

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

COLLEGE COUNCIL

AGENDA & ATTACHMENTS

THURSDAY, OCTOBER 12, 2023

All meetings begin at 1:40 p.m. and are open to the College Community.

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

October 12, 2023 – 1:40 pm

- I. Adoption of the Agenda
- II. Approval of the Minutes of the September 18, 2023 College Council (Attachment A), **Pg.3**
- III. Members of the College Council Committees [Link](#)
 - Daniel Matos will serve as Interim Vice President of Enrollment Management and Student Affairs on College Council, Executive Committee of the College Council, Undergraduate Curriculum and Academic Standards Committee (UCASC), Budget and Planning Committee, Committee on Graduate Studies, and Committee on Honors, Prizes, and Awards.
 - College Council
Daniel Oresanya will serve as the Student Council Secretary and Saira Tariq will serve as Graduate Student Representative.
 - UCASC
Shavonne McKiever will serve as Interim Registrar and Rooseblinda Cardenas will serve as the Anthropology Department representative.
- IV. Report from the Undergraduate Curriculum and Academic Standards Committee (Attachments B1-B2) – Interim Dean of Academic Programs, Andrew Sidman
 - Programs**
B1. New Certificate Program: Cybersecurity Bridge Certificate Program, **Pg.6**
 - Course Revisions**
B2. Bulk Revision, **Pg.14**
 - TOX 425 Techniques of Analytical Toxicology
 - TOX 426 Analytical & Quantitative Toxicology
 - TOX 430 Principles of Pharmacological Toxicology
- V. Report from the Committee on Graduate Studies (Attachment C1) –Interim Dean of Academic Programs, Andrew Sidman
 - New Course**
C1. PAD 7XX (736) Starting a Not-For-Profit Corporation, **Pg.17**
- VI. New Business
- VII. Announcements:
 - Student Council (President Aiisha Qudusi)
 - Faculty Senate (President Karen Kaplowitz)
 - HEO Council (President Catherine Alves)
 - Administrative Announcements (President Karol Mason)

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York

MINUTES OF THE COLLEGE COUNCIL
September 18, 2023

The College Council held its first meeting of the 2023-2024 academic year on September 18, 2023. The meeting was called to order at 1:48 p.m. and the following members were present:

In-Person: Anru Lee, Brian Montes, Chevy Alford, Elsa-Sofia Morote, Elton Beckett, Gregory Sheppard, Heath Grant, Jean Carmalt, Jonathan Epstein, Joseph Maldonado, Karen Kaplowitz, Kate Cauley, Maria (Maki) Haberfeld, Mohammad Islam, Peter Diaczuk, Ray Patton, Robert Till, Stephen Russell, Susan Pickman, Tarun Banerjee, Todd Stambaugh, Veronica Hendrick, Vicente Lecuna, Zhun Xu, Yarik Munoz, Savannah Smith, Aneesa Thomas, Catherine Alves, Janet Winter, Rulisa Galloway-Perry, Samuel Lopez, Allison Pease, Andrew Sidman, Brian Kerr, Karol Mason, Mark Flower, Janice Johnson-Dias, Helen Keier*, Patience Yeboah*, Madhura Bandyopadhyay*, Jennifer Dysart*.

Remotely: Francis Sheehan, Doha Kharma, Catherine Kemp, Marie Springer*, Anthony Carpi*, Sung-Suk (Violet) Yu.

Excused: Charles Stone, Ned Benton*, Angela Crossman*.

Absent: Maria Arndt, Nina Fisher, Aiisha Qudusi, Tiffany Rodriguez, Najmul Islam.

Guests: Tony Balkissoon, Daniel Matos, Kathy Killoran (R), Shavonne McKiever.

* - Alternates

(R)- Remote

- I. Adoption of the Agenda
The motion was assumed by the chair and approved unanimously.
- II. Approval of Members of the College Council Committees
The motion was assumed by the chair and approved unanimously with the following changes:
 - Helen Keier will serve as a HEO representative on the Executive Committee of the College Council and BPC (Budget and Planning Committee);
 - Danny Jamoul will no longer serve as the Student Government Secretary;
 - Elton Beckett will serve on the College Council as a representative of the Department of Africana Studies;
 - Robert Till will serve on the College Council as a representative from the Faculty Senate;

- III. Election of the Secretary to the College Council
The motion was assumed by the chair and approved unanimously to elect Alena Ryjov as the College Council Secretary.
- IV. Election of the 2023-2024 Executive Committee Members
The motion was assumed by the chair and approved unanimously to elect the members of the Executive Committee of the College Council.
- V. Approval of the Minutes of the May 11, 2023 College Council
The motion was assumed by the chair and approved unanimously.
- VI. College Council Orientation – Executive Counsel Tony Balkissoon
The orientation was presented by Executive Counsel Tony Balkissoon.
- VII. Report from the Undergraduate Curriculum and Academic Standards Committee (Attachments C1-C8) – Interim Dean of Academic Programs, Andrew Sidman

Programs

The motion was made to adopt item marked C1. CJA Dual Admission Articulation Agreement with HCC for the AA in Liberal Arts to John Jay Humanities majors (English, Global History, and Humanities and Justice). The motion was seconded and approved unanimously.

