Strategic Planning Subcommittee (SPS)
April 24, 2018

1. Current Space Challenges and Plans to Address (Fall 2019)
2. Space Planning—a Master Plan
3. Strategic Planning—Updates on the 2018-2019 academic affairs plan
4. Processes for Future Strategic Planning
5. Space Manual Review Request
6. New Business
1. **Current Space Challenges and Plans to Address (Fall 2018).** The meeting began with Anne L. inquiring about the move from 54th Street. Anthony B. explained that construction has started on the 10th floor of the BMW and that the moving process will begin sometime next week. Anne L. asked if there are any anticipated problems for faculty related to the move. Steve T. explained that the furniture orders were just put in and it is unlikely all the furniture will arrive in time. Anthony B. added that the research areas may be affected by delays in adding repetitions but he has conversations with the research areas about this. Anne L. asked about having space for those who were hired to start in Fall 2018. Kim C. explained that they surveyed the space and that most chairs have been thinking about how to shift their existing space to accommodate the new hires. Kim C. added that they already have accommodations for 15 of the new faculty hires but there are two more new faculty hires she has concerns about. She also said that they still need to work out where to place the new administrative hires.

2. **Space Planning – a Master Plan.** Anne L. spoke about space planning and developing a master plan; she inquired about what the process should be for this. Ned B. stated that we cannot do this process alone and we should be assertive with CUNY to see if they will support a new master plan. Steve T. said that he believes that CUNY is slow to move and that we need a vision for where we want to be in the future within our existing blueprint. Karen K. said the first step for a new master plan is CUNY approval but she is not sure they would agree to one. Ned B. raised the possibility of a mini master plan. Anne L. said that to move CUNY we need to have a well thought out plan for the future of the institution, and we are not at that point yet. Naomi D. spoke about her experience with York College and their mini master plan. She thinks it would help to engage with CUNY and establish a baseline for where we are now. She also said we could re-engage our past work to show where we have come from. Ned B. said that the university needs to understand our needs. Karen K. spoke about the possibility of having faculty testify at a public meeting of the board. However, the question is what we want CUNY to recognize. Ned B. said they need to recognize that we are short on space. Steve T. said they do understand that we are short on space but that they also know that we don’t utilize our facilities on Fridays, Saturdays, and Sundays. Anne L. said that we can look at several elements such as our space needs compared to other CUNYs, and our utilization of nights and weekends; we can also spend time combining analyses we already have done. Steve T. said that he still believes that we need to think about our vision for the institution and include this in a strategy document. Maki H. explained that there are other space issues that affect the ability of the department to function such as the inability to find space for departmental meetings and that these issues need to be memorialized as well. Ned B. said that he previously circulated a list of information that would be useful for the SPS to have for planning and as a starting point he is going to send that out again. Anne L. said she is going to collect information on departmental needs and update this information for Academic Affairs. She is also going to ask the Vice Presidents for needs in their areas. She will then share this information with
Steve T. whose team will compile this information. This will allow us to know our state of affairs and where we are now.

3. **Strategic Planning – Updates on the 2018-2019 academic affairs plan/Processes for Future Strategic Planning.** Anne L. spoke about updating the academic affairs plan. She explained that each division has their own plan that they update for the year ahead. She explained that the SPS Committee should be involved in the Strategic Planning Process for the college and she will share the academic affairs plan with the committee in June.

4. **Space Manual Review Request.** Ned B. started by explaining that the SPS reviewed the Events Handbook last year, and recommendations were submitted. However, the recommendations were never discussed at the SPS and instead President Travis approved the document. Ned B. then spoke about a specific instance in which there was a MPA student event last weekend and how they were charged for set-up costs. Steve T. explained that they were charged for overtime labor costs and were offered other spaces for this event in which they wouldn’t occur a fee. Anne L. said that academic programs should not be charged as students should have the same services regardless of schedule. Fatime U. said that this is an occurrence with weekend events, and effects more than just academic programs. She explained she has encountered this charge when an express set-up is needed on weekends. Ned B. said that we should revisit the questions we have about the manual, and review those questions to see what we think. Raj S. said that the recommendations were brought to President Travis and that the decision was made by the President Travis. Ned B. said that we need to look into the internal charge backs as this is not a good practice. Anne L. said that we need to look at this holistically and separate out credit bearing programs. She further explained that she understands there is a policy issue and then there is a financial issue. The policy issue is that we need to have the same educational activities regardless of schedule but the financial issue is that we have to see how we can afford this. Raj S. said that we somehow have to cover costs for these events in the facilities budget. Ned B. said there will be ramifications if programs are charged because then the only programs that can run these events are going to be the programs that have the budget. Fatime U. also said that the Events Handbook says there will be an Events Review Committee and it would be nice to see that committee formed. Anne L. said let’s look at the Events Handbook, and look at possible changes and recommendations to bring to the new president for approval.

5. **New Business.** There was no new business.
1.0 Introduction

John Jay College is a community of motivated and intellectually committed individuals who explore justice in its many dimensions. The college’s liberal arts curriculum equips students to pursue advanced study and meaningful, rewarding careers in the public, private, and non-profit sectors. Our professional programs introduce students to foundational and newly emerging fields and prepare them for advancement within their chosen professions. As a public university with public purposes, John Jay (JJAY) also seeks to contribute to the cultural, social, and economic life of New York.

1.1 Event and Space Use Guidelines

Event and Space Use Guidelines have been developed to streamline the reservation process and promote effective communication in the planning, execution, and evaluation of events taking place at the college. Any group wishing to schedule an event on campus other than an academic course must submit a request through the Virtual Event Management System (VEMS).

A completed event request must be entered into VEMS or submitted to the appropriate office no later than 15 business days before the proposed date of the event or we cannot guarantee the event request will be processed. Event requests are available from the offices listed below:

a) John Jay College Applicants
   i. Students
      Student generated requests, such as student club and organization meetings, social events, cultural events, fundraising events, and lectures, must be directed to the Center for Student Involvement and Leadership (CSIL) at 524 West 59th Street, New York, NY 10019
   ii. Faculty/Staff
      Faculty and staff members wishing to hold an event, such as a union meeting, award ceremony, conference, reception, memorial service, or lecture, must be directed to space reservationist Christine Baerga at cbaerga@jjay.cuny.edu or space reservation manager Cheryl D’Antonio at cdantonioc@jjay.cuny.edu. If applicable some requests may be redirected to the Office for the Advancement of Research (OAR).

b) External and Community Applicants
   Groups external to the college may obtain an event request application from the Office of Theater and Event Support Services or contact Cheryl D’Antonio at cdantonioc@jjay.cuny.edu.

c) University Interest and Regulations
   There should be significant JJAY interest in hosting the proposed event and it must be one that aligns with John Jay College’s mission, goals, and ideals. The organization must also agree to comply with all of the JJAY rules and regulations. JJAY reserves the right of approval of all facility-use requests and may impose restriction and limitation of use, in addition to any restrictions consistent with the operation of JJAY.
d) Sponsoring Organizations
A non-affiliated individual/organization may be sponsored by a JJAY academic department or administrative office. The sponsoring department must assume financial responsibility for the costs of the event and must also have a presence at the actual event. If the sponsoring department seeks a partnership discount on rental rates a written justification must be submitted to the Vice President of Finance and Administration.

