43. Public Management	Warren (Ned) Benton
44. Public Management	Leigh Graham
45. Public Management	David Shapiro
46. Sciences	Artem Domashevskiy
47. Sciences	Francis Sheehan
48. Sciences	Daniel Yaverbaum
49. SEEK	Schevaletta (Chevy) Alford
50. Sociology	Louis Kontos

- Eight faculty alternates who may vote, make motions and be counted as part of the College Council's quorum only during the absence of a permanent faculty representative:

Andrea Balis, History	Avram Bornstein, Anthropology
Glenn Corbett, SFEM	Ric Curtis, Anthropology
Diana (DeeDee) Falkenbach, Psychology	Robert Garot, Sociology
Chuck Nemeth, SFEM	Rebecca Weiss, Psychology

Higher Education Officers elected by Higher Education Officers Council:

51. Sandrine Dikambi (ex officio)
52. Naomi Nwosu
53. Helen Cedeno
54. Sylvia Lopez
55. Michael Scaduto

- One Higher Education Officers alternate who may vote, make motions and be counted as part of the College Council's quorum only during the absence of a permanent higher education officer representative.

VACANT

Students:

56. President of the Student Council	Grace Theresa Agalo-os
57. Vice President of the Student Council	Roman Gressier
58. Treasurer of the Student Council	Jahvar Duffus
59. Secretary of the Student Council	Kadeem Robinson
60. Elected At-Large Representative	Samantha N. Buan Ladines
61. Elected graduate student representative	Marline Wright
62. Elected graduate student representative	Mohammed Alam
63. Elected senior class representative	Izabela Qafa
64. Elected senior class representative	Marline Paul
65. Elected junior class representative	Kaniz Fatima
66. Elected junior class representative	Kimberly Ortega

67. Elected sophomore class representative Jasmine Awad
 68. Elected sophomore class representative Mahtab Khan
 69. Freshman representative designated according to a method duly adopted by the Student Council.
VACANT

- Two (2) alternate student representatives, who vote, make motions and be counted as part of the College Council's quorum only during the absence of a permanent student representative.

1. VACANT	2. VACANT
------------------	------------------

College Council Interim Executive Committee

The faculty, higher education officers and student representatives shall be elected by the College Council from among its members in September of each year. From June 1 until such time as the College Council holds this election, there shall be an Interim Executive Committee, which shall consist of the following members:

- | | |
|---|-------------------------|
| • President (Chairperson) | Jeremy Travis |
| • Provost and Senior Vice President for Academic Affairs | Jane P. Bowers |
| • Vice President for Finance and Administration | Steven Titan |
| • Vice President for Student Affairs | Lynette Cook-Francis |
| • President of the Faculty Senate | Warren (Ned) Benton |
| • Vice-President of the Faculty Senate | Francis Sheehan |
| • Two (2) other members of the Faculty Senate | |
| 1. Karen Kaplowitz | |
| 2. Chevy Alford | |
| • President of the Higher Education Officers Council | Sandrine Dikambi |
| • Vice-President of the Higher Education Officers Council | Nikki Hancock-Nicholson |
| • President of the Student Council | Grace Theresa Agalo-os |
| • Vice-President of the Student Council | Roman Gressier |

The faculty, higher education officer and student members of the Interim Executive Committee shall nominate College Council members of their respective constituencies as candidates for election to the Executive Committee.

Executive Committee of the College Council

There shall be an Executive Committee which shall be the College Council's Agenda Committee. It shall have the power to call the College Council into extraordinary session, and shall have only such powers, functions, and duties as the College Council may delegate to it to exercise during periods when the College Council is not in session. The faculty, higher education officers and student representatives shall be elected by the College Council from among its members in September of each year. The faculty, higher education officer and student members of the Interim Executive Committee shall nominate College Council members of their respective constituencies as candidates for election to the Executive Committee.

The Executive Committee shall consist of the following members:

- | | |
|--|----------------------|
| • President (Chairperson) | Jeremy Travis |
| • Provost and Senior Vice President for Academic Affairs | Jane P. Bowers |
| • Vice President for Finance and Administration | Steven Titan |
| • Vice President for Student Affairs | Lynette Cook-Francis |

- Seven (7) members of the full-time faculty as defined in Article I, Section 3.a.i
 1. Schevaletta (Chevy) Alford
 2. Andrea Balis
 3. Warren (Ned) Benton
 4. Sven Dietrich
 5. Fritz Umbach
 6. Karen Kaplowitz
 7. Francis Sheehan
- Two (2) higher education officers
 1. Sandrine Dikambi
 2. Nikki Hancock-Nicholson
- Three (3) students
 1. Grace Theresa Agalo-os
 2. Roman Gressier
 3. Samantha Nicole Buan Ladines

Undergraduate Curriculum and Academic Standards Committee

There shall be a Committee on Undergraduate Curriculum and Academic Standards which shall consider all matters relating to the undergraduate curriculum of the College and make recommendations to the College Council on such matters as: proposed programs; additions, deletions and modifications of courses and existing programs; distribution; core requirements; basic skills; academic standards; and, policies pertaining to student recruitment and admissions.

The Committee on Undergraduate Curriculum and Academic Standards shall consist of the following members:

- | | |
|--|--------------------|
| • Interim Associate Provost and Dean of Undergraduate Studies
(Chairperson) | Dara Byrne |
| • Registrar | Daniel Matos |
| • Executive Director of Undergraduate Studies | Katherine Killoran |
| • The chairperson of each of the academic departments, or a full-time member of the faculty, as defined in Article I, Section 3.a.i of the Charter of Governance, who has served in that capacity at the College for at least one (1) year, to be elected from among the members of that department to serve for two (2) academic years. | |
| 1. Africana Studies | C. Jama Adams |
| 2. Anthropology | Shonna Trinch |
| 3. Art and Music | Erin Thompson |
| 4. Communication & Theater Arts | Bettina Murray |
| 5. Counseling | Ma'at Lewis |
| 6. Criminal Justice | Chongmin Na |
| 7. Economics | Ian Seda |
| 8. English | Bettina Carbonell |
| 9. Health & Physical Education | Susan Larkin |
| 10. History | Andrea Balis |
| 11. Interdisciplinary Studies Program (ISP) | Susannah Crowder |
| 12. Library | Ellen Sexton |
| 13. Latin American & Latina/o Studies | Suzanne Oboler |
| 14. Law, Police Science & CJA | Heath Grant |
| 15. Mathematics & Computer Science | Michael Puls |
| 16. Modern languages & Literature | Maria Julia Rossi |
| 17. Philosophy | John Pittman |
| 18. Political Science | Veronica Michel |

- | | |
|---|-----------------------------|
| 19. Psychology | Demis Glasford |
| 20. Public Management | Judy-Lynne Peters |
| 21. Sciences | Sandra Swenson |
| 22. Security, Fire & Emergency Management | Glenn Corbett |
| 23. SEEK | Monika Son |
| 24. Sociology | Fall: Carla Barrett |
| | Spring: Barry Sprunt |
- Three (3) students, each of whom have a cumulative grade point average of at least 3.0.
 1. Devin Ly
 2. Jasmine Awad
 3. Leslie Smith

Committee on Student Interests

There shall be a Committee on Student Interests which shall be concerned with matters of student life including but not limited to student organizations, student housing, extracurricular activities, and student concerns at the College. The Committee on Student Interests shall consist of the following members:

- | | |
|---|------------------|
| • Assistant Vice President and Dean of Students
(Chairperson) | Michael Sachs |
| • Director of Athletics | Carol Kashow |
| • Director, Center for Student Involvement
and Leadership | Danielle Officer |
| • Two (2) members of the faculty <ol style="list-style-type: none"> 1. Alexa Capeloto 2. Nicole Elias | |
| • Six (6) students <ol style="list-style-type: none"> 1. Ashley Baxter 2. Jashua Perez 3. Agha Khan 4. Melinda Yam 5. Laura Rubio 6. Brian Carvajal | |

