

DRAFT Academic Affairs Planning Master Document for 2017-2018 3.15.18

STRATEGIC PRIORITIES 2017-2018							
CUNY Strategic Framework <i>and PMP</i> Metric	John Jay Strategic Plan 2020	Academic Plan Interim Provost/IE Metric	Graduate Studies Metric	Faculty Metric	Research Metric	Strategic Initiatives Metric	Undergraduate Studies Metric
<p>Access & Completion <i>Aggressively expand online education, supporting the necessary infrastructure, training and incentives</i></p> <p>FTEs offered online</p> <p>Progress report from the president: Qualitative information about programs offered online</p>	<p>Provide every student with the foundation for lifelong learning</p>	<p>Increase online graduate program delivery and prepare for undergraduate program delivery fall 2018</p> <p>Improve retention in all online programs Increase in FTEs online</p> <p>Progress: Resourced online faculty development initiative for undergraduate programs for SP and SU 2018</p>	<p>Monitor and improve retention plan implementation across all online graduate programs</p> <p>Term to term retention in each program</p> <p>Progress: Reviewed online offerings with CRJ, EMG, PMT & SEC</p>	<p>Continue to develop faculty capacity to teach online, and best practices in doing so through TLC-guided trainings and student tech interns who will demonstrate new apps.</p> <p># of faculty trained by TLC # of faculty who use TLC for specific trainings # faculty attend digital demo days</p> <p>Progress: new 10-week course to train online faculty to revise and enhance online teaching practices will launch Feb 2018 & run spring</p>	<p>Complete ICJ MA online, undergraduate General Education options (12 courses) and one major for online delivery in fall 2018</p> <p>Programs/courses launch ready</p> <p>Progress: ICJ MA: 6 of 8 core courses complete – 2 to be completed S18. 9+ electives complete and available for program. ICJ MA ready to launch F'18.</p> <p>Gen Ed: 3 completed (ENG 201, LIT 237, LIT 327); 5 in progress for S18 (SCI 114,</p>	<p>Create open access/zero text cost pathway in General Education 13 Gen Ed courses converted to OER</p> <p>Progress: Courses identified, faculty convened, faculty development seminar meetings conducted to integrate information literacy, critical thinking, and writing (WAC/WID) skills across the gen ed curriculum. 13 courses on track to run by Fall 2018.</p> <p>Create web-based/open access reader with assignments to</p>	

			<p>directors and prioritized revisions; instituting regular meetings with directors of online programs and John Jay Online's Student Success Coach; initiating "media" assistant to improve content; initiating student evaluation of 8-week sections; create director access to student evals; negotiating budget spending plan.</p>	<p>and summer. Will train 60 faculty.</p> <hr/>		<p>GER 101, ART 101, HIS 131, ANT 101) --need to identify courses for I&S, M&Q, US Exp, and Engl comp</p> <p>Online UG major: BS SEC courses developed 2014-15, need revision but all ready except SEC 211.</p> <p>Implement coordinated retention plan for Graduate Studies and JJO</p> <p>Term to term retention in each program</p> <hr/> <p>Progress: Plan implemented with Student Success coach. Held 2 meetings with online grad program directors; launched Bb student orientation; launched JJO Student Hub website in S18; (see also Grad Studies)</p> <p>Roll out iQ4 to graduate population through workshops</p>	<p>amplify skills development in Gen Ed College Option courses Content created for 20 college option course sections</p> <hr/> <p>Progress: John Jay Justice eReader editorial board selected, first meeting scheduled for January 29th. Work to be completed over Spring, Summer, and Fall 2018.</p>
--	--	--	---	---	--	--	--