e) Athletic Facilities
Athletic facilities include the Main Gymnasium, Auxiliary Gymnasium, Tennis Courts, Swimming Pool, Weight Room, Locker Rooms, and Showers. Visit JJAYathletics.com for more information. Organizations (affiliated or non-affiliated) interested in using any of the athletic facilities must contact:

i. Catherine Alves
   Assistant to the Athletic Director
   Phone: (212) 237-8395
   calves@jjay.cuny.edu

f) Gerald W. Lynch Theater
Individuals/Organizations (affiliated and non-affiliated) interested in using the Gerald W. Lynch Theater must contact:

i. Joshua Redfearn
   General Manager
   Phone: (212) 237-800 ext. 2156
   iredfearn@jjay.cuny.edu

1.2 Purpose of the Guidelines
Public assembly space on campus is at a premium. We have a wide range of users from the college, from CUNY, and from outside organizations that rent our lecture halls, gymnasium, student dining hall, Moot Court and other spaces on campus. The purpose of our guidelines is to strike the best balance among space assignments for student clubs and organizations, faculty and staff, priority local uses; events that seek audiences beyond the campus community, such as conferences, workshops and lectures, and rentals to outside constituencies. The guidelines also seek to ensure that facilities costs are transparent, well understood, and fully covered across the totality of space assignments.

1.3 Event Review Committee
In order to ensure the best and highest use of space on campus, approval by Theater and Event Support Services is required. Criteria for approval can be found in the Events Handbook and is based on several factors including but not limited to attendance, activity, timeframe, expense, and revenue potential. In order to maximize our space usage, a request for a specific space may be denied in favor of a more appropriate location. For example; a 250-seat lecture hall, reserved for an anticipated attendance number of 30 guests, may be redirected to a classroom or smaller, more appropriate space. Theater and Event Support Services will consult with representatives of the Events Review Committee, chaired by the VP of Finance and Administration, and consisting of one representative from each division of the college, two student representatives (selected by the Student Council), and two faculty representatives (selected by the Strategic Planning Sub-Committee). Members of the committee would be approved by the President, and meet twice annually to review and revise room use policies based on 6 month metrics.
The day-to-day operation of space reservations would continue to be managed by staff, and the Events Review Committee would be consulted on an as needed basis. Substantial changes requiring updates and amendments to the Events Handbook, as brought forward by the Events Review Committee and reviewed by the Strategic Planning Sub-Committee (SPS), will be forwarded to the President for approval and adoption.

1.4 Event Request

The following guidelines apply to most if not all user groups and details the general practices required in preparing an event request for review. Internal user groups (student clubs, faculty, and staff) partnering with external organizations (user groups from outside the John Jay Community) where admission fees are being charged should pay special attention.

a) Identify an appropriate location for your proposed event

Once you have created an event program and have a clear understanding as to when it will take place, it is now time to consider what facilities on campus would suit your program best. If you are unsure as to what facilities the campus has available, contact our Space Reservations Manager Cheryl D’Antonio at cdantonio@jjay.cuny.edu. As space is limited on campus, we recommend having flexibility with the requested dates of your event.

b) Prepare the Event Request

The event request is the formal request for space. Attention will only be given to requests that have been filled out in their entirety. JJAY requests (Faculty & Staff) must submit their requests a minimum of 15 business days in advance. Groups external to the college must submit their requests 30 business days in advance of planned events. Meeting the above timelines does not ensure or guarantee the approval of the request.

On your event request, please give a detailed description of your event. Make sure to include maximum number of guests and, if possible, please include a diagram of your desired set-up. Indicate on the request if you would need audio/visual services and other auxiliary equipment so that we can accommodate – please be aware that certain fees may apply. Events held by outside groups will require a Certificate of Insurance. Be sure to review your request as incomplete forms may be rejected or held until the proper information is obtained and may significantly delay the review process.

c) Request Submission & Review Process

Once your request is reviewed by the appropriate office or department, should any conflicts or concerns remain Space Reservations Manager Cheryl D’Antonio, in consultation with members of the Events Review Committee, will determine the best course of action in remedying the situation.

d) Event Approval and Payment

Once the review process is complete final approval will be given by the Vice President of Finance and Administration. If applicable, the client will also be provided with necessary contact information, instructions, and invoiced fees (i.e. staffing and other site services). Sponsors and/or event organizers may be requested to meet with a designated JJAY
representative to provide additional information pertaining to the event. If necessary, this will be done prior to the approval of the event request.

e) Payment
Make checks or money orders payable to:

John Jay College Auxiliary Services Corporation, Inc.
Attn: Mr. Gerald Garvey, Bursar
Room L 70.03 NB
John Jay College of Criminal Justice
524 West 59th Street,
New York NY 10019

1.5 Administrative Fees and Rental Rates
External organizations wishing to use JJAY facilities will be charged an administrative fee in addition to the rental rate. While registered JJAY student clubs, departments, and organizations will not be charged administrative fees or rental rates, charges for support services may apply. Rental rates and fees are set by the Department of Theater and Event Support Services in consultation with the Vice President of Finance and Administration. Substantial changes to rental rates and fees requiring updates and amendments to the Events Handbook will require review by the Strategic Planning Sub-Committee (SPS) and forwarded to the President for approval and adoption. Please refer to Appendix "A" for rental rates and administrative fees.

1.6 Support Services (event staffing)
Certain events may require the presence of public safety, custodial, or other auxiliary staff. While the Event review process considers the type of the event, location, number of guests, and other factors it does not determine if additional Public Safety, Facilities Management Services or other support staff will be needed. These departments will be consulted individually as to the need for those services. If there is a change for additional staff assignments, a revised invoice will be issued reflecting the change.

1.7 Audio/Visual Services and Equipment
Faculty and Staff requiring audio and/or visual support for their event (except the GLWT) should contact Chinua Thomas at cthomas@jjay.cuny.edu. Student organizations should contact the Center for Student Involvement and Leadership (CSIL). Non-affiliated individuals/organizations should arrange for audio equipment with Space Reservations Manager Cheryl D’Antonio at cdantonio@jjay.cuny.edu.

1.8 Work Orders
Reserving your space is just the first step in the process. If your reservation requires your space to be provided with chairs, tables, heat, etc. a “work order” must be submitted in Facilities Management. Please refer to Appendix "B" to view a facilities work order.

1.9 Catering
JJAY’s food service vendor, MBJ, can provide catering services to any individual/organization hosting an event on campus. For more information call 212-484-1335.
## Appendix "I"

### Rental Guidelines and Rates

#### RENTAL RATES

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<th>Rental Rate</th>
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<td>Full Rate</td>
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<td>Non-profit/Board Member/Trustee/Donor:</td>
<td>30% discount</td>
<td>$ 700</td>
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<tr>
<td>State &amp; City Agency:</td>
<td>50% discount</td>
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#### PARTNERSHIP RATES

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<th>Example</th>
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<td>Alumni/Faculty/Staff:</td>
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<tr>
<td>Non-profit/Board Member/Trustee/Donor:</td>
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<tr>
<td>State &amp; City Agency:</td>
<td>50% of the above rate</td>
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Note:

1) Rental rates refer only to the use of space. All labor charges are to be reimbursed by the user group. No exceptions. Labor charges may include, but not be restricted to, facility set-up and tear down, custodial services, public safety staffing, and audio visual services.