Faculty-Student Disciplinary Committee

As set forth in Article XV of the Bylaws of the CUNY Board of Trustees, there shall be a Faculty-Student Disciplinary Committee which shall have primary jurisdiction in all matters of student discipline not handled administratively. The committee shall abide by the procedures required by Article XV of the Bylaws of the CUNY Board of Trustees. A Faculty-Student Disciplinary Committee shall consist of two (2) members of the faculty, two (2) students and a chairperson. As set forth in Article XV of the Bylaws of the CUNY Board of Trustees, the rotating panels shall be appointed as follows:

- The President shall select, in consultation with the Executive Committee, three (3) full-time members of the faculty, as defined in Article I, Section 3.a.i of the Charter of Governance, to receive training and to serve in rotation as chair of the Judicial Committee.
 1. Thurai Kugan-Mathematics and Computer Sciences
 2. Peggilee Wopperman-Psychology
 3. Robert McCrie-Law, Police Science, and Criminal Justice Administration

B

- Two (2) full-time members of the faculty, as defined in of the Charter of Governance, shall be selected by lot from a panel of six (6) members of the full-time faculty elected annually by the Faculty Senate.
 1. Heath Grant
 2. Liliana Soto-Fernandez
 3. vacant
 4. vacant
 5. vacant
 6. vacant

- The two (2) student members shall be selected by lot from a panel of six (6) students elected annually in an election in which all students registered at the College shall be eligible to vote.
 1. Ashley Baxter
 2. Marline Paul
 3. Leslie Smith
 4. Marina Saad
 5. Zachary Sizemore
 6. Ilim Sultanov

In the event that the student panel or faculty panel or both are not elected, or if more panel members are needed, the President shall have the duty to select the panel or panels which have not been elected. No individuals on the panel shall serve for more than two (2) consecutive years.

Committee on Faculty Personnel

There shall be a Committee on Faculty Personnel which shall review from the departments and other appropriate units of the College all recommendations for appointments to the instructional staff in the following ranks: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor, Distinguished Lecturer, Lecturer, Chief College Laboratory Technician, Senior College Laboratory Technician, and College Laboratory Technician, and make recommendations to the President. It shall also receive recommendations for promotions and reappointments with or without tenure, together with compensation, in the aforementioned ranks of the instructional staff and shall recommend to the President actions on these matters. It may also recommend to the President special salary increments. The President shall consider such recommendations in making his or her recommendations on such matters to the CUNY Board of Trustees.

Policy recommendations of the committee shall be made to the College Council for action. Recommendations with respect to appointments, promotions, and other matters specified in the paragraph above, shall be reported to the President and shall not be considered by the College Council except at the discretion of the President. The Committee shall receive and consider petitions and appeals from appropriate members of the instructional staff with respect to matters of status and compensation, and shall present its recommendations to the President. Further appeals shall follow CUNY procedures. The Committee on Faculty Personnel shall consist of the following members:

- | | |
|---|--------------------|
| • President (Chairperson) | Jeremy Travis |
| • Provost and Senior Vice President for Academic Affairs | Jane P. Bowers |
| • Associate Provost for Strategic Initiatives and
Dean of Graduate Studies | Anne Lopes |
| • Interim Associate Provost and Dean of Undergraduate Studies | Dara Byrne |
| • Associate Provost and Dean of Research | Anthony Carpi |
| • Chairperson of each academic department | |
| 1. Africana Studies | Carlton Jama Adams |
| 2. Anthropology | Anthony Marcus |

- | | |
|---|------------------------|
| 3. Art and Music | Ben Lapidus |
| 4. Communication and Theater Arts | Martin Wallenstein |
| 5. Counseling | Caridad Sanchez |
| 6. Criminal Justice | Evan Mandery |
| 7. Economics | Jay Hamilton |
| 8. English | Valerie Allen |
| 9. Health and Physical Education | Davidson Umeh |
| 10. History | Allison Kavey |
| 11. Interdisciplinary Studies Department | Richard Haw |
| 12. Latin American and Latino/a Studies | Lisandro Perez |
| 13. Law, Police Science and Criminal Justice Administration | Richard Curtis |
| 14. Library | Larry Sullivan |
| 15. Mathematics and Computer Science | Douglas Salane |
| 16. Modern Languages and Literatures | Silvia Dapia |
| 17. Philosophy | Jonathan Jacobs |
| 18. Political Science | James Cauthen |
| 19. Psychology | Angela Crossman |
| 20. Public Management | Maria D'Agostino |
| 21. Sciences | Larry Kobilinsky |
| 22. Security, Fire and Emergency Management | Charles Nemeth |
| 23. SEEK | Nancy Velasquez-Torres |
| 24. Sociology | Amy Adameczyk |
- Three (3) at-large full-time members of the full-time faculty from amongst those who hold the rank of tenured associate and/or tenured full professor, as defined in Article I, Section 3.a.i of the Charter of Governance.
 1. Rosemary Barberet, Professor, Sociology
 2. Kathleen Collins, Associate Professor, Library
 3. Catherine Mulder, Associate Professor, Economics
 - Three (3) members of the faculty who receive the next highest number of votes in a general faculty election will be alternate faculty representatives on the committee. An alternate may vote, make motions and be counted as part of the quorum only when a chairperson and/or an at-large faculty representative is absent.
 1. Mangai Natarajan, Professor, Criminal Justice
 2. Michael Pfeifer, Associate Professor, History
 3. Karen Terry, Professor, Criminal Justice
 - The Student Council may designate up to two (2) students, with at least 30 credits earned at the College, to serve as liaisons to the Review Subcommittees of the Committee on Faculty Personnel. The student liaisons shall be subject to College Council ratification. The role of the student liaisons shall be to review student evaluations of faculty members being considered by the subcommittees for reappointment, promotion and tenure and to summarize the content of those evaluations at a time designated by the Review Subcommittee. Student liaisons are not members of the Committee on Faculty Personnel.
 1. Izabela Qafa
 2. **VACANT**

Budget and Planning Committee

There shall be a Budget and Planning Committee which shall be responsible for reviewing budget information, making recommendations on the financial and budgetary matters of the College, and providing guidance on comprehensive and strategic planning for the College. The President, or his designee, shall make quarterly financial reports to the Budget and Planning Committee. The Budget and Planning Committee shall consist of the following members:

- | | |
|--|------------------------|
| • President (Chairperson) | Jeremy Travis |
| • Provost and Senior Vice President for Academic Affairs | Jane P. Bowers |
| • Vice President for Finance and Administration | Steven Titan |
| • Vice President for Student Affairs | Lynette Cook-Francis |
| • Interim Vice President for Enrollment Management & Associate Provost for Institutional Effectiveness | James Llana |
| • Assistant Vice President for Administration | Raj Singh |
| • Associate Provost for Strategic Initiatives and Dean of Graduate Studies | Anne Lopes |
| • Interim Associate Provost and Dean of Undergraduate Studies | Dara Byrne |
| • Associate Provost and Dean of Research | Anthony Carpi |
| • Interim Assistant Vice President for Financial and Business Services | Mark Flower |
| • President of the Faculty Senate | Warren (Ned) Benton |
| • Vice President of the Faculty Senate | Francis Sheehan |
| • Chair of the Faculty Senate Fiscal Affairs Committee | Thomas Kucharski |
| • Vice Chair of the Faculty Senate Fiscal Affairs Committee | Karen Kaplowitz |
| • Chairperson of each academic department | |
| 1. Africana Studies | Carlton Jama Adams |
| 2. Anthropology | Anthony Marcus |
| 3. Art and Music | Ben Lapidus |
| 4. Communication and Theater Arts | Martin Wallenstein |
| 5. Counseling | Caridad Sanchez |
| 6. Criminal Justice | Evan Mandery |
| 7. Economics | Jay Hamilton |
| 8. English | Valerie Allen |
| 9. Health and Physical Education | Davidson Umeh |
| 10. History | Allison Kavey |
| 11. Interdisciplinary Studies Department | Richard Haw |
| 12. Latin American and Latina/o Studies | Lisandro Perez |
| 13. Law, Police Science, and Criminal Justice Administration | Richard Curtis |
| 14. Library | Larry Sullivan |
| 15. Mathematics and Computer Science | Douglas Salane |
| 16. Modern Languages and Literatures | Silvia Dapia |
| 17. Philosophy | Jonathan Jacobs |
| 18. Political Science | James Cauthen |
| 19. Psychology | Angela Crossman |
| 20. Public Management | Maria D'Agostino |
| 21. Sciences | Larry Kobilinsky |
| 22. Security, Fire and Emergency Management | Charles Nemeth |
| 23. SEEK | Nancy Velasquez-Torres |
| 24. Sociology | Amy Adamczyk |
| • Chairperson of the Higher Education Officers Council | Sandrine DiKambi |
| • Two (2) higher education officer representative | |
| 1. Michael Scaduto | |
| 2. Nikki Hancock-Nicholson | |
| • President of the Student Council or designee | Grace Theresa Agalo-os |