						<p># of claimed licenses, # of workshop participants</p> <p>Progress: Adoption slow; limited functionality for w/s purposes, developers have been in “non-update mode” in F17 due to impending upgrade</p>	
<p><i>Expand dual and joint degrees and stackable degrees</i></p> <p>Progress report from the president: Qualitative information about plans/creation of new joint dual degree programs and stackable degrees created during previous year</p>		<p>Rebalance undergraduate enrollments</p> <p>Establish major enrollment baselines</p> <p>Progress: Completed</p>	<p>Develop dual BA/MA or MS programs in selected Humanities majors and graduate programs with low enrollments e.g.— ICJ, Economics, D4CS and Human Rights, Global History and Human Rights, Anthropology and Human Rights</p> <p>Program launch dates</p> <ul style="list-style-type: none"> • Partner with EM • Develop and use appropriate marketing materials 			<p>Establish career map for all Humanities and CJ majors</p> <p>Map distribution</p> <p>Progress: Line frozen; Director of SI left; no progress</p> <p>Develop pipeline program for one low enrollment undergraduate major with potential higher enrollments</p> <p>Pipeline tracking and enrollments</p> <p>Progress: Line frozen; Director of SI left; no progress</p>	<p>Complete articulations for 2+2 CJA pathway in Cybersecurity</p> <p>4 joint degrees designed</p> <p>Progress: design completed for 4 joint degrees. Two degrees fully approved, plus 1 pending state approval and 1 pending approval from community college faculty</p> <p>Develop 3+3, 3+2, and 4+1 degrees in humanities, public service and law</p> <p>3 BA/MA Humanities JJay degrees planned and 2 professional</p>

			<p>Degrees in launch or governance as applicable</p> <p>Progress: Secured agreement from ICJ MA, ECO MA, and HR MA</p>			<p>Develop and launch career map for all undergraduate Humanities Majors Career MAP</p> <p>Progress: See above</p> <p>Develop implementation plan for Degree Plus badging/ certificates</p> <p>Plan developed</p> <p>Progress: Progress: Plan development underway, plan to be finished by end of S18;</p> <p>Implement Phase II of E2E project</p> <p>Database populated, updated, and fully functional</p> <p>Progress: WDI grant secured, data-entry staff will be hired for S18 to populate/update database</p>	<p>school MOUs drafted</p> <p>Progress: History/Humanities Rights degree drafted, to be sent through governance Spring 2018. ICJ/ICJ drafted, to be sent through governance Spring 2018. MOU template for law 3+3 drafted, pending approval from CUNY legal. Contact and intent with Pace and SUNY Buffalo established. Contact established with Queens College School of Ed and Columbia U. Teacher's College.</p> <p>Create Social Justice pathway at JJay and in CJA for Humanities majors Social justice post-graduate plans; map curricular structure for 6 joint degrees</p> <p>Progress: curriculum for</p>
--	--	--	---	--	--	---	--

						<p>Human Services and Community Justice 7 joint degrees mapped and presented to partner colleges for feedback. Governance pending implementation of John Jay Human Services degree.</p> <p>Develop college-wide learning outcomes and models for capstone courses Outcomes drafted; shared with relevant governance</p> <p>Progress: Working group formed, led by N Lents. Working group has: gathered bulletin information regarding capstone requirements, deployed survey to capstone instructors around the college, held a faculty development event related to capstones at FDD. To be completed:</p>
--	--	--	--	--	--	--

							<p>Report on current state of capstones, including recommendations; more faculty development events, presentation of recommendations to chairs, major coordinators.</p> <p>Establish career map for all Humanities and CJ majors Map distribution</p> <p>Progress: On hold. Responsible person no longer at the college</p> <p>Develop marketing materials for all Humanities majors Materials and distribution plan</p> <p>Progress: Facilitating meetings with Admissions and Humanities Majors for Fall 2018 recruitment cycle</p>
--	--	--	--	--	--	--	---

<p><i>Deploy early academic warning system</i></p> <p>Progress report from president: Qualitative information about progress in implementing Degree Works upgrade & promoting use by students and advisors</p>						<p>Launch Student Success Coordinator function for online programs with weekly faculty coordination for early warning</p> <p>Establish baselines; term to term retention</p> <p>Progress: Alert form sent weekly to all instructors in JJO courses throughout F17 and S18 (but fairly low instructor response rate); coordination with grad advisors and OGS;</p>	<p>Create early warning system for all first semester CJA transfers</p> <p>System created; pilot with 600 CJA transfers</p> <p>Progress: System created; piloted with 374 students enrolled in Transfer Seminars. 75% (282) of transfer seminar students were CJA transfers. The Survey Monkey form has been updated after the pilot and will be used with 15 transfer seminar sessions in the spring.</p>
<p><i>Raise by ten points the six year graduation rates for bachelor's programs</i></p> <p>Six year institutional graduation rate</p>	<p>Establish a supportive environment for faculty</p>	<p>Develop strategic plans for departmental and interdisciplinary programming at all levels</p> <p>Completed planning documents for all departments</p>	<p>Institutionalize chair preparation and orientation</p> <p>Orientation assessment data</p> <p>Progress</p> <p>Academic Advisers' Handbook; initiating shared server; circulating</p>				<p>Establish baseline retention targets for each major and cohort program</p> <p>Targets set; shared with Re-enrollment Campaign Group</p> <p>Progress: Reenrollment targets have been set for freshmen cohorts: 92% one-</p>