The motion was made to adopt item marked C2. Revision to the Theatre Arts Minor. The motion was seconded and approved unanimously.

Course Revisions

The motion was made to vote on items marked C3-C4 as a slate:

C3. CSCI 274 Computer Architecture

C4. CSCI 275 Linux System Administration and Security

The motion was seconded and approved unanimously. The motion was made to approve items C3 and C4. The motion was seconded and approved unanimously.

The motion was made to vote on items marked C5-C6 as a slate:

C5. BIO 101 Paced Modern Biology I-A

C6. CHE 101 General Chemistry I-A

The motion was seconded and approved unanimously. The motion was made to approve items C5 and C6. The motion was seconded and approved unanimously.

The motion was made to adopt item marked C7. SOC 227 Sociology of Mental Illness. The motion was seconded and approved unanimously.

The motion was made to adopt item marked C8. Bulk Proposal for Selected (or Special) Topics Classes to be Repeatable. The motion was seconded and approved unanimously.

- VIII. Report from the Committee on Graduate Studies (Attachments D1-D2) –Interim Dean of Academic Programs, Andrew Sidman

The motion was made to adopt item marked D1. PSY 771 Career Development: Theory & Practice. The motion was seconded and approved unanimously.

The motion was made to adopt item marked D2. PAD 780 Internship. The motion was seconded and approved unanimously.

IX. College Council Calendar 2023-2024

The Council reviewed the Calendar and had no discussion.

X. New Business

No new business was presented.

The meeting was adjourned at 2:22p.m.

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

New Undergraduate Certificate Proposal Form*

1. **Department(s) proposing this minor:** Mathematics and Computer Science
2. **Name of minor:** Cybersecurity Bridge Certificate Program
3. **Credits required:** 18-24.
4. **Description of minor as it will appear in the *Undergraduate Bulletin*** (write in full sentences):

Cybersecurity is an interdisciplinary field that applies the lenses of computer science, security management and criminal justice to secure, defend and investigate enterprise computing and information resources against internal and external threats. The core concepts of cybersecurity are obtained through coursework that includes mathematics, principles of cybersecurity, computer programming, computer architecture, and algorithms. This Cybersecurity Certificate provides in-depth learning opportunities to students pursuing non-computer science related majors to develop their cybersecurity knowledge, skills, and abilities. The certificate provides coverage of topics needed to succeed in cybersecurity-based jobs and graduate programs such as the MS in Digital Forensics and Cybersecurity at John Jay College.

5. **Statement of learning outcomes** (what knowledge and/or skills should all students have acquired upon completion of the minor?):

Students will:

- Use computer programming to critically evaluate, visualize and organize data pertaining to a variety of complex real world and societal problems.
- Use and apply a variety of practical/hands-on/research approaches to efficiently secure and manage computer operating systems and investigate security problems.
- Communicate effectively by integrating theory, research, and policy in written reports and presentations.
- Analyze the complex relationship between hardware and software using practical and hands-on laboratory experience.

6. **Rationale/justification for the certificate program** (why is this certificate program important to include in the College’s curriculum? What benefits do students derive from taking this certificate?):

The undergraduate Cybersecurity Bridge certificate prepares students with the foundational knowledge, skills and abilities needed to pursue advanced technical curriculum in cybersecurity and digital forensics. The certificate prepares students for graduate programs in computer science and cybersecurity related fields, specifically in the MS program in Digital Forensics and Cybersecurity (D4CS) offered at John Jay. Currently the MS program in D4CS admits students with computer science and related bachelor’s degree majors. The program directors receive admission inquiries from John Jay and other students with Criminal Justice, Security Management and other undergraduate majors. These students are currently directed to the two-semester Graduate CSI Bridge Advanced Certificate, delaying their intake into the MS program by a year. This certificate program will allow students to develop the skills they need while they are still completing their undergraduate degrees, giving them the qualifications needed to directly apply to the MS immediate after graduating with their bachelor’s degree. Students can complete the certificate after graduating as well.

1. **List of courses constituting the minor with required pre-requisites** (Indicate the core requirements, capstone course, etc):

Please note: new courses developed for minors must be approved prior to (or concurrent with) the submission of the proposal for the minor. New courses will be subject to the usual approval process.

Required Courses	Prerequisites
MAT 105: College Algebra	Placement based on High School preparation
MAT 141: Precalculus	MAT 105 OR Placement into MAT 141 based on high school preparation
SEC 107 Intro to Cybercrime: Theories & Applications	-
CSCI 171 The Nature of Computers and Computing	-
CSCI 172 Introduction to Data Analysis	CSCI 171
CSCI 274 Computer Architecture	ENG 101; CSCI 271 or CSCI 171
CSCI 275: Linux Systems Administration	ENG 101; and CSCI 171 or CSCI 271
CSCI 3XX (325) Research Methods in Cybersecurity (this course has been submitted and reviewed by the Courses Subcom)	ENG 201, CSCI 172 or CSCI 272. This course is open to students admitted in the 5-year BS-MS in Digital Forensics and Cybersecurity or the Undergraduate certificate in Cybersecurity Bridge or permission from the department

7. Administration of the certificate:

- a. **Name, location, phone number, and email address of the certificate advisor** (to be used in college publications):

Prof. Hunter Johnson (hujohnson@jjay.cuny.edu) and Prof. Matluba Khodjaeva (mkhodjaeva@jjay.cuny.edu)

- b. **Requirements for admission and/or completion of the minor if any** (i.e. GPA, course grades, deadlines, etc.):

Students must have an overall GPA of 3.0 or above to be admitted to this certificate program.