- Treasurer of the Student Council or designee Jahvar Duffus
- One (1) additional student representative Laura Rubio
- Two members of the non-instructional staff, as defined in Article XIV, Section 14.1 of the Bylaws of the CUNY Board of Trustees.
 1. Crystal Farmer
 2. Anthony Chambers

There shall be a Financial Planning Subcommittee of the Budget and Planning Committee which shall meet on a periodic basis in the development of the College's Annual Financial Plan. The Financial Planning Subcommittee of the Budget and Planning Committee shall consist of the following members:

- Vice President of Finance and Administration (Chairperson) Steven Titan
- Provost and Senior Vice President for Academic Affairs Jane P. Bowers
- President of the Faculty Senate Warren (Ned) Benton
- Chair of the Faculty Senate Fiscal Affairs Committee Thomas Kucharski
- Vice Chair of the Faculty Senate Fiscal Affairs Committee Karen Kaplowitz
- Chair of the Council of Chairs Angela Crossman
- Vice Chair of the Council of Chairs James Cauthen
- One (1) representative chosen by the Council of Chairs Jay Hamilton
- Chair of the Higher Education Officers Council Sandrine Dikambi

The Assistant Vice President for Financial and Business Services Mark Flower and the Provost's Senior Director for Academic Operations, Kinya Chandler shall staff the subcommittee.

There shall be a Strategic Planning Subcommittee of the Budget and Planning Committee which shall provide guidance to the President on comprehensive and strategic planning including development of major planning documents and accreditation studies, related process and outcome assessment and space planning. The Strategic Planning Subcommittee of the Budget and Planning Committee shall consist of the following members:

- Interim Vice President for Enrollment Management & Associate Provost for Institutional Effectiveness (Chairperson) James Llana
- Vice President of Finance and Administration Steven Titan
- Provost and Senior Vice President for Academic Affairs Jane P. Bowers
- President of the Faculty Senate Warren (Ned) Benton
- Two (2) representatives chosen by the Faculty Senate
 1. Thomas Kucharski
 2. Charles Stone
- Chair of the Council of Chairs Angela Crossman
- Two (2) representatives chosen by the Council of Chairs
 1. Douglas Salane
 2. vacant
- Chair of the Higher Education Officers Council Sandrine Dikambi
- One (1) student representative
 1. Grace Theresa Agalo-os

The Director of Institutional Research, Ricardo M. Anzaldúa and the Director of Outcomes Assessment, Virginia Moreno shall staff the subcommittee.

Committee on Graduate Studies

There shall be a Committee on Graduate Studies which shall be responsible for establishing general policy for the graduate programs, subject to review by the College Council. It shall have primary responsibility for admission, curriculum, degree requirements, course and standing matters, periodic evaluation of the graduate programs and for other areas of immediate and long-range importance to the quality and growth of graduate study. The committee shall also be responsible for advising on all matters relating to graduate student honors, prizes, scholarships and awards. The Committee on Graduate Studies shall review and approve program bylaws for each graduate program. Such bylaws shall then be submitted to the Executive Committee of the College Council for review and approval. Program bylaws may provide for co-directors after assessing factors such as program size and the interdisciplinary nature of the curriculum. The Committee on Graduate Studies shall consist of the following members:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Interim Vice President for Enrollment Management & Associate Provost for Institutional Effectiveness | James Llana |
| <ul style="list-style-type: none"> • Associate Provost for Strategic Initiatives and Dean of Graduate Studies (Chairperson) | Anne Lopes |
| <ul style="list-style-type: none"> • Assistant Vice President and Dean of Students | Michael Sachs |
| <ul style="list-style-type: none"> • Chief Librarian | Larry Sullivan |
| <ul style="list-style-type: none"> • Graduate Program Directors <ol style="list-style-type: none"> 1. Criminal Justice 2. Digital Forensics and Cybersecurity 3. Forensic Mental Health Counseling MA/JD 4. Forensic Psychology 5. Forensic Science 6. International Crime and Justice 7. Protection Management and Security Management 8. MPA: Public Policy and Administration 9. MPA: Inspection and Oversight 10. Forensic Psychology BA/MA Program | Avram Bornstein
Douglas Salane
James Wulach
Diana Falkenbach
Mechthild Prinz
Jana Arsovska
Charles Nemeth
Marilyn Rubin
Warren (Ned) Benton
Jennifer Dysart |
| <ul style="list-style-type: none"> • Two (2) graduate students <ol style="list-style-type: none"> 1. Mohammed Alam 2. Joanna Callen | |

Committee on Student Evaluation of the Faculty

There shall be a Committee on Student Evaluation of the Faculty which shall be responsible for a continuous review of faculty evaluation procedures; review of the design of the survey instrument; recommendations for the terms under which the instrument will be used; and for the development of guidelines which shall be submitted to the College Council for review. The Provost and Senior Vice President for Academic Affairs shall designate staff for the committee. The Committee on Student Evaluation of the Faculty shall consist of the following members:

- Four (4) full-time members of the faculty
 1. Keith Markus
 2. Aida Martinez-Gomez
 3. Daniel Yaverbaum
 4. VACANT
- Two (2) students
 1. Zachary Sizemore
 2. Fernando Andrade

The committee shall elect a chairperson from among its faculty members. Members shall serve for a term of two (2) years.

Provost Advisory Council

There shall be a Provost Advisory Council which shall provide a formal means for the Provost to consult with faculty leadership on matters of joint concern such as budget, faculty recruitment and development, and personnel policies and practices. The Provost Advisory Council shall consist of the following members:

- | | |
|---|------------------------|
| • Provost and Senior Vice President for Academic Affairs
(Chairperson) | Jane P. Bowers |
| • Senior Director of Academic Operations, Office of the Provost | Kinya Chandler |
| • President of the Faculty Senate | Warren (Ned) Benton |
| • Vice President of the Faculty Senate | Francis Sheehan |
| • Chairperson of each academic department | |
| 1. Africana Studies | Carlton Jama Adams |
| 2. Anthropology | Anthony Marcus |
| 3. Art and Music | Ben Lapidus |
| 4. Communication and Theater Arts | Martin Wallenstein |
| 5. Counseling | Caridad Sanchez |
| 6. Criminal Justice | Evan Mandery |
| 7. Economics | Jay Hamilton |
| 8. English | Valerie Allen |
| 9. Health and Physical Education | Davidson Umeh |
| 10. History | Allison Kavey |
| 11. Interdisciplinary Studies Department | Richard Haw |
| 12. Latin American and Latino/a Studies | Lisandro Perez |
| 13. Law, Police Science, and Criminal Justice Administration | Richard Curtis |
| 14. Library | Larry Sullivan |
| 15. Mathematics and Computer Science | Douglas Salane |
| 16. Modern Languages and Literatures | Silvia Dapia |
| 17. Philosophy | Jonathan Jacobs |
| 18. Political Science | James Cauthen |
| 19. Psychology | Angela Crossman |
| 20. Public Management | Maria D'Agostino |
| 21. Sciences | Larry Kobilinsky |
| 22. Security, Fire and Emergency Management | Charles Nemeth |
| 23. SEEK | Nancy Velasquez-Torres |
| 24. Sociology | Amy Adamczyk |