		<p>Progress:</p> <p>Reviewed CJ offerings in consultation with program advisers; drafted preliminary report on CJ offerings.</p> <p>Chair groups scheduled; templates for planning developed; data collected for departments</p>	annual task spreadsheet.				<p>semester retention for non-SEEK freshmen and 94% for FYS cohorts. Reenrollment by credit range has been tracked in spring 17 and fall 17 and will serve as baseline.</p> <p>Develop coordinated cohort plan for CJA adult/working students Plan created</p> <p>Progress: Survey data on adult students collected and analyzed.</p> <p>Implement mandatory advisement with DegreeWorks training for new CJA transfers Advise 1000 CJA transfer students</p> <p>Progress: Advised 78% of all CJA students (602 of 763) for fall 2017. As of January 31, 2018, 100% of the 457 spring 18 CJA registered students were advised. 79%</p>
--	--	---	--------------------------	--	--	--	--

							<p>of all CJA students invited to register have been advised (461 of 585).</p> <p>Develop advisement support for near completers in large majors Pilot in 3 majors</p> <p>Progress: Text Nudging pilot with juniors and seniors in CJBS, PSY, LWS, POL, and ICJ majors is scheduled to begin in February, 2018.</p> <p>Standardize credit-granting policies for adult and in-service learners with prior learning experience Revised policies; shared with relevant governance and divisions</p> <p>Progress: In progress assessment of policies</p>
	Enhance John Jay's identity as an Hispanic-	Develop HSI faculty recruitment database through		Promote and support programming that enhances HSI identity, at	Celebrate and share research by John Jay scholars that focuses on Hispanic and		

	serving institution	<p>outreach to HSIs</p> <p>Database Progress: Completed</p> <p>Develop integrated plan for year's activities, incorporating prior plans and efforts</p> <p>Plan</p> <p>Progress: Draft Plan completed and to be delivered in PPT to faculty 1/25. Plan completd</p>		<p>FDDs and in year-long seminars.</p> <p>Fall FDD 6 sessions explicitly about HIS/MSI students, teaching, our identity</p> <p>Spring FDD a lunch discussion on HIS status</p> <p>Spring Faculty Development Seminar to accompany 4 speaker series on HSI/MSI pedagogy</p> <p>2 TLC Coffee & Conversations on Teaching at HSI in fall 2017</p> <p>Faculty Fellow in TLC and Career Center on Latinx Careers</p> <p>Work with faculty on Justice Reader with HSI-identity at the foreground</p>	<p>Black identify during Hispanic Heritage Month and Black History Month.</p> <p>Tweets and emails distributed during celebration periods.</p> <p>Hispanic Heritage month tweets and emails distributed. Black History month communication underway. Women's history month added to calendar.</p>		
		Launch adult degree programs					Initiate selected major adult cohort program planning for fall '18 launch

		Identified additional obstacles					<p>Launch announcement for fall 2018</p> <p>Progress: Admissions concerned about the pool and recruiting for this cohort. Developed plan for services and adult FYS, PLA, and advisement support</p>
		<p>Improve Academic Quality:</p> <p>1) Routinize assessment</p> <p>2) improve and routinize research and data presentations to all units</p> <p>Assessment plans for all units up-to-date and data presentations appropriate and on schedule based on user feedback</p> <p>Progress: Interim is joined assessment</p>				<p>Launch graduate online Co-Curricular Workshops: Writing, Professional Development, Statistics</p> <p>workshops launched F18, no. of participants</p> <p>Progress: Lit Review and Library Research workshops launched F18, 71 and 62 unique registrations respectively; online stats to be developed S18</p>	