Students who complete this certificate with a GPA of at least 2.0 can earn the certificate. Students should maintain at least a 3.0 GPA in the certificate to qualify for admission to graduate programs such as the MA in Digital Forensics and Cybersecurity.

8. Statement on expected enrollment and resources required:

There are around 3,500 students in the Criminal Justice BA and BS majors and the BA in International Criminal Justice and about 100 in Security Management major. In EAB Navigate, approximately 2,100 of these students have a 3.0 GPA or above who are enrolled for Spring 2023. It is expected that a guestimate of 1.5-2% of the students will be interested in taking this certificate – 50 per year. Success rates in MAT 105 for non-science majors are low. Therefore, we have estimated enrollment of approximately 50-75 students after three years.

9. **Evaluate the library resources available to support this minor** (paragraph form, please include the names of specific resources as appropriate)

The certificate program will use the same resources that are available to Computer Science and Information Security majors and minors. This includes computer science related books and periodicals available in the library catalog, and databases such as the IEEE Xplore, ACM Digital Library and Scopus.

Identify new library resources that are needed (provide bibliography):

No additional library resources will be needed

10. **Evaluate the facilities, computer labs, or other resources needed to support this minor:**

The certificate program students will use the computer labs and resources which are available to the Computer Science and Information Security majors and minors.

This includes CLSS labs and the Math and Computer Science Resource center facility and lab. Additional sections of CSCI 275 Linux System Administration may be needed if enrollment develops as estimated.

11. **Summarize consultations with other departments that may be affected:**

The Department of Security, Fire and Emergency Management's curriculum committee has reviewed this proposal and approved it. Prof Marie-Helen Maras is the primary contact in Security, Fire and Emergency Management.

12. **Name(s) of the Chairperson(s):**

Douglas Salane

Provide the meeting date at which the departmental curriculum committee has approved this proposal. **Meeting date:** 1/6/2023

Date submitted: __1/6/2023_____

Cybersecurity Certificate (Bridge Program)

Cybersecurity is an interdisciplinary field that applies the lenses of computer science, security management and criminal justice to secure, defend and investigate enterprise computing and information resources against internal and external threats. The core concepts of cybersecurity are obtained through coursework that includes mathematics, principles of cybersecurity, computer programming, computer architecture, and algorithms. The Cybersecurity Bridge Certificate provides in-depth learning opportunities to students pursuing non-computer science related majors to develop their cybersecurity knowledge, skills, and abilities. The certificate provides comprehensive coverage of topics needed to succeed in cybersecurity-based jobs and graduate programs such as the MS in Digital Forensics and Cybersecurity at John Jay College.

Learning Outcomes. Upon completion of the Cybersecurity Bridge Certificate, students will:

- Use computer programming to critically evaluate, visualize and organize data pertaining to a variety of complex real world and societal problems.
- Use and apply a variety of practical/hands-on/research approaches to efficiently secure and manage computer operating systems and investigate security problems.
- Communicate effectively by integrating theory, research, and policy in written reports, and presentations.
- Analyze the complex relationship between hardware and software using practical and hands-on laboratory experience.

Matriculated students who complete this certificate program receive a Certificate in Cybersecurity (Bridge) from John Jay College, which has been registered with the Board of Trustees of The City University of New York and the New York State Department of Education upon successful completion of coursework and a practicum.

Rationale. The undergraduate Cybersecurity Bridge Certificate program prepares students with the foundational knowledge, skills and abilities needed to pursue advanced technical curriculum in cybersecurity and digital forensics. The certificate prepares students for graduate programs in computer science and cybersecurity-

related fields, specifically for the MS program in Digital Forensics and Cybersecurity (D4CS) offered at John Jay.

Credits required. 18-24

Format and offerings: Certificate courses are offered primarily in person or hybrid. This certificate can be completed in 4 semesters taking courses during the fall and spring semesters or less by using the summer session. See Sample Program of Study.

Program and minor coordinators. Professors Hunter Johnson (212.237.8846, hujohnson@jjay.cuny.edu) and Matluba Khodjaeva, (212.237.8087, mkhodjaeva@jjay.cuny.edu), Department of Mathematics and Computer Science

Requirements. A maximum of two courses can overlap with a student's major, other minors or programs. Students can use transfer courses for up to 50% of the certificate. Students may be able to substitute for or place out of the Foundational Courses if they have completed a higher-level calculus course.

Applied Mathematics and Computer Science & Information Security majors **cannot** take this Cybersecurity Bridge Certificate due to the amount of course overlap between the programs.

Students can continue to earn the Certificate in Cybersecurity after they have earned their bachelor's degree.