Council of Undergraduate Program Coordinators

There shall be a Council of Undergraduate Program Coordinators which shall provide a formal means to represent the concerns of those responsible for undergraduate majors and shall provide a formal means for reviewing matters of concern such as program review and revision, staffing, curriculum development and the scheduling of courses. The Council of Undergraduate Program Coordinators shall consist of the following members:

- | | |
|--|-------------------|
| • Interim Associate Provost and Dean of Undergraduate Studies
(Chairperson) | Dara Byrne |
| • Coordinators of Undergraduate Majors | |
| 1. Anthropology | Johanna Lessinger |
| 2. Cell & Molecular Biology | Jason Rauceo |

3. Computer Science and Information Security	Sven Dietrich
4. Criminal Justice (B.A.)	Evan Mandery
5. Criminal Justice (B.S.)	vacant
6. Criminal Justice Management	Wendy P. Guastafarro
7. Criminology	Louis Kontos
8. Culture and Deviance Studies	Ed Snadjr
9. Dispute Resolution	Maria R. Volpe
10. Economics Concentration A	Catherine Mulder
Economics Concentration C	vacant
11. English	John Staines
12. Fire and Emergency Services	Robert Till
13. Fire Science	Robert Till
14. Forensic Psychology	Fall: Angela Crossman
	Spring: Deryn Strange
15. Forensic Science	Lawrence Kobilinsky
16. Fraud Examination and Financial Forensics	Jon Childerley
17. Gender Studies	Katie Gentile
18. Global History	Stephen Russell
19. Humanities and Justice	Hyunhee Park
20. International Criminal Justice	Mangai Natarajan
21. Latin American and Latina/o Studies	Jose Luis Morin
22. Law and Society	Jean Carmalt
	Michael Yarbrough
23. Legal Studies	James Cauthen
24. Library	Karen Okamoto
25. Philosophy	Mary Ann McClure
26. Police Studies	Joe Pollini
27. Political Science	Jennifer Rutledge
	Samantha Majic
28. Public Administration	Wendy P. Guastafarro
29. Security Management	Robert McCrie
30. Sociology	Richard Ocejo
31. Spanish Concentration A	Aida Martinez Gomez
Spanish Concentration B	Maria Julia Rossi
32. Toxicology	Shu-Yuan Cheng (Demi)

*Co-coordinators

Committee on Honors, Prizes and Awards

There shall be a Committee on Honors, Prizes and Awards which shall make recommendations to the College Council for undergraduate student recipients. The Committee on Honors, Prizes and Awards shall consist of the following members:

- Vice President for Student Affairs (Chairperson)
 - Assistant Vice President and Dean of Students
 - Director, Center for Student Involvement and Leadership
 - Three (3) full-time members of the faculty
 1. Marta Concheiro-Guisan
 2. Vijay Sampath
 3. Valerie West
- Lynette Cook-Francis
Michael Sachs

Danielle Officer

- Three (3) students who have a minimum cumulative grade point average of 3.0 and who are not seniors
 1. Brian Carvajal
 2. Mahtab Khan
 3. Katianna Laveaux

College-Wide Grade Appeals Committee

The college-wide grade appeals committee shall comprise five (5) tenured members of the faculty, who shall be nominated by the Faculty Senate and elected by the College Council. No more than one faculty member from any department may concurrently serve on the committee. The committee shall elect a chair from its own membership.

1. Thurai Kugan
2. Toy-Fung Tung
3. Vacant
4. Vacant
5. Vacant

College-Wide Assessment Committee

There shall be a campus-wide committee to coordinate assessment efforts for both student learning and institutional effectiveness, broadly understood. The purpose of assessment is continuous improvement of teaching, student learning, institutional effectiveness, and service to internal and external constituencies. The Committee comprises seven faculty members and three Higher Education Officers. The Director of Assessment is an ex officio member without vote. The Associate Provost for Institutional Effectiveness is the committee chair.

- | | |
|---|-------------------|
| <ul style="list-style-type: none"> • Chairperson | Marie-Helen Maras |
| <ul style="list-style-type: none"> • Co-Chairperson | Denise Thompson |
| <ul style="list-style-type: none"> • Director of Assessment
(ex officio) | Virginia Moreno |
| <ul style="list-style-type: none"> • Interim Vice President for Enrollment Management &
Associate Provost for Institutional Effectiveness | James Llana |
| <ul style="list-style-type: none"> • Seven (7) Full-time Faculty Members <ol style="list-style-type: none"> 1. Lisette Delgado-Cruzata 2. Marie-Helen Maras 3. Maureen Richards 4. Denise Thompson 5. Jennifer Rutledge 6. Mechthild Prinz 7. Vacant | |
| <ul style="list-style-type: none"> • Three(3) Higher Education Officers <ol style="list-style-type: none"> 1. Anila Duro 2. Deborah Washington 3. Rosann Santos-Elliott | |

Special Committee of the College Council**Committee on Faculty Elections**

There shall be a Committee on Faculty Elections which shall conduct faculty elections. The committee shall be comprised of five (5) full-time members of the faculty, as defined in Article I, Section 3.a.i of the Charter. The Committee on Faculty Elections shall consist of the following members:

1. Chevy Alford
2. Maria Kiriakova
3. Ekaterina Korobkova
4. Hyunhee Park
5. Vacant

ADDITION OF DISTANCE EDUCATION FORMAT TO THE MASTER OF ARTS PROGRAM IN INTERNATIONAL CRIME AND JUSTICE

Program Code: 33083

RESOLVED, that a distance education format be added to the Master of Arts program in International Crime and Justice (SED Program Code 33083) program, effective Spring 2017, subject to financial availability.

Description

The distance education format for the Master of Arts program in International Crime and Justice will provide students the opportunity to complete the program entirely online. The program directly supports the mission of the institution by enabling John Jay College, renowned in the field of criminal justice, to reach a national and international student population beyond the traditional New York City market. The program currently attracts international students to study on campus, and offering the degree fully online will expand its reach to those abroad interested in rigorous global study of international crime and the responses to it.

Rationale

John Jay is well situated to offer online delivery of the MA in International Crime and Justice. This master's is interdisciplinary in design, and several key courses from the Criminal Justice MA have already been developed for online delivery. The international nature of this program also lends itself to online delivery as it will allow the program and John Jay to better meet international-student demand while upholding our institutional commitment to justice on a broad scale. The college seeks to inspire to the highest ideals of citizenship and public service by developing graduates who have the intellectual acuity, moral commitment and professional competence to confront the challenges of crime and justice in a free society.



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK / ALBANY, NY 12234

Application to Add the Distance Education Format To a New or Registered Program¹



This application should NOT be used to add the Distance Education Format to the following types of programs or proposals:

- Programs Preparing Teachers, Educational Leaders, and Other School Personnel

The application materials for those types of proposals can be found at:

<http://www.highered.nysed.gov/ocue/aipr/register.html>

Doctoral programs: please [contact](#) the Office of College and University Evaluation.

Directions for submission of application:

1. For an application to add the distance education format to an **existing general academic (non-licensure) program**:

Create a **single** PDF document that includes the following completed forms:

- Application to Add the Distance Education Format
- CEO (or Designee) Approval Form

Attach the PDF document to an e-mail and send to:

OCURevAdmin@nysed.gov

When submitting to the mailbox, include the following elements in the subject line of the e-mail:

Institution Name, Distance Education Format, Degree Award, and Program Title

E.g., Subject: AAA College, Distance Education Format, Master of Science, English Literature

2. For an application to add the distance education format to a **proposed general academic (non-licensure) program**:

Complete the form and include it in the application PDF document.

3. For proposals to add distance education to a proposed or existing program in a [licensed profession](#) or a related field, complete this distance education form but submit it to the [Office of the Professions](#).

¹ CUNY and SUNY institutions: contact System Administration for application submission process.

Task 1 Institution and Program Information: Complete this task for applications to add the distance education format to an existing program.