2) To qualify for the partnership rate a description of the anticipated in-kind benefit to the College is needed and requires the approval of the hosting department's Dean or Vice President. Prior to committing to the use of space at the partnership rate, the hosting department is required to submit their written justification to Senior Vice President Pignatello for final approval.

3) Additional fees may apply to weekend and/or holiday rentals.
Pre-Event Invoice

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<tr>
<th>Group</th>
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<tr>
<td>Jovanny Suriel</td>
<td>Event Name: MPA Student Cohorts</td>
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<tr>
<td>Center for Career and Professional Development</td>
<td>Phone: 646-557-4543</td>
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<tr>
<td>NB, L72</td>
<td>Event Coordinator: Cheryl Dantonio</td>
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</table>

Saturday, April 21, 2018

8:00 AM - 10:00 AM MPA Student Cohorts (Pending Approval) NB Atrium Table B-1
Tabling
Facilities Requirements:
- MityLite 6ft Rectangle Tables
  Quantity: 2
- Chairs

8:00 AM - 10:00 AM MPA Student Cohorts (Pending Approval) NB Atrium Table B-2
Tabling
Facilities Requirements:
- MityLite 6ft Rectangle Tables
  Quantity: 1
- Chairs
  Quantity: 2

8:00 AM - 2:00 PM MPA Student Cohorts (Pending Approval) NB Student Dining Hall East
As is / Standard
Audio Visual Technicians:
- 7:00 AM - 4:30 PM Event Support
  AVS Technician CA (10 hours @ $30.00/hr)
  Quantity: 1
  Price: $300.00
  Amount: $300.00

Facilities Staff:
- 6:30 AM - 8:30 AM Event Set Up
  Laborer (2 hours @ $49.11/hr)
  Quantity: 1
  Price: $98.22
  Amount: $98.22

Audio Visual Services:
- Podium Microphone
  Quantity: 1

Facilities Requirements:
- 5 ft. Round Tables (serves 8)
  Quantity: 13
- Chairs
  Quantity: 104
- Stages
  Quantity: 1

Each unit of staging is 4' x 5'. Please select the number of units you would like and your request will be reviewed based on the location of the event and the other furniture in the room.

Public Safety Information:
- 524 West 59th St., New Building Main Entrance

9:00 AM - 3:00 PM MPA Student Cohorts (Pending Approval) NB Hound Square Center Table:
Tabling:

4/13/2018 12:01 PM CD
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**TO PAY BY CHECK:**

Please make checks payable to:

John Jay College Auxiliary Services Corporation, Inc.

Please send payment and a copy of this invoice to:

Mr. Gerald Garvey, Bursar  
Rm. L.10.03 NB  
John Jay College of Criminal Justice  
524 West 59th Street, New York, NY 10019

**TO PAY BY CREDIT CARD:**

Please contact Gerald Garvey or Erica Pabon at 212-237-8473.
Strategic Facilities Plan
Strategic Facilities Plan

A. Historical Summary

B. Overview of the Strategic Plan
   1. Overview of the Plan
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   b. Expanded use of the classroom schedule grid
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G. Strategies and Scenarios for Space Management

1. Assessment of Strategic Challenges and Assets
   a. Challenges
      Overcoming Historical Space Deficits
      Enrollment
      Specialized Programmatic Space Needs
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   b. Assets
      Enrollment Management Opportunities
      A Tradition of Efficient Space Use
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      North Hall Redevelopment Opportunities
      John Jay as a Strategic Opportunity for CUNY

2. Strategies for 2005-2008
   a. Enrollment Management
   b. Expanded Use of the Classroom Schedule Grid
   c. Expanded Use of Online Instruction
   d. Expanded Use of Satellite Locations
   e. Calibrating Class Size and Classroom Size

a. Option One: Haaren Phase I and II, BMW
   Without Westport and BMW
   Including Westport and BMW

b. Option Two: Phase III on the Haaren site

c. Option Three: Phase III as part of a North Hall partnership

Potential Occupancies

- JJC space to meet the shortfall for 10,000 FTE
- JJC space to meet demographic expansion
- other CUNY academic facilities
- NYC High School
- replacement of JJC and CUNY space at BMW and Westport
- CUNY Dormitory housing
- St. Lukes - Roosevelt Hospital Center space
- residential housing

Site Capacity of North Hall

The Dynamics of a Partnership Strategy
A. Historical Summary

Summary: Explain the history of the College’s facilities to place the current circumstances and plans in context.

John Jay College of Criminal Justice, after its establishment in 1964, was housed at the NYPD Police Academy. In 1967, space was provided on Park Avenue South. In 1970, CUNY recognized that this space was insufficient, and acquired the North Hall site at 445 West 59th Street. However, it became immediately apparent that this space would be insufficient, and therefore an additional facility on 56th Street - called South Hall - was leased.

In the 1980s, CUNY again recognized the College’s growth in students, programs and faculty, and CUNY acquired the former Haaren High School site at 899 10th Avenue. This space began service in 1988, and the South Hall lease was terminated. Planners for the Tenth Avenue site, sometimes called “T-Building” or “Haaren Hall,” envisioned eventual expansion over the entire block, down to Eleventh Avenue. Planning for this expansion, called “Phase II,” began during the 1990s, and culminated in the acquisition of the site and approval to proceed with design during 2003.

Recognizing that enrollment growth had greatly outstripped the capacities of North Hall and Haaren Hall, in 1998 CUNY approved the lease of a floor of the BMW Building at 555 West 57th Street for administrative, research and training functions, and in 2004 the lease of two floors of the Westport Building at 56th Street and Tenth Avenue. Thus, as of 2004, the College includes four buildings.
North Hall: A former shoe factory located on the corner of 59th Street and 10th Avenue, North Hall (300,000 square feet) houses 60 instructional classrooms, all science laboratories, 2 lecture halls, Cyber lounge, faculty and Student Dining facilities, counseling services, academic computer labs, the college bookstore, most academic departmental offices and some administrative offices. The oldest and heaviest utilized facility, North Hall, will continue to present significant demands upon the Department of Facilities Management.

Haaren Hall: Located on 10th Avenue between 58th and 59th Street this beautiful and award winning facility houses the Lloyd Sealy Library, the Gerald W. Lynch Theater (a 611 seat facility), an official NCAA sized swimming pool, the cardiovascular fitness center, 38 instructional classrooms, 1 lecture Hall, many conference and training rooms, the Office of the President, Executive Offices and various departmental and administrative offices.

BMW Building - 6th Floor: Located at 555 West 57th Street this facility is comprised of the entire 6th Floor of the building (50,000 square feet) and houses the Department of Information Technology, the Business Office, Institutional Research, Law Enforcement News (John Jay’s Nationally distributed Newspaper), Personnel, Payroll and various institutes and centers. The facility also contains conference and training facilities.

Westport Satellite Campus: The Westport is a private multi-use building on the corner of 56th Street and 10th Avenue, two blocks south of the main campus. It is a residential building with two floors of retail space on the ground floor and second level. Construction of the building itself is complete and the College has moved into the new space - two retail floors built out to suit the College’s needs. The facility plan provides for classrooms, offices, a dining facility, a larger bookstore, and lounges for faculty and staff.