		committee; working on assessment of academic administrative units; collecting all 2017 assessment work; reaching out for missing assessment reports.					
<i>Facilitate taking courses on epermit</i> Permit registrations in and out		Identify epermit problems to University through Academic Council (Anne) Problem listing and communication memo TODO					
Career Success <i>Increase enrollment in stem majors, with emphasis on increasing participation of women and minorities</i> Number of majors in STEM field % of STEM majors female	Provide every student with the foundation for lifelong learning	Expand/enhance cybersecurity curriculum Enhance infrastructure Attain <i>Center of Excellence</i> designation <ul style="list-style-type: none"> Incentivize faculty Designation Increased funding Progress IP is participating on NYC consortium	Work with faculty to improve graduate cybersecurity curriculum (Avi) Revisions in line with best practices; status in governance Progress Reviewed MS program with faculty; expect next draft of revision 2/6; Digital Investigation Certificate on-hold.	Engage faculty in lifelong learning via the TLC seminars, FDD, and workshops, with emphasis on student lifelong learning as outcome. # of faculty attending TLC events Progress Faculty Fellow in TLC and Career Center on Latinx Careers AND on CUNY Edge Students	Expand pipeline of STEM students by integrating STEP and CSTEP grant programs with PRISM programming. Modified programming in STEP; STEP participants with interest in attending Jay science. Progress STEP program has engaged PRISM students as peer mentors to High School students.	Develop and launch next phase of fundraising program (Anne, Roblin, Nicole) Plan; new funding sources & increase Progress: Simon left, Moelis initiative launching S18	Create recruitment plan for CJA Cybersecurity and set enrollment target Plans completed; target set Progress: Communication plan created and (some) materials finalized. Reports to track enrollment in the CSIS major at JJC, in CS major and in related majors at CCs have been updated for fall 16, spring 17 and fall

<p>% URM</p>		<p>grant; allocated two lines for cybersecurity.</p>		<p>TLC participation in fall 2017 included 201 faculty participants</p> <p>FDD Fall 2017 had 115 participants (68 FT, 47 PT)</p> <p>FDD spring has 160 RSVPs</p>	<p>STEP has begun offering research experiences to High School students in PRSM labs.</p> <p>PRISM professional development has been opened to all John Jay STEM students, including STEP.</p>	<p>17. New CSIS transfer students (90) received communication and success coaching.</p> <p>Expand CJA pipeline to include math and data science joint degrees</p> <p>Identify 6 partners; map curriculum</p> <p>Progress: 6 partners identified. Curriculum mapped and shared with partner campuses.</p>
<p><i>CUNY will make pragmatic experiential learning a signature component of a CUNY education</i></p> <p>Percentage of undergraduates taking advantage of an ELO (bi-annual student experience survey)</p>		<p>IP is working on funding to support virtual internship and expand it.</p>			<p>Create new opportunities for research mentoring by establishing an Office for Student Research and hiring a coordinator</p> <p><i>College offers line for OSR coordinator - 50% reimbursement from grants</i></p> <p>Progress: Identified and outfitting new office, Room 204.01.</p>	<p>Create formal ELO descriptions and designations for all majors</p> <p>Draft descriptions for Bulletin; share designation process with relevant governance</p> <p>Progress: In progress. Requested major coordinators draft ELO descriptions</p> <p>Expand Adelante! cohort into the Sophomore year with focus on</p>

					<p>Established Advisory Board.</p> <p>Visited most academic departments and key administrative offices including Scholarships Committee and Student Travel Fund.</p> <p>Drafted a three-year Strategic Plan approved by the OSRC Advisory Board</p> <p>Drafted three distinct funding programs for spring for undergraduate and graduate researchers and research supplies, approved by the OSRC Advisory Board</p> <p>Organizing spring Research & Creativity Week</p> <p>Preparing communication streams including web, FB & Twitter accounts</p>	<p>career/post-graduate planning Pilot cohort; planning tools built</p> <p>Progress: Out of 64 sophomore Adelante students, 20% (13) participated in weekly success meetings led by an Adelante sophomore peer success coach. Activities focused on maintaining academic success, preparing for postgraduate opportunities, and supporting academic momentum. Out of a total of 11 meetings, which included academic success workshops, and community building and leadership events, 85% (11) of participants attended 7 or more sessions. Spring workshops will integrate with Major and Minor explorations</p>
--	--	--	--	--	---	---

						<p>events and activities. 200-level Justice Core course for Adelante sophomores was developed and passed governance – will be offered in 2018.</p> <p>Develop sophomore social justice ELOs with career/post-graduate planning for Humanities majors Design 3 courses; shared with governance</p> <p>Progress: Working on this in spring in conjunction with the approval of Institutional Learning Goals. Experiential and Justice Advocacy are goals.</p> <p>Create teaching assistant model for an on-campus experiential learning program Model created; shared with</p>
--	--	--	--	--	--	---