Master's Program Admissions: Students can earn this certificate with a minimum 2.0 GPA. Graduate programs including John Jay's MA in Digital Forensics and Cybersecurity typically require students to have an overall GPA of 3.0 and a certificate GPA of 3.0 to be admitted.

FOUNDATIONAL COURSES

SUBTOTAL: 0-6 CR.

Required, depending on math placement or background.

MAT 105	College Algebra
MAT 141	Pre-Calculus

Advisors note. Students accepted into the certificate program must take MAT 105 in the first semester. Students should strive to achieve a B- or higher in MAT 105. If a student has completed a higher-level calculus course, that can apply in lieu of MAT 105 and/or MAT 141. See the certificate coordinator.

REQUIRED COURSES**SUBTOTAL: 18 CR.**

CSCI 171 The Nature of Computers and Computing
CSCI 172 Introduction to Data Analysis (prerequisite: CSCI 171)
CSCI 274 Computer Architecture (prerequisite: CSCI 171 or CSCI 271)
CSCI 275 Linux Systems Administration (prerequisite: CSCI 171 or CSCI 271)
CSCI 3XX Cybersecurity Research Methods and Tools (in review by UCASC)
SEC 107 Introduction to Cybercrime: Theories and Applications

Students who have taken CSCI 271 Intro to Computer Science and/or CSCI 272 Object-oriented Programming can substitute them for CSCI 171 or CSCI 172.

TOTAL CREDIT HOURS: 18-24

Table 1: Certificate in Cybersecurity Bridge Program Schedule

- Indicate **academic calendar** type: X Semester Quarter Trimester Other (describe):
- Label each term in sequence, consistent with the institution’s academic calendar (e.g., Fall 1, Spring 1, Fall 2)
- Use the table to show **how a typical student may progress through the program**; copy/expand the table as needed.

Term: Fall 1				Term: Spring 1			
Course Number & Title	Credits	New	Prerequisite(s)	Course Number & Title	Credits	New	Prerequisite(s)
MAT 105 College Algebra	3	<input type="checkbox"/>	Placement	MAT 141 Pre-calculus	3	<input type="checkbox"/>	MAT 105 or placement
CSCI 171 Nature of Computers & Computing	3	<input type="checkbox"/>	None	CSCI 172 Intro to Data Analysis	3	<input type="checkbox"/>	CSC 171
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
Term credit total:	6			Term credit total:	6		
Term: Fall 2				Term: Spring 2			
Course Number & Title	Credits	New	Prerequisite(s)	Course Number & Title	Credits	New	Prerequisite(s)
SEC 107 Introduction to Cybercrime	3	<input type="checkbox"/>	None	CSCI 275 Linux Systems Admin	3	<input type="checkbox"/>	CSCI 171 or CSCI 271
CSCI 274 Computer Architecture	3	<input type="checkbox"/>	CSCI 171 or CSCI 271	CSCI 3XX (325) Cybersecurity Research Methods and Tools	3	X <input type="checkbox"/>	CSCI 172 or CSCI 272
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
		<input type="checkbox"/>				<input type="checkbox"/>	
Term credit total:	6			Term credit total:	6		
Program Totals:		Credits:18-24					

New: indicate if new course

Prerequisite(s): list prerequisite(s) for the noted course

JOHN JAY COLLEGE OF CRIMINAL JUSTICE
The City University of New York
Undergraduate Curriculum and Academic Standards Committee

Course Revision Form

This form should be used for revisions to course titles, prefixes/numbers, course descriptions, and/or prerequisites. For small course content changes please also submit a syllabus. (Please note: for significant content changes you may be asked to complete a New Course Proposal Form). **For inclusion in the CUNY Pathways General Education program at John Jay please include a syllabus and the CUNY Common Core or John Jay College Option Form.**

Please submit to Kathy Killoran (kkilloran@jjay.cuny.edu) via email in the Office of Undergraduate Studies.

Date Submitted: 05/17/2023

1. Name of Department or Program: Sciences

2. Contact information of proposer(s):

Name(s): Shu-Yuan Cheng
 Email(s): shcheng@jjay.cuny.edu
 Phone number(s): 646-557-4637

3. Current number and title of courses:

TOX 425 Techniques of Analytical Toxicology
TOX 426 Analytical and Quantitative Toxicology Laboratory
TOX 430 Principles of Pharmacological Toxicology

4. Current course descriptions:

TOX 425 Techniques of Analytical Toxicology

This course will present concepts, theories, and issues in analytical toxicology. It covers the protocols of sample handling, sample preparation (such as digestion, extraction, and derivatization), and the principles behind various analytical techniques. Application of these techniques (such as chromatography, immunoassay, spectrophotometry, and mass spectrometry) for qualitative and quantitative purposes will be discussed. Scientific ethical issues regarding how toxicologists handle data integrity and reliability, sample confidentiality, animal use, and human subject protection will be discussed in the course.