Institution Information	
Institution Name: Institution Code (6 digits): <i>The name and code of the institution should reflect the information found on the Inventory of Registered Programs</i>	CUNY John Jay College of Criminal Justice 33300
Institution Address:	524 West 59 th Street
City:	New York
State/Country:	NY
Zip:	10019
Regents Regions:	New York County
Specify campus(es) of the institution where program is offered, if other than the main campus: <i>The name and code of the location(s) should reflect the information found on the Inventory of Registered Programs</i>	
Specify any other additional campus(es) where the program is offered besides the ones selected above:	
If any courses will be offered off campus, indicate the location and number of courses and credits:	
If the program will be registered jointly with another institution, please provide the partner institution's name:	

Program Information for Existing Programs: *Program information should reflect the information found on the [Inventory of Registered Programs](#)*

Program Code: (for registered programs only)	33083
Program Title:	Master of Arts in International Crime and Justice
Degree Award :	MA
HEGIS code :	2105

Contact Information	
Name of contact person	Judith Cahn, Ed.D.
Title of contact person:	Director, John Jay Online
Telephone	212-484-1193
Fax:	
Email:	jcahn@jjay.cuny.edu

Instructions	
Guidance for this task can be found by clicking here: Review Process for Approval of Programs in the Distance Education Format	
1. Anticipated enrollment in distance program	
Initial Enrollment: 15	Maximum by year 3: 40
2. Program Information	
a). Term length (in weeks) for the distance program: 8 weeks	
b). Is this the same as term length for the classroom program? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
c). How much “instructional time” is required per week per credit for a distance course in this program (do not include time spent on activities that would be done outside “class time”, such as research, writing assignments, or chat rooms) Answer: 100 minutes of instructional time is required per week per credit, for a total of 300 minutes or 5 hours per week per 3-credit course.	
d). What proportion of the program will be offered in Distance Education format? Answer: 100%	
e). What is the maximum number of students who will be enrolled in an online course section? Answer: 20	

Part A: Institution-wide Issues: Submit this part for the **first** Distance Education program proposed by your institution. This will be kept in a master file, and will not need to be resubmitted for each new proposed online program, unless there are changes.

Part A has been filed and approved, and no institution-wide changes are being sought at this time.

Part B: Program-Specific Issues: Submit this part for **each new request** to add Distance Education Format to a registered program.

III. Learning Design

1. How does your institution ensure that the **same academic standards and requirements** are applied to the program on campus and through distance learning? If the curriculum in the Distance Education program differs from that of the on-ground program, please identify the differences.

Answer: College policy requires that the standards and requirements of academic programs, regardless of modality, be subject to the same governance and review processes. The MA in International Crime and Justice to be delivered online comprises the same curriculum as the face-to-face version, and any modifications to this program will have to be approved via campus and CUNY governance and, if necessary, the program will need to be reregistered with NYSED.

2. Are the courses that make up the distance learning program offered in a sequence or configuration that allows **timely completion of requirements**?

Answer: The curriculum for the online MA in International Crime and Justice shares the same courses as the face-to-face program. It is scheduled so that full-time students can complete all requirements within one term. Online delivery will progress in eight-week sessions, which will allow students to accumulate credits as quickly as they would when taking the on-campus program. Like campus delivery, required courses will be offered online at least once each fall and spring semester.

3. How do faculty ensure that **the technological tools** used in the program are appropriate for the content and intended learning outcomes?

Answer: In addition to the normal review process described above, faculty partner with John Jay Online Instructional Designers to capitalize on their expertise in best practices for online teaching and learning to design course activities and assignments that maximize student engagement and success.

John Jay Online also requires all faculty teaching online to complete an orientation to teaching online to help them acclimate to the tools and demands of distance-education delivery.

Students evaluate online classes with the same instrument used for campus-delivered content. In addition, student evaluations for online sections ask for specific feedback about students' experiences with distance delivery as such. Both faculty from the MA in International Crime and Justice and John Jay Online staff will use the results to assess student satisfaction with online teaching tools

4. How does the program provide for appropriate and flexible interaction between faculty and students, and among students?

Answer: In translating courses for online delivery, faculty receive instruction and support from John Jay Online's staff of Instructional Designers in developing online discussions, collaborative reading and writing projects, and multimedia educational technology tools, such as short-video scenarios that students respond to together. Faculty are trained to use such tools to foster an online community of learners.

5. How do faculty teaching online courses verify that students are doing their own work?

Answer: Academic integrity will be verified through various methods: (a) Students are required to use their institutional email for all course and college correspondence to ensure that the student who is registered is the online student in the course; (b) Blackboard rosters are restricted to students who have matriculated at the college and who have registered for courses (including online courses); and (c) an online proctoring service will be employed to validate student identities and proctor exams.

IV. Outcomes and Assessment

1. Distance learning programs are expected to produce the **same learning outcomes** as comparable classroom-based programs. How are these learning outcomes identified -- in terms of knowledge, skills, or credentials -- in course and program materials?

Answer: Learning outcomes for each course, whether delivered online or on campus, are listed on the syllabus distributed to students at the beginning of the term. Program-level learning outcomes will be prominently listed on the program website. Any changes to course or program structure or outcomes must be approved by college governance and, once approved, will be reflected on program materials and websites.

2. Describe how the **means chosen for assessing student learning** in this program are appropriate to the content, learning design, technologies, and characteristics of the learners.

Answer: Assessment of the student learning at the course level will, like campus delivery, be in terms of expected learning outcomes and methods of evaluation as stated on course syllabi, including assignments for the term, grading rubrics, and weight given to those assignments in calculating final grades. Online class assignments and activities will include quizzes, exams, and written work, but also group projects and scenario analyses that provide opportunities to assess student problem-solving, research and writing, and collaboration skills. John Jay Online Instructional Designers strive to help faculty develop course modules and assessments that promote student engagement.

V. Program Evaluation

1. What process is in place to monitor and **evaluate the effectiveness** of the distance learning program on a regular basis?

Answer: The online MA in International Crime and Justice shares curricular design, learning outcomes, and academic standards with the program delivered on campus and is subject to the regular governance structures and review processes at the program, college, and CUNY levels. The program assesses its effectiveness with regard to student learning through a systematic approach required by the institution. All courses must have stated learning outcomes that introduce, reinforce, or bring to mastery program-level outcomes. The program collects direct and indirect data to measure student progress with regard to these outcomes, and this data is used to revise course content, activities, and assignments. John Jay Online also captures student feedback specifically about their online experience and uses that feedback to help guide faculty in improving delivery of current offerings and to help shape the development of new courses and programs.

2. How will the evaluation results will be used for **continuous program improvement**?

Answer: The MA program in International Crime and Justice undergoes a cyclical academic program review, and outcomes from distance-education delivery will be evaluated along with and in contrast to campus delivery. Faculty teaching online work closely with John Jay Online instructional designers during the course-development process and maintain regular contact during the term. Both the program and John Jay Online review student performance and course evaluations at the end of the term and collaborate to improve course content and delivery in future iterations.

3. How will the evaluation process assure that the **program results in learning outcomes appropriate to the rigor and breadth** of the college degree or certificate awarded?

Answer: Though assisted pedagogically by John Jay Online Instructional Designers, the faculty remain the content experts and have complete oversight of the program's academic content. As mentioned above, the International Crime and Justice MA program undergoes regular academic program review, and the online version will be included in that review. In between APR review cycles, the program meets regularly to review student success in meeting course and program outcomes.

PROGRAM IN CRIMINAL JUSTICE

JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York

PROPOSED CHANGES IN A DEGREE PROGRAM

Program Name and Degree Awarded: Master of Arts in Criminal Justice

HEGIS Code: 2105

NY State Program Code: 02538

Effective term: Fall 2017

Date of Program Approval: 9/7/16

Date of CGS approval: 9/13/16

Rationale for proposed changes:

In continuity with the current exam, the new Qualifying Exam will be given in two parts on two different days. Day 1 will focus on CRJ 710 & CRJ 711. Day 2 will focus on CRJ 715 & CRJ 716. Faculty teaching these classes will continue to be paid extra, at non-teaching adjunct rates, to design and grade the exam. The change will be that students may take one part, as soon as they complete the relevant classes, without taking the second part the same semester. If a student takes both parts, and passes only one, they need only repeat the part they failed. Students will still be required to complete both parts by 24 credits. The proposed change turns one high-stakes test into two medium-stakes tests, removes the problem of double-jeopardy for students who pass one part, and will allow students to take part of the exam sooner and in closer proximity to the courses being tested.