							<p>relevant governance</p> <p>Progress: Consulted with faculty experts on program need and design; identifying resources to support this effort</p>
<p>Knowledge creation and innovative research <i>CUNY will invest in and support its faculty's knowledge creation, research, creative activities and innovation as engaged scholars, teachers and members of the community</i> <i>Implement new strategies to build greater diversity in the faculty</i></p> <p><i>CUNY will contribute to quality of urban life by focusing intellectual</i></p>	<p>Foster a supportive environment for faculty</p>	<p>Designate, train and launch chair technical support specialist</p> <p>Chair assessments Progress:</p> <p>Progress: Completed; will assess</p> <p>Assess and develop financial plan for 3/3 workload Plan</p> <p>Progress: In process; first half complete—CUNY plan now in place</p> <p>Host and regularize faculty welcome back Event Completed event</p> <p>Build diverse teams and increase diversity</p>		<p>Increase transparency of personnel processes through completion of memos of guidance of Faculty Services website and annual updating of FPC outcomes.</p> <p>Progress: Website + memos of guidance DONE</p> <p>FPC outcomes not updated – possible other effort undertaken</p> <p>Support faculty success through the Teaching and Learning Center programming that (a) responds to faculty-identified needs (news literacy,</p>	<p>Diversify funding streams for sponsored projects to include state, city, and private sources. Maintain 3-year rolling average for grants at \$22.17 M despite contraction in federal funding</p> <p>Total external awards through 12/31/17 equaled \$26.4 million, exceeding largest previous full year period. Includes significant increase in # of city and private awards.</p> <p>3-year weighted rolling average project at \$26.0 million, largest on record.</p> <p>Catalyze new research and creative works by Jay faculty</p>	<p>Increase faculty access to research data through relations with P2PH partners and consortium No. of reports, no. of peer-reviewed publications Progress: P2PH moved to OAR</p>	<p>Develop criteria for credentialing undergraduate learning outcomes and adding transcript designations Create criteria; identify courses for at least one outcome (global learning); share with relevant governance Progress: courses for global learning outcome identified. Process shared with UCASC. Project concept developed identifying criteria for credentialing undergraduate learning outcomes.</p> <p>Provide faculty development in open access pedagogy and technologies</p>

<p><i>resources on key issues including the built environment, sustainable energy, social justice, public health, economic development, cultural enrichment and civic engagement</i></p> <p><i>Building on students' multicultural richness and linguistic abilities, help them develop careers in a global economy</i></p> <p>Dollar value of sponsored research grants (annual and three year rolling average)</p> <p>Number of faculty receiving research grants</p> <p>% of underrepresented minority</p>	<p>Global citizenship for John Jay and for our students</p>	<p>Hiring is addressing underrepresentation, especially of women. Two opportunity hires for faculty of color—possible.</p> <p>-Offer diversity training for hiring to chairs and departmental P & B committees</p> <p>Assessment of hiring at end of AY</p> <p>Training completed</p> <p>-Establish regular Academic Affairs ad language that elevates diversity and inclusion</p> <p>Ad copy</p> <p>Completed</p> <p>-Promote diversity in search committee composition</p> <p>Assessment of hiring at end of AY</p> <p>Completed</p> <p>Establish pipeline to improve diversity hiring</p> <p>Pipeline activities</p> <p>Follow-up planned for spring</p> <p>-Launch HBCU and HSI dbase communications</p>		<p>implicit bias, teaching in difficult times) and administrative priorities (online learning, OERs, HSI's), (b) sponsors grants to programs for improving outcomes.</p> <p>TLC After Charlottesville Teach In</p> <p>Learning in Difficult Times sessions at both FDD</p> <p>Planning HSI seminar for spring 2018 with Avi's speakers</p> <p>5 PIGs completed and reported fall 2017. New grants RFP open.</p> <p>Initiate faculty-wide discussions about faculty service with the goal of revising FPC guidelines for service in 2018-19</p>	<p>through strategic reinvestment of OAR funds.</p> <p>Increase total scholarly works produced by Jay faculty by 1% to 2021</p> <p>Progress:</p> <p>6 Seed Funding awards for a total of \$12.5k for first 6 mos of FY18; exceeds 6-mo avg of previous 3 years (4 awards).</p> <p>16 awards from Productivity-focused funding programs (Book Pub, Faculty Scholarship, Open Access) for a total of \$17.5k for first 6 mos of FY18; exceeds 6-mo avg of previous 3 years (13 awards).</p> <p>Productivity collection set to begin Feb 12.</p> <p>Train new faculty on grant practices through enhanced mentoring and one-on-one support.</p> <p>Increase the number of first-time, full-time grant applicants, and</p>		<p>Train 12 faculty</p> <p>Progress:</p> <p>Trained 16 faculty via TLC seminar on open access course design.</p> <p>Support adjunct development in the Gen Ed</p> <p>Train 3 Gen Ed faculty coordinators; Plan Gen Ed faculty development workshop series for adjuncts</p> <p>Progress: 3</p> <p>faculty coordinators undergoing development. Adjunct development provided for 15 new adjunct faculty, plus TLC seminar for 10 continuing faculty to incorporate information literacy, critical thinking, and writing (WAC/WID) skills across the curriculum.</p>
--	---	--	--	--	---	--	---