TOX 426 Analytical and Quantitative Toxicology Laboratory

This course is designed to provide students with: 1) the fundamental approaches necessary to investigate toxicological problems; 2) the theoretical foundations of the methods used by

forensic and toxicology labs as well as by pharmaceutical companies; and 3) the knowledge necessary to apply essential toxicological methods in real-world settings. Topics included in this laboratory course will cover methods for the isolation, purification, characterization and quantification of chemical compounds as well as training in good lab habits, data collection, note taking, and data analysis.

TOX 430 Principles of Pharmacological Toxicology

This course covers the basic principles of pharmacology - the study of drug effects on living systems - applied to the field of toxicology. Emphasis will be placed on the effects of common drugs and poisons encountered in our daily lives. The toxic actions of the major drug classes are studied along with their pharmacological consequences. Students will develop an understanding of drug actions including the principles of pharmacokinetics, the applications of pharmacokinetic/pharmacodynamic data to reduce uncertainty as well as their physiological and cellular basis.

a. Number of credits:

TOX425: 3
TOX426: 2
TOX430: 3

b. Number of class hours (please specify if the course has lab hours):

TOX425: 3 hours lecture
TOX426: 6 hours lab
TOX430: 3 hours lecture

c. Current prerequisites:

TOX425: ENG 201, BIO 355, CHE 315, TOX 313
TOX426: ENG 201, BIO 355, CHE 315, TOX 313; Pre- or co-requisite: TOX 425
TOX430: ENG 201, BIO 355, CHE 315, TOX 313

5. Describe the nature of the revision (what are you changing?): Replace BIO 355 Human Physiology (3 credits) with BIO 375 Human Anatomy and Physiology I (4 credits) as these course prerequisite requirements

6. Rationale for the proposed change(s): BIO 375 (Human Anatomy and Physiology I) is a newly added required core course for Toxicology major replacing BIO 355. Students will no longer be taking BIO 355 for the Toxicology major.

7. Text of proposed revisions (use NA, not applicable, where appropriate):

a. Revised course description: NA

b. Revised course title: NA

c. Revised short title (the original can be found on CUNYFirst, max of 30 characters including spaces!): NA

d. Revised learning outcomes: NA

e. Revised assignments and activities related to revised outcomes: NA

f. Revised number of credits: NA

g. Revised number of hours: NA

h. Revised prerequisites:

TOX425: ENG 201, ~~BIO 355~~, CHE 315, TOX 313, **BIO375**

TOX426: ENG 201, ~~BIO 355~~, CHE 315, TOX 313, **BIO375**; Pre- or co-requisite: TOX 425

TOX430: ENG 201, ~~BIO 355~~, CHE 315, TOX 313, **BIO375**

8. Enrollment in past semesters: Student enrollment in these three classes is approximately 10 in each course.

9a. Will this course be offered as part of the new JJ General Education program (CUNY Common Core or College Option)?

No Yes _____ If yes, please indicate the area:

10. Does this change affect any other departments?

No _____ Yes (if so what consultation has taken place)?

11. Date of Department or Program Curriculum Committee approval: May 17, 2023

12. Name of Department Chair(s) or Program Coordinator(s) approving this revision proposal:

Shu-Yuan Cheng, Chairperson and Major Coordinator

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

PROPOSAL FOR A NEW GRADUATE COURSE

When completed and approved by the appropriate Graduate Program, this proposal should be submitted to the Office of Academic Programs for the consideration of the Committee on Graduate Studies. The proposal form, along with a syllabus, should be submitted via email as a single attachment to Academic Program Specialist, Anna Austenfeld, aaustenfeld@jjay.cuny.edu.

Date submitted to the Office of Graduate Studies: June 23, 2023

Date of Program Approval: November 1, 2021

Date of CGS Approval: September 8, 2023

1. Contact information of proposer(s):

Name(s)	Email(s)	Phone number(s)
Adam Scott Wandt	awandt@jjay.cuny.edu	646-256-8734

2. Course details:

Program Name	Advanced Certificate in Social Entrepreneurship and Innovation
Course Prefix & Number	PAD 7xx (736)
Course Title	Starting A Not-For-Profit Corporation
Catalog Description	This course is designed to provide a practical overview involving starting a small to medium size Not-For-Profit (Nonprofit) corporation in New York State. Students will gain knowledge and conduct exercises involving proposing, forming, and fundraising and marketing their own original Nonprofit idea. Students will propose their own Nonprofit, draft the relevant formation documents, forms to apply for 501(c)(3) status, Articles of Incorporation, bylaws, operating procedures, fundraising plan and marketing strategy. At the end of the course, students will create a private website to hypothetically represent their Nonprofit to the public.
Pre- and/or Corequisites (specify which are pre, co, or both)	
Credits	3
Contact Hours (per week)	3
Lab Hours	0

- 3. Rationale for the course** (will be submitted to CUNY in the Chancellor's Report). Why should this program offer this course? (Explain briefly, 1-3 paragraphs).

Not-For-Profit Corporations are critical for fundraising, research and delivering services to vulnerable populations. Educating students in the laws, regulations, and operational details of starting a not-for-profit corporation will improve their knowledge base and interest in starting them in the future.

4. Degree requirements satisfied by the course:

The course is required for students in the Advanced Certificate in Social Entrepreneurship and Innovation.