Despite the addition of the BMW and Westport facilities, space available to the College has not kept pace with the needs, as measured by CUNY space standards, as well as when compared to peer institutions.
The College’s space needs, as documented in Chapter F of this Plan, are also apparent when compared to other CUNY senior colleges.
B. Overview of the Strategic Plan

Summary: Review the purpose of the reports, and explain the goals/objectives/strategies that concern the provision of appropriate facilities.

1. Overview of the Strategic Plan

During 2002, the College submitted a Self-Study Report associated with the renewal of accreditation by the Middle States Commission on Higher Education. Following a site visit during April 2003, the College's accreditation was renewed. However, the Commission also requested a monitoring report, due April 2005, consisting of

- Development and implementation of a comprehensive institutional strategic plan which links planning and decision-making and budgeting processes;
- Development and implementation of a comprehensive facilities master plan; and
- Development and implementation of a written plan for assessment including student learning outcomes and institutional effectiveness.

The Strategic Plan, which is based on outcomes assessment and institutional performance measurement, represents a major new direction for the College. The preparation of a strategic plan is a multi-step process covering mission, objectives, strategies and assessment.

- **Goals**: The College's broad-based goals should be directly related to its mission.
- **Objectives**: The objectives are the operationalization of goals.
- **Strategies**: Strategies are the major activities/projects implemented to achieve each objective.
- **Assessment**: Assessment encompasses the measures established to determine if goals/objectives are being achieved. These measures may be in the form of inputs, processes, outputs and/or outcomes.

The Strategic Plan sets out eight broad goals for the College, relating to student learning, educational preeminence, scholarship and research, public service, and institutional efficiency and effectiveness. A ninth goal is related to funding.

The Commission's letter called for a "Master Plan." Within City University of New York, the term "Master Plan" refers to a professionally-developed long-range planning document that must be adopted by the University following an extensive series of official reviews. This Strategic plan is not an official CUNY Master Plan. However, implementation of some aspects of this plan may require, at an appropriate time in the future, an update of the College's official Master Plan.
2. **Summary of Objectives and Strategies Relating to Facilities**

Each of these goals has objectives involving the College's facilities, and the following is a summary of the objectives relating to facilities, along with the strategies proposed in the facilities plan.

**Objective 7.7:** Provide a safe, healthy, secure, and accessible campus conducive to instruction and learning.

**Strategy 7.7.1:** Maintain facilities consistent with codes and standards, and consistent with the College's guidelines for health, safety, security and sanitation.

**Strategy 7.7.2:** Plan, advocate for, and implement projects to achieve compliance with codes and standards where such compliance does not exist.

**Strategy 7.7.3:** Advocate for sufficient space to meet current and anticipated future student enrollments and program plans.

**Strategy 7.7.4:** Identify and provide specialized instructional space required by each academic program.

**Strategy 7.7.5:** Identify and provide specialized instructional infrastructure and technology required by the faculty for each academic program.

**Strategy 7.7.6:** Identify and provide the facilities, infrastructure and equipment required for each faculty member to undertake a program of scholarship and research, including those requiring specialized laboratories or facilities. Where resources are insufficient, advocate for the resources needed.

**Objective 7.8:** Develop and implement strategies to manage space shortages and to address changing needs.

**Strategy 7.8.1:** Recognizing that resources will not be optimal at all times, evaluate the allocation of available space, on an ongoing basis, to ensure that it is optimally allocated.

**Strategy 7.8.2:** Advocate for sufficient space to respond to future opportunities to enhance institutional efficiency and effectiveness.

- Charge the Comprehensive Planning Committee to annually review documentation concerning campus space allocation and ongoing best use, making recommendations to the President through the Vice President for Finance and Administration.
- The Vice President for Finance and Administration should annually update an assessment of space condition, use and official allocation, including academic, administrative and support functions.
- The assessment should be developed in time to inform the College’s annual capital budget request to the University, as well as the annual campus operating budget request related to maintenance.
- The assessment should include recommendations for reassignments of space so as
to mitigate dangerous, inaccessible, and unhealthful conditions, and achieve reasonable equity in space use.

**Objective 7.9: Maintain a state-of-the-art technological infrastructure.**

**Strategy 7.9.1:** Upgrade the space, infrastructure, and technology to support access to technology for instruction and learning.

**Strategy 7.9.2:** Provide space, infrastructure and technology to provide student access to information for study and research, including books, manuscripts and periodicals as well as online information services.

### 3. Summary of Performance and Outcome Measures Associated with Facilities

The achievement of each strategy can be assessed based on a variety of measures. With respect to facilities, a single type of measure can be applied across a range of functional areas. For example, a measure of fire code compliance can be applied in the same manner across facilities service instruction, research, training, administrative support and student services. As the Outcomes Assessment Plan is refined, measures may be classified in functional categories, and may be structured so that results can be disaggregated to focus on specific types of spaces or locations. However, at this preliminary stage in the design of the Outcomes Assessment Plan, the measures are presented in a general format. The following are some examples of measures that can assess resources, outputs and outcomes associated with facilities.

#### a. Resource Measures

The following are examples of measures of the resources - the inputs- that are available to the College.

**Instructional Space Compared to CUNY Standards:** This resource measure compares the instructional space actually available to the College, compared to the instructional space recommended based on the method and standards in CUNY’s “Guidelines for Space Planning.” The measure is a percentage.

**General Space Compared to CUNY Standards:** This resource measure compares all space actually available to the College, compared to the space recommended based on CUNY’s “Guidelines for Space Planning.” The measure is a percentage.

**Instructional Space Compared to CUNY Senior Colleges:** This resource measure compares all instructional space actually available to the College, divided by the full-time equivalent number of students in the college, compared to the average of the same statistic for all other CUNY senior colleges. The measure is a percentage, with the JJC ratio as the numerator and the average of the other Senior Colleges as the denominator.

**General Space Compared to CUNY Senior Colleges:** This resource measure compares all space actually available to the College, divided by the full-time equivalent number of students in
the college, compared to the average of the same statistic for all other CUNY senior colleges. The measure is a percentage, with the JJC ratio as the numerator and the average of the other Senior Colleges as the denominator.

**Maintenance Personnel Relative to CUNY Community College Model:** This resource measure is a percent. The denominator is the number of maintenance personnel, including both regular staff and the full-time equivalent of part-time and hourly staff. The denominator is the number of personnel that the campus would require, if the campus was a community college and the CUNY community college allocation model were applied to estimate personnel needs.

**b. Output Measures**

The following are examples of measures of outputs achieved by the college with the resources that are available.

**Percent of identified structural code violations corrected**: This output measure is a percentage. The denominator is the number of structural code violations identified during a baseline survey by an independent code compliance authority or professional, which is updated at least every five years. (For example, DASNY completed an assessment of North Hall during 2003.) The numerator is the number of the identified violations that have been corrected.

**Classroom Readiness Survey**: This output measure is a percentage, based on a monthly survey of at least 25 classrooms. The survey form, completed on an unannounced basis at random times for randomly selected spaces, is a brief checklist of attributes of a classroom, such as the number of chairs compared to the designated capacity of the classroom, the availability of standard supplies, and other attributes of the space.

**Laboratory Readiness Survey**: This output measure is a percentage, based on a monthly survey of at least 10 laboratories, including computer and science labs. The survey form, completed by designated staff of the department or departments that are the primary users of the space on an unannounced basis at random times for randomly selected spaces, is a brief checklist of attributes of a laboratory space, such as the number of operational stations compared to the designated capacity of the lab, the availability of standard supplies, and other attributes of the lab.