FROM	TO
<p>List of Course (Prefix, Number, and Name) Requirements for the Degree Program: **through what is to be changed.</p>	<p>List of Course (Prefix, Number, and Name) Requirements for the Degree Program: **<u>underline</u> the changes.</p>
<p>Degree Requirements</p> <p>The Master of Arts in Criminal Justice requires 36 credits consisting of five required core courses, three courses in a specialization, and four elective courses. Students must also pass a <u>comprehensive</u> examination. Students meeting certain conditions may complete the degree in 30 credits plus a thesis.</p> <p>The Comprehensive Exam (CE) qualifying criteria:</p> <p>The CE must be taken after completing the first four required core CRJ courses (CRJ 710, 711, 715 & 716) and before completing 24 credits of coursework.</p> <p>A student must have an overall GPA of 3.0 or higher to be eligible to take the CE.</p> <p>All students are required to register for the CE, even if they are enrolled in CRJ 793. A student who is not registered for the CE prior to the exam date will not be allowed to take the CE exam.</p> <p>A student must pass the CE before entering the final required core class, CRJ 730.</p>	<p>Degree Requirements</p> <p>The Master of Arts in Criminal Justice requires 36 credits consisting of five required core courses, three courses in a specialization, and four <u>elective</u> courses. Students must also pass a <u>two-part qualifying</u> examination. Students meeting certain conditions may complete the degree in 30 credits plus a thesis.</p> <p>The <u>Qualifying Exam prerequisites:</u></p> <p>The <u>two-part Qualifying Exam</u> must be taken after completing the first four required core CRJ courses and before completing 24 credits of coursework. <u>Part A may be taken upon completion of CRJ 710 and CRJ 711; Part B may be taken upon completion of CRJ 715 and CRJ 716. The two parts may be taken in the same semester or in different semesters.</u></p> <p>A student must have an overall GPA of 3.0 or higher to be eligible to take the <u>Qualifying Exam</u>.</p> <p>All students are required to register for the <u>Qualifying Exam</u>. A student who is not registered for the <u>Qualifying Exam</u> prior to the exam date will not be allowed to take</p>

<p>A student is allowed two attempts at passing the CE. Any student who fails the CE twice may be dismissed from the program. However, in unusual circumstances and at the direction of the program director, a student may be permitted to take the examination a third time, provided that a plan of study has been approved by the CRJ program director. Students taking the CE in a semester in which they are not registered for classes must register for Maintenance and Matriculation (MAM) in order to sit for the exam.</p>	<p>the exam.</p> <p>A student must pass <u>both parts of the Qualifying Exam</u> before entering the final required core class, CRJ 730.</p> <p>A student is allowed a <u>second attempt at passing each part of the Qualifying Exam</u>. Any student who fails a <u>part of the Qualifying Exam</u> twice may be dismissed from the program. However, in unusual circumstances and at the <u>discretion</u> of the program director, a student may be <u>permitted to take a part of the examination a third time</u>, provided that a plan of study has been approved by the CRJ program director. Students taking the <u>Qualifying Exam</u> in a semester in which they are not registered for classes must register for Maintenance and Matriculation (MAM) in order to sit for the exam.</p>	
--	--	--

Does this change affect any other program?

No Yes

If yes, what consultation has taken place?

JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York

CHANGE IN EXISTING GRADUATE COURSE

This form should be used for revisions to course titles, prefixes/numbers, descriptions, and/or prerequisites. **For small course content changes please also submit a syllabus.** For significant content changes, a New Course Proposal form may be required instead. Please email the completed form to the Associate Dean of Graduate Studies at rmeeks@jjay.cuny.edu.

Date Submitted to the Office of Graduate Studies:

Date of Program Approval: September 7, 2016

Date of CGS Approval: 9/13/16

1. Contact information of proposer(s):

Name(s)	Email(s)	Phone number(s)
Avram Bornstein	abornstein@jjay.cuny.edu	X8287

2. Proposed changes. Please complete the entire "FROM" column. Only complete the proposed changes in the "TO" column.

FROM (strikethrough the changes)		TO (<u>underline</u> changes)	
Program	CRJ MA	Program	
Course	CRJ 730	Course	
Pre- and/or Corequisites (specify which are pre, co, or both)	CRJ 710, CRJ 711, CRJ 715, CRJ 716 and the CRJ Comprehensive Exam	Pre- and/or Corequisites (specify which are pre, co, or both)	CRJ 710, CRJ 711, CRJ 715, CRJ 716 and the CRJ <u>Qualifying Exam Parts A & B.</u>
Hours		Hours	
Credits	3 credits	Credits	
Description		Description	
		Effective Term	

3. Rationale for the proposed change(s): This prerequisite change is necessary to reflect changes made to the exam structure for the CRJ MA.

4. Does this change affect other programs?

No Yes

If yes, what consultation has taken place?

Proposal to Add NC as Grade Option for Graduate Courses (Revised)
Office of Graduate Studies
Fall 2016

Date of CGS Approval: 9/13/16

To better facilitate the current policy on incompletes in graduate classes, Graduate Studies proposes the addition of the “NC” grade.

FROM:

2015-2016 Graduate Bulletin section “Grades”

Grades

Grade	Explanation	Index Value
A	Excellent	4.0
A–		3.7
B+		3.3
B	Good	3.0
B–		2.7
C+		2.3
C	Unsatisfactory	2.0
C–		1.7
F	Failure	0.0
P	Pass	-
INC	Incomplete	-

Please note that no grade can be eliminated from a grade point average by retaking a course.

Grade of INC (Incomplete)

A grade of INC is given in lieu of a grade only in exceptional circumstances for students who have been doing satisfactory work and have been unable to complete course requirements. Students who receive an Incomplete must fulfill their academic obligation within one calendar year of the end of the semester in which the grade of Incomplete is given. In extraordinary circumstances and with the approval of the Dean of Graduate Studies or the Vice President for Enrollment Management, the time limit may be extended one additional year. Incompletes unresolved in the above-mentioned time period become permanent entries in students’ records as an Incomplete (no-credit) and may not be changed thereafter. A maximum of three grades of

Incomplete may be converted to regular grades during the course of a student's enrollment in graduate studies at John Jay College. In rare circumstances, more than three grades of Incomplete may be converted to regular grades with the approval of the Dean of Graduate Studies or the Vice President for Enrollment Management.

Incomplete grades that are not resolved within the above-mentioned time period become permanent Incompletes. Such grades will not be counted in the student grade point average. No credit is awarded for Incompletes that have not been appropriately resolved.

TO:

Grades

Grade	Explanation	Index Value
A	Excellent	4.0
A-		3.7
B+		3.3
B	Good	3.0
B-		2.7
C+		2.3
C	Unsatisfactory	2.0
C-		1.7
F	Failure	0.0
P	Pass	-
INC	Incomplete	-
<u>NC</u>	<u>No Credit</u>	=

Please note that no grade can be eliminated from a grade point average by retaking a course.

Grade of INC (Incomplete)

A grade of INC is given in lieu of a grade only in exceptional circumstances for students who have been doing satisfactory work and have been unable to complete course requirements. Students who receive an Incomplete must fulfill their academic obligation within one calendar year of the end of the semester in which the grade of Incomplete is given. In extraordinary circumstances and with the approval of the Dean of Graduate Studies or the Vice President for Enrollment Management, the time limit may be extended one additional year. Incompletes unresolved within in the above-mentioned time period become permanent entries in students'

records as ~~an Incomplete~~ NCs (no-credit) and may not be changed thereafter. A maximum of three grades of Incomplete may be converted to regular grades during the course of a student's enrollment in graduate studies at John Jay College. In rare circumstances, more than three grades of Incomplete may be converted to regular grades with the approval of the Dean of Graduate Studies or the Vice President for Enrollment Management.