5. Has this course been taught on an experimental basis?

Yes ___X___ No _____

If yes, please provide the following:

- I. Semester(s) and Year(s): Summer 2021
- II. Teacher(s): Adam Scott Wandt
- III. Enrollment(s): 14
- IV. Prerequisite(s): None

6. Learning Outcomes:

- a.** What will students be able to demonstrate knowledge or understanding of or be able to do by the end of the course?

In proposing the creation of a nonprofit that addresses a need within their community:

- Students will develop impactful social enterprise ideas
- Students will apply social innovation tools and frameworks in the development of their nonprofit.
- Students will synthesize best practices in creating a mission statement and statement of purpose for their selected nonprofit
- Students will apply New York state nonprofit law in drafting proper articles of incorporation and bylaws for their nonprofit
- Students will learn the business and financial models of existing organizations
- Students will apply those models to the development of business and financial model of their nonprofit
- Students will develop fundraising and marketing strategies for a nonprofit corporation

- b.** How do the course outcomes relate to the program's outcomes?

This course will be a required course in the Social Entrepreneurship and Innovation Advanced Certificate and will contribute to this certificate program's mission of supporting students in learning to solve existent problems and drive mission impact through social innovation and entrepreneurship. This course will instruct students in how

to address key social problems in their communities or in the world by developing and launching a nonprofit, which is a socially entrepreneurial organization, as well as developing partnerships with other socially oriented organizations. As students learn from the operational models of existing nonprofit organizations, they will have blueprints and case studies on which to base their own socially-oriented organizations and enterprises.

c. Assessment:

How will students demonstrate that they have achieved the learning outcomes of the course?

Learning Outcome Copy	The assignment
<p>Students will develop impactful social enterprise ideas</p> <p>Students will apply social innovation tools and frameworks in the development of their nonprofit.</p>	Student Assignment: What Nonprofit Would You Start?
Students will synthesize best practices in creating a mission statement and statement of purpose for their selected nonprofit.	Student Assignment I (Mission Statement and Statement of Purpose)
Students will apply New York state nonprofit law in drafting proper articles of incorporation and bylaws for the nonprofit.	Student Assignment II (Articles of Incorporation, Bylaws, SOPs, 501C(3))
<p>Students will learn the business and financial models of existing organizations</p> <p>Students will apply those models to the development of business and financial model of their nonprofit</p> <p>Students will develop fundraising and marketing strategies for a nonprofit corporation</p>	Student Assignment III (Fundraising and Marketing Plan)

- d.** How will students demonstrate that they have achieved the learning outcomes of the course? Students will build their own (fictional) not-for-profit corporation from the ground up. They will design all legal forms, articles, bylaws, fundraising, and marketing plans. Students will finish the course with a working blueprint for their (fictional) not-for-profit corporation that can be implemented on their own.

7. Proposed texts and supplementary readings (including ISBNs):

- 1) Aaron Sanders, How to Start, Run & Grow A Successful Nonprofit Organization, Lost River Publishing House (2018) ISBN: 978-1-721-58762-9
- 2) Kivi Leroux Miller, The Nonprofit Marketing Guide, Jossey-Bass Nonprofit (2010) ISBN: 978-0-470-53965-1
- 3) Erik Hanberg, The Little Book of Boards: A Board Member's Handbook for Small (and Very Small) Nonprofits, Side x Side Publishing (2015) ISBN: 978-1-507-66881-8

Library resources for this course: Please consult with a member of the Library faculty before completing the following sections of this question. Please provide the name of the Librarian consulted below. Jeffrey Kroessler

8. Identify and assess the adequacy of available library resources

a. Databases

Business Source Complete, and Gale e-Books

b. Books, Journals and eJournals

Several journal articles are required for the course. They are listed in the readings within the syllabus. They are all available via the library online system or Google scholar.

9. Identify recommended additional library resources

n/a

10. Estimate the cost of recommended additional library resources (For new courses and programs): \$0

11. Please list any specific bibliographic indices/databases to which students will be directed for this course. (Please check the list of databases licensed by the library before answering this question).

12. Are current College resources (e.g. Computer labs, facilities, equipment) adequate to support this course?

Yes _____ XXX _____ No _____

If no, what resources will be needed? With whom have these resource needs been discussed?

13. Proposed instructors:

Adam Scott Wandt, Assistant Professor, Department of Public Management
Pat Russo, Adjunct Assistant Professor, Department of Public Management

14. Other resources needed to offer this course:

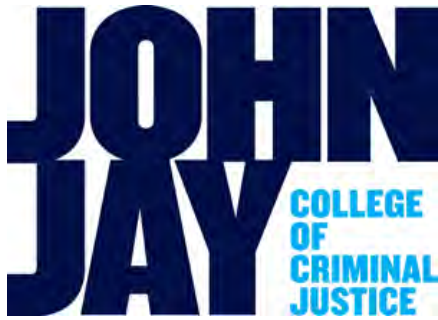
None

15. If the subject matter of the proposed course may conflict with existing or proposed courses in other programs, indicate action taken: N/A

16. Syllabus

Attach a sample syllabus for this course, which should be based on the College's model syllabus, found at: [OGS curriculum website]

The syllabus should include grading schemas and course policies. A class calendar with the following elements: a week-by-week listing of topics, readings with page numbers and all other assignments must be included. If this course has been taught on an experimental basis, an actual syllabus may be attached.