**Heat and Humidity Monitor**: This output measure is the number of spaces that do not meet a college guideline as to the appropriate range of heat and humidity for the space involved. The college will acquire a sufficient number of temperature and humidity recording devices. These devices are available with a variety of features and technologies. The traditional monitor records the temperature and humidity on a paper disk for a period of a week or month. Recent products maintain the results in a digital form, and some recent products transmit the results wirelessly to a central server. A committee of faculty and staff will designate rooms to be monitored. As problems in spaces are corrected, the monitors can be rotated to other spaces. It should be
recognized that in some areas of North Hall, deficiencies cannot be corrected because of fundamental design and engineering flaws.

**Fire Inspections:** This output measure is the absolute number of operational fire code violations identified based on fire inspections, conducted by the College and by external inspectors. The internal inspections, which should be conducted on at least a quarterly basis, should focus on operational and maintenance issues in addition to structural violations. (A structural violation, such as the lack of a fire exit, would require a major project to remedy the deficiency. An operational violation, such as a fire door with an inoperable latch, or a broken fire alarm, or a missing fire extinguisher, reflects deficiencies that can be avoided with proper inspection and maintenance.)

**Classroom Occupancy:** This output measure is an absolute number – the number of classrooms, at the start of each semester, that have courses where the number of registered students exceeds the designated capacity of the classroom based on applicable codes and standards.

**Overall Space Allocation Equity:** This output measure compares the actual allocation of space between functions and departments to the optimal allocation of space based on CUNY and John Jay space standards and resource allocation models, overall and by functional category. The measure could be operationalized in a variety of ways. The point is that, if resources are limited, it is critical that they be allocated fairly, and that they be seen to be allocated fairly.

c. **Outcome Measures**

The College and University currently maintain several periodic surveys of user satisfaction. These surveys might provide material for the construction of outcome measures.

**Survey of Student Satisfaction:** Measures might be developed from the University survey of students that includes questions about facilities.

**Survey of Faculty and Staff Satisfaction:** Measures could be based on the College’s annual survey of faculty and staff perceptions of facility conditions. The University Faculty Senate is also introducing a “Faculty Experience Survey” that may provide additional source material for measures.
C: Codes and Standards

Summary: This Chapter reviews the codes, standards and maintenance guidelines that the College strives to meet with respect to its facilities.

1. Summary of Strategic Objectives and Strategies

The Strategic Plan identifies three broad classes of objectives and strategies. The character and extent of the College's facilities play an essential role in meeting to College's mission and goals. These involve:

- meeting the basic requirements of codes, standards;
- maintaining our facilities in compliance with codes, standards and maintenance guidelines; and
- providing sufficient space to support current and potentially expanded programs and services.

The purpose of this chapter is to review and summarize the codes, standards and maintenance guidelines. The review provides a basis for an assessment of current compliance, along with current and future space needs under various scenarios. The review also is essential to the process of developing measures of performance and outcome.

2. Building Codes

College facility plans must be filed with and, in some cases, are subject to regulation by a range of governmental authorities, including the following departments of the City of New York: the Building Department, Zoning Department, Fire Department, Department of Environmental Protection and Highway Department. In addition, non-City agencies include the New York State Energy Office, and the Consolidated Edison Company.

While the applicability of codes, standards and guidelines varies depending on many factors, the following have application, under appropriate circumstances, to College facilities:

- Building Code of the City of New York
- American National Standards Institute: Providing Accessibility and Usability for Physically Handicapped People
- New York State Energy Conservation Code
- Occupational Safety and Health Administration Regulations
- ADA Accessibility Guidelines
- Electrical Code of the City of New York
- American Society of Civil Engineers: Minimum Design Loads for Buildings and Other Structures
3. CUNY Space Standards

The Department of Space Planning and Capital Budget of the City University of New York is responsible for the University’s overall facility planning, and for the administration of major projects.

a. General Space Guidelines

The Department has published “Guidelines for Space Planning” that are used by facility planners as a resource in planning and design, and by planners in evaluating the adequacy of existing facilities for the programs and functions that they support. These guidelines have been used as the primary basis for space planning for the Phase II Project and for the Phase III estimates in this plan.

b. Specialized Space Requirements for John Jay College

The College provides certain specialized programs and services that are not covered by the CUNY Space Guidelines. These include specialized instructional and laboratory facilities in Forensic Science, Fire Science, Emergency Management and Forensic Psychology.

4. John Jay Maintenance Guidelines

The College is responsible to maintain its facilities in compliance with applicable codes and standards. In addition, the College sets guidelines for itself for the sanitation and security of its facilities, and for the state of operation of facility infrastructure and equipment.

Sanitation: The Department of Facility Management complies with the following operational standards and guidelines:

- maintain full compliance with NYC sanitation requirements including the recycling of paper, metal and plastic.
- Provide receptacles are in every building on every floor and recycle refuse in coordination with NYC Sanitation pick up.
- Comply with the proper disposal of fluorescent bulbs as per EPA guidelines.
- Coordinate and monitor the storage, use and removal of all chemicals at the college and insure compliance with EPA guidelines.
- Provide regularly scheduled extermination services throughout all college buildings.

The Building and Grounds Department will be hiring a full time Environmental Health and Safety Officer to support these functions.

Security: The mission of the Security Department is to:
- Protect faculty, staff, and students as well as the many visitors to the campus.
• Provide protection to the building and property assets of the college.
• Ensure a safe campus environment in cooperation with the college community.

The Security Department complies with the following operational standards and guidelines:

• Use only trained security personnel,
• Provide a turnstile access system, duress systems in restrooms, emergency telephones and a complete CCTV system throughout our buildings. These systems depend on a sound key and lock system and controlled ID system which is also maintained by the department.
• Chair the College Security/Violence in the Workplace Committee,
• Maintain compliance with the requirements of the Cleary Laws,
• Report all crime statistics to the U.S. Department of Education,
• Meet all NYFD Requirements regarding Certification and Fire Laws,
• Meets all requirements of the NY State Security Guard Act.
• Maintains a working relationship with St. Luke’s/Roosevelt Hospital and Fastcare Ambulance Service,
• Keep a weekly liaison with both the MTN and 20th Precincts.
• Report all incidents required by University Policy to the Office of The University Security Director.
• Work with the College inventory officer and maintain a property pass system to protect College property.

The departments report, documents, investigates, and archives all incidents occurring on campus property and testifies and provides evidence in all proceedings whether internal or conducted by outside government agencies.

HVAC: The Department of Facility Management complies with the following operational standards and guidelines:

• Monitor all HVAC systems for proper operations daily, including the proper air flow, filter changes, pneumatic controls and overall service to our systems.
• Administer air quality tests, with results well within acceptable ranges of air quality.

The Department has gone to great lengths to improve the old systems, undertaking $2 million dollars of system overhauls providing better cooling towers and condenser water piping in Harren Hall. We have worked closely with the architect and engineers designing the HVAC systems for the new Phase II building. This building will conform to all applicable ASRAE standards and efficiency standards for “green buildings.”