<p>groups in full-time faculty (incl. Italian-Americans) Progress report from the president: Success in fostering research and scholarly activity, including that focused on urban challenges Progress report from president: Qualitative information on efforts in last year to enhance global perspectives and reach</p>		<p>for hiring notifications</p> <p>Number of applicants Completed Follow-up planned for spring -Launch adjunct advertising and pool dbase C) Dbase Completed; regularizing for yearly updates in fall and spring Expand FPC website to meet FS description Website Completed Decrease service for faculty: -Consolidate Chair/Pac Meetings; Completed</p> <p>-Review meeting frequency and length and schedules of governance committees with faculty Meeting numbers TO DO -Promote joint governance activities</p> <p>Assessment</p>		<p>Progress Interim Provost in-process</p> <p>Support all faculty with an eye toward taxed sub-groups of faculty including women, faculty of color and Associate Professors by providing training for hiring a diverse faculty, workshops for Associate Professors, junior faculty mentoring program, faculty lunches, recognition events, writing boot camps, Provosts' affinity groups, paid faculty development seminars.</p> <p>Push to diversify faculty is an effort to support taxed sub-groups</p> <p>27 attendees Associate Professor workshops</p>	<p>first-time grant recipients</p> <p>9 first-time participants in 2nd year of Funded Research Development seminar series; 3 returning and 2 new mentors.</p> <p>Foster a national reputation in scholarly fields including and beyond CJ by professionalizing conferences, promoting faculty scholarship, and disseminating the Jay research brand. Institute metric tracking of Jay research and events</p> <p>Research Communications Manager, Rachel Freidman, hired effective 12.1.17. Research Communications Strategic Plan in development.</p> <p>Build a portfolio of scholar profiles to improve access to and communication</p>		
---	--	---	--	---	---	--	--

		<p>Spring survey Limit committee meetings and <i>ad hoc</i> committee meetings based on assessment of all committee work in AA Chair assessment</p> <p>Develop adjunct faculty development plan Plan TO COMPLETE</p> <p>Work with faculty to establish expectations for service at all rank levels-- In progress</p> <p>Guidelines document Established joint FS-FPC committee on service and the personnel process. Report complete. Discussions planned for spring.</p>		<p>JFMP first year complete 9 mentees, 9 mentors. Recruiting for year 2</p> <p>88 faculty attended lunches</p> <p>28 faculty attended 2 Writing Boot Camps</p> <p>34 faculty in funded development seminars</p>	<p>with Jay research Number of new profiles created</p> <p>New "John Jay Scholars on the News" feature allows for real-time faculty commentary on current events; profiles and overhaul of departmental bios in development.</p> <p>Foster collaboration and communication between mid- level researchers through targeted events. Number and type of events, researcher satisfaction</p> <p>In development</p> <p>Expand the Bramshill visitor program to host a diverse portfolio of international scholars in varied fields of study Number and quality of applicants for summer and fall 2018 cycles. Expansion underway, spring scholar from Modern Languages.</p>		
--	--	--	--	---	--	--	--

		<p>Increase administrative transparency: Establish suggestion box and reporting on suggestion Box Completed</p> <p>-Establish administrative open houses Assessment Completed</p> <p>-Establish calendar of administrative reporting of plans, assessments and accomplishments to community Calendar TO DO</p> <p>-Engage multi-level HEO and faculty participation in planning: Regularize planning cycle; open key admin planning meetings to faculty Calendar/survey results TO DO</p> <p>-Hold regularized workshop series for support staff</p>					
--	--	---	--	--	--	--	--