JOHN JAY COLLEGE OF CRIMINAL JUSTICE

524 WEST 59TH STREET, NEW YORK, NY 10019

Starting a Not-For-Profit Corporation PAD 736

FALL 2022

FACULTY INFORMATION:

Instructor: Enter Faculty Name
 Email: Enter Faculty Email
 Office: Enter Faculty Office
 Office Hours: Enter Faculty Office Hours (appointment and/or walk-in)

Classroom: Enter Assigned Classroom
 Class Schedule: Enter Weekly Meeting Times

COURSE OVERVIEW:

This course is designed to provide a practical overview of what is involved in starting a small to medium size Not-For-Profit (Nonprofit) corporation in New York State. Students will gain practical knowledge and conduct exercises involving proposing, forming, fundraising and marketing their own original Nonprofit idea.

Students will learn relevant federal, state, and local laws and regulations for starting a Nonprofit corporation and gain an understanding of the mechanics, innerworkings and substance required to operate a Nonprofit.

They will propose their own Nonprofit, draft the relevant formation documents, forms to apply for 501(c)(3) status, Articles of Incorporation, bylaws, operating procedures, fundraising plan and marketing strategy. At the end of the course, students will know and be able to apply the skills necessary to create a private website to represent a Nonprofit to the public.

LEARNING OBJECTIVES:

1. Students will propose a nonprofit that addresses a need within their community.
2. Students will synthesize best practices in creating a mission statement and statement of purpose for their selected nonprofit.
3. Students will apply New York state nonprofit law in drafting proper articles of incorporation and Bylaws for the non-profit.
4. Students will be able to develop fundraising and marketing strategies for a Nonprofit corporation.

Required Books:

- 1) Aaron Sanders, How to Start, Run & Grow A Successful Nonprofit Organization, Lost River Publishing House (2018) ISBN: 978-1-721-58762-9
- 2) Kivi Leroux Miller, The Nonprofit Marketing Guide, Jossey-Bass Nonprofit (2010) ISBN: 978-0-470-53965-1
- 3) Erik Hanberg, The Little Book of Boards: A Board Member's Handbook for Small (and Very Small) Nonprofits, Side x Side Publishing (2015) ISBN: 978-1-507-66881-8

GRADING:

Assignment I (Mission Statement and Statement of Purpose):	15%
Assignment II (Articles of Incorporation, Bylaws, SOPs, 501(c)(3):	20%
Assignment III (Fundraising and Marketing Plan):	20%
Nonprofit Website:	25%
Final Presentation:	<u>20%</u>
Total: 100%	

Attendance and Lateness:

Students are expected to attend each meeting of the course. Experience demonstrates that regular attendance enhances academic success. Student absences cannot exceed 20% of the course. Students that exceed the 20% absence threshold will receive an F in the course. All absences are counted, regardless of the reason for the absence.

Students are responsible for keeping track of the number of their absences. The Instructor is not required to notify a student orally or in writing if the student has excessive absences. Students who do not meet the required attendance policy for a course will receive a grade of F for the course.

Wellness and Student Resources (<http://www.jjay.cuny.edu/wellness-resources>)

Students experiencing any personal, medical, financial or familial distress, which may impede on their ability to fulfill the requirements of this course, are encouraged to visit the Wellness Center

(L.68 NB). Available resources include Counseling Services, Health Services, Food Bank, and legal and tax aid through Single Stop.

Statement of College's Policy on Plagiarism:

Plagiarism is the act of presenting another person's ideas, research or writings as your own. The following are some examples of plagiarism, but by no means is it an exhaustive list:

- Copying another person's actual words without the use of quotation marks and footnotes attributing the words to their source
- Presenting another person's ideas or theories in your own words without acknowledging the source
- Using information that is not common knowledge without acknowledging the source
- Failing to acknowledge collaborators on homework and laboratory assignments Internet plagiarism includes submitting downloaded term papers or part of term papers, paraphrasing or copying information from the Internet without citing the source, and "cutting and pasting" from various sources without proper attribution.

Academic dishonesty is prohibited in The City University of New York. Penalties for academic dishonesty include academic sanctions, such as failing or otherwise reduced grades, and/or disciplinary sanctions, including suspension or expulsion.

Please review the full policy at: <http://www2.cuny.edu/about/administration/offices/legal-affairs/policiesprocedures/academic-integrity-policy/>

The Library has free guides designed to help students with problems of documentation at: http://guides.lib.jjay.cuny.edu/citing_sources

Plagiarism detection software:

Assignments submitted on Blackboard are subject to review by plagiarism detection software.