Technology: The Department of Information Technology complies with the following operational standards and guidelines:
Physical Layer Infrastructure

- Follow TIA/EIA 568a in our wiring closets and for horizontal cable runs, including both CAT5 data and telephone cabling.
- Lock all wiring closets to prevent physical access from unauthorized individuals and kept climate controlled to prevent service outages.

Network and Telephone Equipment

- Maintain service contracts and maintenance agreements for the telephone and network equipment deployed on campus.
- Ensure that software configurations of network and telephone equipment (i.e. routers, switches, firewalls, VPN gateways, PBX, etc…) are backed up locally and moved offsite in accordance with good disaster recovery procedures.
- Provide that these devices are also locked in rooms with access limited to authorized personnel.

Campus Servers

- Ensure that DOIT controlled Network servers are backed up and tapes stored off campus in concert with sound disaster recovery techniques and practices.
- Provide that production servers are under maintenance contracts, when possible are kept in climate controlled areas, receive regular security patches and anti virus updates and are monitored 24/7 through software that alerts DOIT system engineers immediately of service interruptions.

Fire Protection

The Department of Facility Management complies with the following operational standards and guidelines:

- Protect Haaren Hall and Westport by maintaining a Class E Fire Alarm System and North Hall with a Class G system.
- Comply with Local Law 5 which requires that there be a Certified Fire Safety Director on site whenever the building is occupied.
- Provide fire safety training and hold fire warden meetings.
- Conducting at least one fire drill in each building per semester.
- Maintain and inspect fire safety equipment.

Several staff members maintain the Certified Fire Safety Director certification as well as others required by the FDNY. Systems and drills are conducted there also. The BMW Building drills are conducted by S&L Green Management.
D. Ongoing Maintenance and Operations

*Summary:* Explain the strategies that the College will implement to meet the goals and objectives related to the maintenance of facilities, and the achievement of compliance with codes and standards.

1. Maintenance

The following strategies relate to the ongoing maintenance of compliance with appropriate codes, standards and maintenance guidelines for health, safety, security and sanitation.

*Strategy 7.7.1:*
Maintain facilities consistent with codes and standards, and consistent with the College's guidelines for safety, security and sanitation.

**Maintenance Improvements North Hall:** One of the major focuses of the past five years has been to make a concerted effort to improve conditions in North Hall. The North Hall building is old, never properly maintained since it was occupied in 1973, and has heating, cooling and ventilation problems. It was an old shoe factory warehouse and not adequately re-designed for use as a College. These conditions have been a major source of complaints from building occupants and why special efforts were undertaken in recent years to address them.

For many years North Hall had been virtually neglected. Occupants were forced to work and learn in a dreary, congested environment with few amenities and a visible lack of attention in comparison to Haaren Hall also known as the "T-Building". Since 1998, numerous improvements have been made. These include:

- upgrading the lobby entrance, student lounges;
- cyber facilities for students to access e-mail and surf the internet;
- plasma screens to promote events;
- a new Faculty Staff Dining Room on the second floor;
- new furniture for offices and public areas;
- new classroom chairs;
- smart classrooms;
- a new roof;
- improvements to the heating and cooling system;
- major resurfacing of floor areas;
- new doors for the main entrance of the building;
- new cafeteria furniture;
- renovated large lecture halls including new fixed seating;
- installation of new security systems and emergency phones in restrooms;
- improved emergency evacuation procedures;
- science department laboratory improvements; and
- renovated financial aid and career development and counseling areas.

**Maintenance Improvements in Haaren Hall:** The following projects will be necessary to maintain Haaren Hall and to adapt it to changed use patterns once Phase II project is completed and opened.

- Complete Roof replacement.
- Complete Class E Fire Alarm replacement.
- Replacement of the Absorption Chillers.
- Relocation and renovations for the History and Public Management Departments moving from North Hall to the 4th and 5th floor of Haaren Hall after completion of the New Building Expansion Project. (2008)
- Renovation of the basement level and 5th floor Bursar Area for Library Special Collection after completion of the Expansion Project.
- Upgrade Haaren Hall public toilets to ADA compliance.
- Upgrading of 6th floor tennis court and running track
- Repair of roof parapets and copings.
- Complete signage and way-finding upgrade needed after Expansion Project is completed in order to unify the signage from one building section to the other.
- Upgrade Passenger and Freight Elevator.

2. **Major Projects to Achieve Initial Compliance**

The following strategies relate to the initial achievement of compliance with appropriate codes, and standards for health, safety, security and sanitation.

- Strategy 7.7.2: Plan, advocate for, and implement projects to achieve compliance with codes and standards where such compliance does not exist.

**Code Compliance Projects in North Hall:** There have also been longstanding serious safety issues in North Hall. The College pushed for a major code compliance review and has been
working with CUNY and DASNY to perform fire safety related renovations that have improved circulation and egress capability.

**Recent Improvement Projects:** The College has pushed for and been successful in completing numerous significant upgrades over the past several years including bathroom renovations in 1998, a full roof replacement in 2003, a new emergency generator installation in 2004 and the project with the most impact on quality of life, thorough mechanical Rehabilitation and Chiller replacement in 2004.

The North Hall Mechanical Rehabilitation Project, over $1.4 million dollars, included a rebuilding of the rooftop air handlers which eliminated supply air loss from the system, increased fan motor size which increasing total flow of air supplied, total coil replacement providing higher levels of conditioned air and pneumatic control replacement for the overall system. Although these upgrades could not make up for the original design flaws, they did provide better-conditioned air delivery to nearly every location. It also included addition of 3 additional AC units to supplement the system and the main chiller was completely rebuilt. Together these changes resulted in the system providing better cooling, increased air delivery and better control and reliability for the overall system.

**Life Safety Improvements:** In the past five years or more the improved life safety of North Hall has been pursued aggressively.

- The large concrete boxes in the main lobby have been removed improving egress.

- All of the doors at the main entrance were replaced allowing for less cumbersome access and egress.

- Existing emergency phones were repaired and new locations added including most recently all restrooms.

- The existing fire alarm was upgraded and a public address system was installed. The PA system reduced the evacuation time of the building by 200%.

The College is now in the completion stage of a joint CUNY/DASNY project to further improve safety conditions.

- A large “safe area” has been added to the cafeteria space.

- Strobe lights have been installed in restrooms.

- Additional smoke detectors have been added as well as pull stations where required by structural changes.
• A new emergency generator has been installed and security procedures have been improved.

• Full evacuation fire drills are now conducted twice a semester instead of the required single drills. For the first time nighttime drills have been conducted.

• Daily tests are performed on the magnetic release doors and weekly tests are performed on the PA System and additional bullhorns have been purchased.

• A Signage Consultant has been engaged to improve understanding of emergency procedures and to simplify travel through the building.

3. Critical Remedial Projects

The College faces enormous challenges in keeping up with facilities in North Hall until the new building is constructed. The transfer of student load to the new Westport building has reduced North Hall occupancy and will reduce the stress on the facilities. Future renovations will improve circulation and address some other space needs that are less intense use than classrooms. The College will be pursuing additional funds from New York City and DASNY to initiate improvements for fire alarm systems, other safety improvements and facility upgrades. There is particular concern for the sustainability of the heating and cooling system which underwent major upgrade four years ago but is an aged system that will require close monitoring and investment over the next few years.