		<p>in Tech skills and Office pkg Schedule/assessments IN PROGRESS -Provide career planning workshops for support staff Schedule/assessments Completed -Fundraise for dedicated research space Activities/funding To DO</p>					
College Readiness	For Community Colleges Only						
<p>Funding Model</p> <p><i>Adopt best business practices; redesign business processes and streamline administrative functions</i></p> <p>Percentage of operating budget devoted to instruction and student support (most recent)</p>		<p>Establish Public-Private Funding Model for Student Scholarships through CWA partnership Materials</p> <p>Progress</p> <p>Developed model</p> <p>Develop overall strategic fundraising plan for Academic Affairs in partnership with Development Plan</p>			<p>Expand guidance and advice to funded scholars to strengthen financial stewardship in light of CUNY and state audits. Guidance documents distributed, audit reports. Progress New guidance provided to PIs regarding indirect account usage. Increased internal auditing.</p>	<p>Expand high school boot camps into revenue generating activity Business plan Progress: Simon left; pursuing interest in Forensic Science summer camp and afterschool program for 2018-19</p>	<p>Implement EPAF system with training in UGS Train 15 users Progress: Training/rollout plan developed with DoIT and Academic Affairs. Implementation to begin 2/2/2018. Anticipate full rollout by end of spring semester.</p> <p>Increase business efficiencies by creating internal expenditures database for largest UGS units Create model database</p>

		On hold					<p>Progress: SEEK selected for pilot. Held initial conversations to assess needs. Model database created.</p> <p>Develop comprehensive plan for improving UGS capacity to support data, assessment, and retention best practices</p> <p>Create plan with routine workshop series</p> <p>Progress: Comprehensive plan on hold due to staffing changes. New hires, shifts in responsibilities and new analytic tools have increased capacity. Plan will be drafted during UGS retreat, which focuses on assessment and academic momentum.</p>
<i>Advocate for investments from our funding partners, public and private</i>	Promote student access through scholarships	See CWA plan for cyber above			Work with regional and national contacts to promote legislation maintaining		

<p>Voluntary contributions (most recent annual and 3-year weighted average)</p>					<p>federal indirect rate Letters sent, contacts made.</p> <p>Progress Complete</p>		
<p><i>Expand capacity by making more efficient use of CUNY's facilities; rely on technology to meet enrollment demands</i></p> <p>Percentage of FTEs offered after 5:00 pm and before 9:00 am</p> <p>Percentage of FTEs offered on the weekend</p> <p>Progress report about new or expanded initiatives to share space within CUNY & w/outside orgs/entities</p>	<p>Expand the reach of the John Jay education through John Jay online</p>	<p>See Online planning above</p> <p>See Adult degree planning above</p> <p>Develop plan for alternative scheduling with faculty and chairs Plan</p> <p>Progress: Completed</p> <p>Work with faculty and chairs to establish alternative schedule plan for implementation</p>			<p>Expand research compliance operations to include proactive RCR and Conflict training Trainings offered, # individuals trained.</p> <p>Offered four workshops/seminars with approximately 60 total attendees including undergraduate students, graduate students, faculty and staff Progress: Working with the CUNY Office of Research to develop supplemental training to be used as 'corrective action' or remedial training for researchers who need additional</p>	<p>Launch online orientation faculty teaching online JJO classes No. of faculty participants Progress: Bb faculty orientation completed and launched S18; JJO faculty training specialist conducting training for 25 faculty (JJO & JJC); JJO & TLC developing faculty workshops for online and hybrid course development/teaching/assessment</p>	<p>Expand college-wide retention effort with low cost, high touch technology Integrate Hobsons in UGS; create plan for mobile messaging intervention Progress: CUNY First queries created, Hobsons data export pending until specialist is hired. Spring 18 – SASP will pilot two-way messaging to support reenrollment effort for freshmen and select transfer cohorts. Piloting mobile nudging for at-risk near completers (Signalvine) and potential stop outs (Mastercard); applied for grant opportunity to pilot conversational</p>

		<p>when capacity increases</p> <p>Plan</p> <p>Completed— phase 1</p>			<p>support in responsible conduct.</p> <p>Monthly ‘Compliance Corner’ article in the OSP newsletter delivered to funded researchers</p>		<p>artificial intelligence to support transfer enrollment and success.</p>
--	--	---	--	--	---	--	--