COURSE OUTLINE AND SCHEDULE:
15 Week Format

- Week 1: Why Start a Nonprofit?
 1) Sanders: pp 1-24
 2) Class Discussion & Assignment: What Nonprofit Would You Start?
- Week 2: DEI and Nonprofits
 1) Brown, William. 2017. "Classification of Program Activities: How Nonprofits Create Social Value" *Adm. Sci.* 7, no. 2: 12.
<https://doi.org/10.3390/admsci7020012>
 2) Welch, Sherri. "United Way Embedded DEI in All Levels of Operation." *Crain's Detroit business* 37.45 (2021)
- Week 3: Legal Requirements, Articles of Incorporation & Bylaws
 1) Sanders: pp 25-37
 2) Review: Articles of Incorporation
<https://dos.ny.gov/system/files/documents/2023/01/1511-f.pdf>
 3) Watch: How to Write Your By-Laws: <https://youtu.be/ZlnppIJ8tgc>
 4) Class Discussion: mailing permits and location requirements
- Week 4: Legal Requirements: The 501c3
 1) IRS: Application for Recognition of Exemption: <https://www.irs.gov/charities-non-profits/application-for-recognition-of-exemption>
 2) IRS: Applying for Section 501(c)(3) Status:
<https://www.stayexempt.irs.gov/home/starting-out/applying-section-501c3-status>
 3) IRS: Overview of Form 1023 e-Filing:
<https://www.stayexempt.irs.gov/home/starting-out/overview-form-1023-e-filing-0>
 4) Due Before Class: Assignment I (Mission Statement and Statement of Purpose)
- Week 5: Legal Requirements in New York State and New York City
 1) Sanders: Page 106
 2) New York State Department of State Division of Corporations, State Records and Uniform Commercial Code: Not-for-Profit Incorporation Guide.
<https://dos.ny.gov/system/files/documents/2018/12/1511-inst.pdf>
 3) New York City Nonprofit:
<https://www1.nyc.gov/site/nonprofits/about/about.page>
- Week 6: The Board of Directors
 1) Sanders: pp 38-51
 2) Hanberg: pp 7-78
 3) Due Before Class: Assignment II (Articles of Incorporation, Bylaws, SOPs, 501C(3))
- Week 7: The Board of Directors: Strategy
 Strategy: How to Lead the Board

- 1) Hanberg: pp 79-118
 - 2) Class Boardroom Exercise
- Seed Money, Finance and Fundraising
- 1) Sanders: pp 52-76
 - 2) Foster W, Bradach J, Should nonprofits seek profits? *Harvard Business Review*, 31 Jan 2005, 83(2):92-100, 148
 - 3) Loehr, Kathleen. "Donors And DEI: Embracing Inclusion Expands Giving Opportunities." *The NonProfit times* 35.1 (2021).
 - 4) Fundraising in NYS: <https://ag.ny.gov/consumer-frauds/charities-raising-funds>

Week 8: Group Exercise: Your Personal Board of Directors

Week 9: Strategy: Growing Your Staff and Volunteers

- 1) Chaddha, M., & Rai, R. S. (2016). Understanding what motivates volunteering in people. *Amity Business Review*, 17(1), 110-120.
- 2) Chen, C. A. (2014). Nonprofit managers' motivational styles: A view beyond the intrinsic-extrinsic dichotomy. *Nonprofit and Voluntary Sector Quarterly*, 43, 737-758. doi:10.1177/0899764013480565
- 3) "Crain's 2021 Best-Managed Nonprofit Program Underscores DEI Efforts." *Crain's Detroit business* 37.45 (2021)
- 4) Sherri Welch. "Judson Center Puts DEI in Forefront for Future." *Crain's Detroit business* 37.45 (2021)
- 5) Class Discussion on Graded Assignments I and II

Week 10: Marketing: Getting Ready to do it Right

- 1) Miller: pp 1-36
- 2) James E. Auston, Strategic Collaboration Between Nonprofits and Businesses, *Nonprofit and Voluntary Sector Quarterly* Vol 29, Issue 1_suppl, 2000.

Week 11: Marketing: Your Online Presence

- 1) Milde, Katherine and Yawson, Robert M., Strategies for Social Media Use in Nonprofits (June 30, 2017). *Journal of Management Policy and Practice*, Volume 18(1), Pages 19–27, Available at SSRN: <https://ssrn.com/abstract=3002552>
- 2) A review of successful Nonprofit websites (see Blackboard)

Week 12 Marketing: Writing a Marketing Plan

- 1) Miller: pp 37-90
- 2) Wymer, W., Akbar, M.M. Brand authenticity, its conceptualization, and its relevance to nonprofit marketing. *Int Rev Public Nonprofit Mark* 14, 359–374 (2017). <https://doi.org/10.1007/s12208-017-0177-z>

Week 13: Marketing: Building a Community of Supporters

- 1) Miller: pp 91-166
- 2) Jamie N. Smith (2018) The Social Network?: Nonprofit Constituent Engagement Through Social Media, *Journal of Nonprofit & Public Sector Marketing*, 30:3, 294-316, DOI: 10.1080/10495142.2018.1452821
- 3) "Study Finds Nonprofit DEI Efforts Missing on Disabilities." *Nonprofit business advisor* 2019.358 (2019): 6–6.

4) Due Before Class: Assignment III (Fundraising and Marketing Plan):

Week 14: Marketing: Strategy and Evaluation

1) Miller: pp 167-212

2) Due Before Class: Nonprofit Website Submission

Week 15: Class Presentations & Course Review