4. Resource Requirements for Ongoing Maintenance

The University is in the process of developing and updating the resource allocation models used to determine the funds allocated to the campus each year. Working versions of the models include standardized approaches to determine levels of staffing and operational funding to facility administration and maintenance. The College looks forward to reviewing the work products of this effort.

E. John Jay Expansion Projects

1. The BMW Facility

Located at 555 West 57th Street this facility is comprised of the entire 6th Floor of the building (50,000 gross square feet) and houses the Department of Information Technology, the Business Office, Institutional Research, Law Enforcement News (John Jay’s Nationally distributed Newspaper), Personnel, Payroll and various institutes and centers. The facility also contains conference and training facilities.
2. The Westport Facility

The Westport is a private multiuse building on the corner of 56th Street and 10th Avenue, two blocks south of the main campus. It is a residential building with two floors of retail space on the ground floor and second level. Construction of the building is complete, and two retail floors have been built out to suit the College's needs. The number of square feet is 59,000 and the main entrance will be on 56th Street. Despite the active planning for a new building (Phase II) to be completed in 2008, John Jay College is facing a critical need for space and received University Board approval to rent these additional facilities off campus for academic and support programs currently located in congested facilities at North Hall.

The following components occupy the floors at the Westport building: Freshman Services, Food Services, The Bookstore, 20 Classrooms, Cyber Lounge, and Faculty Lounge. The first floor includes offices (The Learning Center, Peer Mentoring, and Tutoring Labs for Freshman Services) which occupy approximately 3000 square feet of the 56th Street side of Westport. It also houses Food Services, which are located on the 56th Street side of the building occupying 5550 square feet. The Bookstore has been relocated from North Hall to the 55th Street side of the building occupying 10,586 square feet, more than double the space of its existing location. The entire second floor of Westport is dedicated to students' classrooms, a Cyber Lounge, and a faculty/staff lounge. The complex has a wireless network.

Both the bookstore (currently operated by Barnes and Noble) and the dining area are also open to the public. It is anticipated that non-John Jay related sales would bring in additional revenue for the College.

The primary goal of this new facility is to relocate the classrooms out of North Hall, reduce occupancy, and provide for more functionally appropriate space. Enrollment growth has far outpaced available space creating unsafe conditions for building occupants. It had become imperative that space be leased to bridge the gap until Phase II is constructed. These classrooms plus the current bookstore are then be available for less intense use and traffic. This permits us to use the space for research and office space and reduce occupancy on all floors.

Acquiring the Westport space was a high priority for the College. It also provides a bridge— a partial and interim solution—to space problems that will be eventually (but not nearly entirely) addressed by Phase II. Space planning and lack of space was cited as an issue during our recent Middle States review. In recognition of this need, the CUNY Board of Trustees approved a ten-year lease of space for John Jay College in October.

While the primary goal of Westport is to reduce the occupancy of North Hall, there are also some opportunities to address some other space needs once the classrooms, bookstore and Freshman Services/Basic Skills are relocated. It has not yet been determined which or how many more classrooms will be closed in North Hall.
The Westport facility is a dynamic and attractive satellite campus. More importantly as result of this project can create much better conditions in North Hall while we await the completion of the College's new building. Since some needs will remain unmet and room for enrollment growth is limited within the new building program and budget, it is recommended that Westport should remain as a permanent part of the John Jay Campus.

3. The Phase II Expansion Project

Active planning for Phase II began in January 2003. The College is now about half way through the planning process. In addition, over 50 other faculty members have participated in providing input. There has been some concern expressed that there are not enough classrooms or faculty offices planned for Phase II. The primary goal was to replace all of the activities in North Hall. As big as the Phase II project is, after doing that and adding student spaces and other campus elements that we have never had, there were not sufficient funds to construct a facility any larger leaving many unmet needs to be dealt with in the future.

The Phase II site can accommodate further growth over where the campus commons is planned. But holding on to space at the North Hall site and/or Westport is another viable option. In the lead up to securing the funding for North Hall it was argued that after Phase II, North Hall would revert back to the State and could become a valuable ratable through private development. Because of its location this is actually a much more valuable site than the one the College is building on. However, the need for the College to retain space at the North Hall site is great. This perhaps could be accomplished through a mixed-use public private project. It is already known that St. Luke's Roosevelt Hospital needs professional office space. One could envision a new building that might include several floors for John Jay, residential housing, perhaps faculty, visitor, and graduate student housing, and hospital offices.

The John Jay College of Criminal Justice Expansion Project will play a critical role in its ability to carry on the College's mission of meeting the tremendous demand for criminal justice education and scholarships at a time in our city, state, and country when this has never been more important, locally, nationally, and internationally.

At 47 square feet per FTE, John Jay is the College in CUNY with the largest space deficit. The North Hall building that currently houses the majority of our classrooms, faculty offices, and student services is inadequate to meet the needs of current and future student population.

In 1998 CUNY authorized property acquisition for the remainder of the New York City block, immediately to the west, and behind the College's Haaren Hall on Tenth Avenue. This site will enable the College to relocate facilities from the North Hall building and consolidate the majority of our campus on the entire block. All of the programs and functions in North Hall will be relocated as a result of this project.
In 2000, the Architectural firm of Skidmore Owings & Merrill, in a joint venture with Turner Construction Management, was selected to program and design the new building. Planning began for this project last January 2003. Programming and Schematic Phase has since been accomplished and by September of 2004 the Design Development Phase was completed. Construction should begin by the Fall of 2005. The expected date of occupancy is Fall 2008.

The John Jay College expansion project will be approximately 600,000 gross square feet. This new building will provide a unified campus meant to serve approximately 9,767 FTES. It will provide space for classrooms and lecture halls, modern forensic science instructional and research laboratories, faculty offices, student activities and academic support services, administrative offices and campus services. Still, the new facility, when combined with Haaren Hall, provides us 64 square feet per FTE after completion, leaving the College with a significant space deficit, compared to other colleges, from the start. Other alternatives for space must be explored. These alternatives include a possible "Phase III" expansion on the Phase II site, and the possibility of retaining the North Hall site and the Westport Facility for future College use.

These options may become all the more important given the fact that John Jay’s fiscal needs and the demand for John Jay’s programs may necessitate an increase in enrollment well beyond 10,000 FTEs.

CUNY’s new five-year capital request includes $229,000,000 in continued support for John Jay’s building expansion. Previous funding of $215,250,000 had been appropriated from the last capital outlay. The projected cost for the expansion project is estimated at approximately $440,000,000.

John Jay waited 15 years between Phase I (Haaren Hall) and the proposed expansion project. During this time enrollment doubled, the field of Criminal Justice has changed and the needs of those who comprise it and whose jobs help keep us safe have grown. This project will help the College provide the best educational facilities and the latest technology necessary for the future scholars, researchers, law enforcement professionals and public safety personnel that the College serves.

To involve the college in the planning process, User Committees were established and are comprised of faculty members, administrative staff and students to review along with the SOM team the programmatic assumptions and elements of the design for the new building.

The participatory role of these user committees were established, comprised of faculty members, administrative staff, and students to review the programmatic assumptions and elements of the design for the new building along with the Skidmore Owings & Merrill team. The participatory role of these user committees has been very constructive but will diminish after the design and development phase of the project.