~~Incomplete grades that are not resolved within the above-mentioned time period become permanent Incompletes. Such grades will not be counted in the student grade point average. No credit is awarded for Incompletes that have not been appropriately resolved.~~

Grade of NC (No Credit Granted)

A grade of NC indicates that an INC received in a graduate course has not been resolved by the deadline. No credit is awarded for an NC, and an NC has no impact on a student's grade point average.

Rationale:

According to current policy, INCs in graduate classes become permanent after one year (or, in extraordinary circumstances, two years) but remain "INC" on a student's record. INCs are always considered by CUNYfirst to be in progress, which means that students who want to register for a course in which they have permanent INCs from a previous term must be manually enrolled by Registrar's Office personnel at the request of the Office of Graduate Studies. The NC grade is proposed to alleviate this administrative burden by functioning like an INC in that it has no GPA consequence but also indicates that the course is no longer in progress. CUNYfirst can also be automated so that INCs resolve to NCs after one year without any manual intervention. NC can therefore serve as an indicator of unresolved incomplete that will allow a student to register for a future section of a class without intervention by graduate programs, the Office of Graduate Studies, and the Registrar's Office.

Though indicating a permanent incomplete, an NC could, like any other grade, be changed to a letter grade or INC in appropriate circumstances using established change-of-grade procedures.

The proposed change to the policy on incompletes also removes some redundancy in the bulletin entry and moves the statement regarding credit awarded and GPA impact to the description of the NC.

To: John Jay College of Criminal Justice – College Council Committee

From: Cary Sanchez-Leguinel, Ph.D., Chair, on behalf of the Department of Counseling faculty

Date: September 14, 2016

RE: Request for Departmental Name Change: Department of Counseling to **Department of Counseling and Human Services**

The Department of Counseling faculty formally requests a change in name to the Department of Counseling and Human Services. Historically, serving as a hybrid department, faculty shared both teaching and counseling responsibilities; our department name appropriately described the specificity and uniqueness of its work and curriculum. However, over the past several years, the department recognized the need to broaden the curriculum to better prepare for entry level employment in a diverse array of social service and community settings. To these ends, the department redirected efforts to professionally educate students in the newly emerging and distinct discipline of Human Services, where projected job opportunities that intersect with criminal justice, are extremely favorable. The revision and expansion of course offerings ultimately led the department's decision to formally change the name of its "minor" from Counseling to Human Services. The year 2015, was a unique time in the Department's history. With Provost Bower's vision, leadership, and, support the Department of Counseling was restructured, releasing faculty from their clinical counseling duties in exchange for a traditional teaching work load. Enhanced faculty morale and newly found time, fueled the department's deepening commitment to the field of Human Services. In collaboration with SEEK and Africana Studies faculty, we have been actively engaged in finalizing a proposal to establish a Bachelor's degree in Human Services and Community Justice, which will be submitted to the UCASC this semester.

Recognizing the multi-faceted and expanding nature of our department and discipline, faculty anticipated that the current name would cause difficulty in branding and describing its future conceptual mission. As a result, after a series of consultations, faculty voted unanimously, on August 30, 2016 to formally request that Human Services be included in its title, thus changing its name from the Department of Counseling to the **Department of Counseling and Human Services**. Human Services as a discipline is rapidly professionalizing and supported by the proliferation of degree programs, professional organizations, and a relatively new national accrediting body. The department's desire to have a more distinguishing nexus between the department name and this emerging discipline helps to insure the programs relevancy, focus, desirability, and reputation. The language chosen to define the new name mirrors the competitive marketplace of other educational Human Services programs. More accurately, defining the department in terminology that prospective students know will serve to attract transfer students coming from the seven CUNY community colleges currently offering Human Services associate degrees. Including Human Services in the department's name will serve to build constituencies with professionals in the field, and is expected to be particularly meaningful as the department seeks formalized national accreditation for the Human Services and Community Justice program being proposed.

The Department of Counseling faculty respectfully requests approval of this change.

To: The College Council

From: The Faculty Senate

September 28, 2016

The following document is the College's official procedure for selecting individuals to receive an honorary degree from John Jay College. The procedure was proposed by the Faculty Senate in 1989 and was adopted as College policy by the College Council in that same year.

The proposed changes are to add the words that are underlined and to delete the words that have a line through them:

John Jay College Procedure for Awarding Honorary Degrees

Honorary degrees shall be awarded in accordance with the City University of New York Bylaws and the Guidelines of the Board of Trustees. The procedure shall be as follows:

1. Any member of the John Jay community may nominate a person for an honorary degree. To be valid, nominations for honorary degrees must be received by the Committee on Honorary Degrees by a date established and publicized to the College community by the Committee.
2. a. The Committee on Honorary Degrees shall consist of seven tenured full-time members of the faculty, who hold the rank of assistant, associate, full, or distinguished professor, and who are nominated by, but not restricted to, members of the Faculty Senate and who are elected by the ~~full-time faculty in a mail~~ Faculty Senate by secret ballot to serve three-year terms. Members of the Committee may stand for election to additional three-year terms, upon nomination by the Faculty Senate. ~~The counting of ballots shall be conducted by the Committee on Faculty Elections.~~
- b. The members of the Committee on Honorary Degrees shall elect the chairperson of the Committee, for a two-year term, from among the members of the Committee. The Chair may be elected by the Committee for additional 2-year terms.
3. The Committee on Honorary Degrees shall examine, on a confidential basis and, except for the chairperson of the Committee, without knowledge of the identity of the nominators, the credentials of nominees for honorary degrees and shall recommend, in a timely fashion, worthy candidates to the Faculty Senate.

4. The Faculty Senate shall meet in closed session, which shall be open only to members of the Faculty Senate and any guest(s) invited by the Senate or its Executive Committee, to consider the candidates recommended by the Committee. After confidential deliberation, and without knowledge of the identity of the nominators, the Faculty Senate shall vote on the proposed candidates and shall forward the names of those candidates who have been approved for an honorary degree by a three-quarters affirmative vote of those members of the Faculty Senate present and voting to the President of the College for his or her approval and transmission to the Chancellor and the Board of Trustees for their approval.
5. If the number of honorary degree candidates approved by the Faculty Senate exceeds the number of honorary degrees that the CUNY Board of Trustees permits be granted at an academic convocation or commencement ceremony, then the Faculty Senate shall vote by secret ballot to rank order the approved candidates and shall transmit its recommendations to the President
6. It shall be the responsibility of the President of the College, or of his or her designee, to inform forthwith each candidate approved by the Faculty Senate and by the President to receive an honorary degree that he or she has been so selected. In addition, the President of the College, or designee, shall inform the candidate that the conferral of the honorary degree is conditional on the approval of the CUNY Chancellor and of the CUNY Board of Trustees and that it is also conditional on the candidate's attendance at the commencement or convocation ceremony at which the award is to be conferred, which is a requirement of the CUNY Board of Trustees.
7. If a candidate approved by the Faculty Senate and informed by the President of the College agrees to accept the honorary degree but is unable to attend the commencement ceremony or convocation, then the invitation shall be extended by the President of the College until the following commencement or convocation, but such an extension shall be for a maximum of three years.
8. Candidates approved by the Faculty Senate and by the President of the College may be invited by the President to receive an honorary degree for a period of up to three years from the date of Faculty Senate approval. In this way, there can be established and maintained a queue of approved candidates which can facilitate the process, given the demanding schedules of such highly meritorious individuals.
9. An invitation or an extension of an invitation to receive an honorary degree shall be rescinded if the Faculty Senate, in consultation with the Committee on Honorary Degrees, or the President of the College, in consultation with the Faculty Senate and the Committee on Honorary Degrees, determines that this is in the best interests of the College. Similarly, a candidate who has been approved but who has not yet been invited may be removed from the queue by the same process as the one described above.
10. The Faculty Senate shall recommend to the President of the College which candidate or candidates shall be invited to speak at the commencement or convocation ceremony,

although it shall be the right of the President to make the final decision as to who shall be the speaker(s).

11. The awarding of honorary degrees shall accord with the principles of pluralism and diversity to which the University is committed.

Faculty - definition: Faculty, for the purposes of this Procedure, comprises those full-time members of the faculty who hold the rank of distinguished professor; professor; associate professor; assistant professor; instructor; lecturer; distinguished lecturer.

Explanation: This revision is being proposed by the Faculty Senate. When the Faculty Senate originally proposed this Honorary Degree procedure to the College Council for its adoption as College policy in 1989, the full-time faculty numbered approximately 170 members; it now numbers approximately 400. Accordingly a mail ballot to the entire full-time faculty has become a heavy operational burden for the Faculty Senate. Also, the Faculty Senate at that time comprised 35 members; it now comprises 47 members, a much larger body of John Jay faculty. Just as the Faculty Senate now selects the faculty members of College Council committees and of executive search committees, and just as it elects the members of its own committees, it is appropriate that it elect the members the Committee on Honorary Degrees, which is a Faculty Senate committee.

College Council Attendance Percentages 2015-2016

Total members with alternates = 80
Faculty = 42
Students = 14
HEOs = 5
Statutory = 8
Alternates = 11

Alternates italicized
Did not serve full term and/or replaces an appointed member

Absent 3 or More Meetings

	9/21	10/15	11/24	12/14	2/11	3/10	4/20	5/10	Present
Alford, Schevaletta	1	1	X	1	1	1	X	1	75%
Barberet, Rosemary	1	1	1	1	1	1	X	1	88%
Belcher, Ellen	X	1	1	X	1	1	1	1	75%
Benton, Warren	1	X	1	1	1	1	1	1	88%
Clowers, Marsha	1	X	X	X	X	X	X	X	13%
Corthals, Angelique	1								100%
Dietrich, Sven	1	1	X	X	X	1	1	1	63%
DiGiovanna, James	1	1	1	1	1	1	1	1	100%
Domashevskiy, Artem	1	1	1	X	1	1	1	1	88%
Dunham, Janice	1	1	1	1	1	1	1	1	100%
Dysart, Jennifer	X	X	1	1	1	X	1	1	63%
Farrington, Lisa	X	1	X	X	1	1	X	1	50%
Freiser, Joel		X	1	1	1	1	X	1	71%
Furst, Robert	X	1	X	1	1	1	X	1	63%
Gates, Jay	1	X	X	1	1	1	1	1	75%
Gideon, Lior	X	X	1	X	1	1	1	1	63%
Gray, Jonathan	X	1	X	1	X	X	1	X	38%
Green, Amy	1	1	X	1					75%
Gutierrez, John	1	X	1	1	1	1	1	1	88%
Haberfeld, Maki	1	X	1	X	1	1	X	1	63%
Hamilton, Jay	1	1	1	1	1	1	1	1	100%
Kaplowitz, Karen	1	1	1	1	1	1	1	1	100%
Kiriakova, Maria	X	1	X	1	1	1	1	1	75%
Kontos, Louis	X	1	X	X	1	1	1	1	63%
Kucharski, Tom	X	X	X	X	1	X	1	1	38%
Ma, Yue	X	1	1	1	1	1	1	1	88%
Maiorino, Vincent	1	1	1	X	1	X	X	1	63%
Markowitz, Gerald					1	X	1	1	75%
McDonald, Roger	1	1	1	1	1	1	1	1	100%
Melendez, Mickey	1	1	1	1	1	X	1	1	88%
Munns, David	1	1	X	1					75%
Paulino, Edward					1	X	X	X	25%
Pezzella, Frank	X	X	X	X	X	X	X	X	0%
Remeza, Dainius	X								0%
Rincon, Belinda	X	1	X	X	1	1	1	1	63%
Romero, Raul	X	1	X	X	X	1	1	1	50%
Seda, Ian	X								0%
Shapiro, David	1	1	X	1	1	1	X	1	75%
Sheehan, Francis	1	1	X	1	1	1	1	1	88%
Solis, Carmen	1	1	X	1	1	1	1	1	88%
Stone, Charles	1	X	1	1	1	1	1	1	88%
Tawfeeq, Dante	X	X	1	X	1	X	X	1	38%
Till, Robert	1	X	1	1	1	1	1	1	88%
Umbach, Fritz	X	X	X	X	X	X	X	X	0%
Walker Said, Charlotte	1	X	X	X	1	X	1	X	38%
Weiss, Rebecca		X	1	X	1	X	1	1	57%
Yaverbaum, Daniel	1	X	1	1	X	X	1	1	63%
Byeon, Seonae	1	X	1	1	X	X	X	X	38%
DeTurk, Eric	X								0%
Fatima, Kaniz	1	1	X	X	X	1	X	1	50%
Forbez, Anthony	1	1	1	X	1	X	X	1	63%

Kabir, Faika	1	X	1	1	1	1	X	1	75%
Pandhi, Trushal	1	X	1	1	X	1	X	X	50%
Peychev, Antoan	1	X	X	X	1	1	1	X	50%
Plata, Maria	1	1	1	X	1	1	X	X	63%
Rehman, Muhammad	1	1	X	X	1	1	X	X	50%
Roberts, Kyle	1	1	1	1	1	X	1	1	75%
Robinson, Kadeem	1	1	X	1	1	1	1	X	75%
Urena, Arturo	1	1	1	X	X	X	1	1	63%
Usma, Valentina	1	X	1	X	X	X	X	X	25%
Wright, Marline	1	1	1	1	1	1	X	1	88%
Dikambi, Sandrine	1	1	1	1	X	1	1	1	88%
Marshall, Nancy	1	1	1	X	1	1	1	1	88%
Nesbitt, Kevin	1								100%
Nwosu, Naomi	1	1	1	1	1	1	1	1	100%
Outlaw, Katherine	X	1	1	X	X	1	1	1	63%
Winter, Janet	1	1	1	1	1	1	1	1	100%
Bowers, Jane	X	1	1	1	1	X	1	1	75%
Byrne, Dara					1	1	1	1	100%
Carpi, Anthony	X	X	X	X	X	X	X	X	0%
Cook-Francis, Lynette	1	1	1	1	1	1	1	1	100%
Ketterer, Pat					1	X			50%
Lopes, Anne	1	1	1	1	1	1	1	1	100%
Pignatello, Robert	1	1	X	1					75%
Singh, Raj							1	1	100%
Stoddart, Scott	1	1	1	1					100%
Travis, Jeremy	1	1	1	X	X	1	1	1	75%
Troy, Robert	1	1	1	1	X	1	1	1	88%
<i>Balis, Andrea</i>	1	X	X	1	X	1	1	X	50%
<i>Bornstein, Avram</i>	X	X	X	X	X	X	X	X	0%
<i>Corbett, Glenn</i>	X	X	X	X	X	X	X	1	13%
<i>Curtis, Ric</i>	X	X	X	X	X	X	X	X	0%
<i>Falkenbach, Diana</i>	X	X	X	X	X	X	X	X	0%
Feng, Ming	1	X	1	X	1	1	X	1	63%
<i>Garot, Robert</i>	X	X	X	X	X	X	X	X	0%
Kleinberg, Jacob				X	X	1	X	X	20%
<i>Nemeth, Chuck</i>	X	X	X	X	1	X	1	X	25%
<i>Perez-Rios, Victoria</i>	1	1	X	X	X	X	X	X	25%
<i>Taylor, Betty</i>		X	X	1	1	X	X	X	29%

Total Present	53	46	43	42	54	49	47	56
	66.30%	58.00%	54.00%	53.00%	68.00%	61.30%	59.00%	70.00%
Faculty Present (out of 42)	26	25	22	25	35	28	29	36
	62%	60%	52%	60%	83%	67%	69%	86%
Alternates Present (out of 11)	3	1	1	2	3	3	2	2
	27%	7%	7%	14%	27%	27%	14%	14%
Students Present (out of 14)	13	8	9	6	8	8	4	6
	93%	57%	64%	43%	57%	57%	29%	43%
HEO's Present (out of 5)	5	5	5	3	3	5	5	5
	100%	100%	100%	60%	60%	100%	100%	100%
Statutory Present (out of 8)	6	7	6	6	5	5	7	7
	75%	88%	75%	75%	63%	63%	88%	88%