A Project Steering Committee has been established, comprised of project Directors from DASNY, CUNY’s Facilities Planning and Capital Budget and Department of Design and

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Construction Management, the SOM team members, faculty and administrative representatives from the College. At the same time, the consultants have been meeting with Academic Departments and Directors of Centers and Institutes to conduct individual interviews of specialized areas.

This third project milestone includes the completion of programmatic adjustments, and the room-by-room layouts, casework, furnishings, student development/activities spaces, public spaces and overall development of the design with the help and input of the John Jay College faculty, staff and students with SOM Specialized Consultants. A presentation to the full College community took place on March 18, 2004.

The BMW space the College currently leases will remain part of the Campus after the Expansion Project is completed. The long term disposition of the Westport facility, after Phase II is opened and the 10-year Westport lease expires, has yet to be determined.

Even though the Expansion Project is only 600,000 gross square feet in size, it is important to bear in mind that it is a huge undertaking in terms of the scope, cost and benefits to John Jay College. The major goal is to replace North Hall and its deteriorating facilities and produce an integrated campus with state-of-the-art classrooms, labs, attractive student space, faculty office space, space for instructional and academic support and a more reliable heating, cooling and ventilation systems including operable windows.

The strategic goals for the current Design Development Phase of the Expansion Project include:

- Schematic Design Review and response to comments.
- Reconcile all area/program discrepancies.
- Development of Plans and Typical Blow-up of rooms.
- Detailed review of Plans with furniture and detailed room requirements.
- Develop ceiling and Lighting Strategies.
- Integrate building systems and infrastructure requirements.
- Public and Academic Space design

The Design and Development Phase is complete. Community Board Notification and approval from the City Planning Commission is complete. A presentation to the College community was also completed during Fall 2004.

The project's objective has been to right-size all spaces (increasing square footage allocation to bring them into Code and CUNY standards), providing easy accessibility for both the users and the physically challenged along with providing gathering spaces for interaction between students and between students and faculty. Right-sizing means providing classrooms at 20 sq. ft. per student and offices for faculty using CUNY standards of 120 square feet for each full time faculty member.
Even though the right-sizing or as SOM calls it "decompression" has been able to be accomplished, this did not leave much surplus of space in the new program. However, the new facility will have specialty spaces like a Moot Court and a Black Box, state of the art science teaching and research labs, a 60,000 sq. ft. Commons (imagine the size of a football field) in the middle of the block for student faculty and staff gathering, new lecture halls and conference spaces, spacious facilities for dining for the entire campus (overlooking the Commons), natural light in classrooms, offices, and throughout the facility, non-congested corridors and a central "cascade" for circulation plus many interior student lounges and cyber lounges.

The program has included conceptual provisions for potential future expansion, which could, if funded, accommodate current needs that can't be provided in this phase of development due to space and budget limitations.

Many members of the John Jay College community are and have been involved in providing critical user input. We will continue to keep the college community informed and involved in the planning process.
F. Facility Needs Assessment

1. Inventory of Current Space

Current Facilities and Inventory: Originally, John Jay College was housed in the New York City Police Academy but in 1967 it moved to a building on Park Avenue South. Enrollment continued to grow and in 1971, the College acquired North Hall, a four story, renovated shoe factory at Tenth Avenue and West 59th Street for use as its new facility. This facility provides 198,000 net assignable square feet (NASF) for the College’s use.

In 1988, the renovated Haaren High School was added to the campus as the Phase I expansion project. This building provided the College with the Lloyd George Sealy Library, housing over 275,000 books, periodicals and microforms, and athletic and recreational facilities for student and faculty use, and the Gerald W. Lynch Theater. With seating for over 600, the Theater hosts a variety of presentations featuring both College-based and professional New York City performers. Haaren Hall contains 227,000 NASF and also houses the President’s office, other administrative areas and department space for several academic programs. The bulk of the College’s instructional space is located in North Hall. The Cafeteria and most of the Academic Support and Student Services programs can also be found there.

The College leases one floor in the BMW Building on Eleventh Avenue and 57th Street. This facility houses 20,000 NASF of administrative offices and many of the College’s grant-funded centers and institutes. This building also houses the administrative components of the College’s information technology department.

In addition the College recently took occupancy of a second lease located on Tenth Avenue and 56th Street. The Westport Building provides additional classrooms, student services and student amenities such as food service. The facility totals 35,000 net assignable square feet. In total the College occupies 480,000 NASF.

Phase II Opening and Resulting Inventory: The Phase II project is based on two primary assumptions: a budget which provides for the addition of 360,000 NASF to the campus and that the vacating of North Hall (198,000 NASF). The College will maintain Haaren Hall and the BMW Lease. The long term disposition of the Westport facility, after Phase II is opened and the 10-year Westport lease expires, has yet to be determined.

Assumptions for Phase II

An early premise was that all of the existing functions housed in North Hall must be accommodated in the new building and that they would be “right sized” in their new location. This concept evolved as the University determined that the BMW Lease would be retained. The fundamental concept for the project has been that the College needs to be whole and complete at the completion of Phase II. This concept, even though additional space will be gained with the Phase III construction, means that the resulting facilities, Phase II, Haaren and BMW, and their
program space must be balanced between the academic spaces that directly support the mission and the support spaces that make the College a campus.

The result of the balanced concept and the space constraints is that several components housed in Haaren Hall such as the Assembly & Exhibition space, the Library and athletic facilities, do not expand or only modestly expand in the Phase II program even though they are presently undersized. The components that express the greatest increase in Phase II are those that are in extremely inadequate quarters in North Hall such as Student Services and the academic departments such as the Sciences. While their expansion is modest, their added space advances the College’s goal of right sizing their facilities within the overall concept of a balanced program. In total upon completion of Phase II, the College will have almost 620,000 NASF. This number includes the Westport Lease.

2. Comparative Data

Currently, the space afforded by the Haaren Hall, the North Hall, the BMW Lease and Westport Lease provides 46 NASF per FTES. Of this total only 18 square feet is devoted to academic functions and public outreach. This square footage per FTES places John Jay College at the lowest square foot per FTES for any institution in either the City University or State University of New York. The closest comparable college is Medgar Evers, which currently has approximately 61 NASF per FTES and two facility projects under design that will raise that number to approximately 90 NASF per FTES. At the completion of Phase II, John Jay College will have 64 NASF per FTES. This includes the Westport Lease.

Table 1.1 compares John Jay College to four other senior colleges in the City University System, based on a study in 2003 which did not include the Westport Facility. John Jay College has less than half the resources per FTES than Hunter College, and a substantially greater difference when compared to Queens College or Lehman College. Baruch is the closet comparison to John Jay, though in absolute space, Baruch College has twice the instructional space.

Table 1.1

<table>
<thead>
<tr>
<th>Institutional Comparison</th>
<th>Student FTES</th>
<th>Total Existing NASF</th>
<th>Total Existing Instructional &amp; Research NASF</th>
<th>Existing NASF per FTES</th>
<th>Existing Instructional NASF per FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Colleges</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baruch College</td>
<td>12,212</td>
<td>882,676 sf</td>
<td>358,027 sf</td>
<td>72 sf</td>
<td>29 sf</td>
</tr>
<tr>
<td>Hunter College</td>
<td>12,671</td>
<td>1,211,405 sf</td>
<td>574,455 sf</td>
<td>96 sf</td>
<td>45 sf</td>
</tr>
<tr>
<td>Queens College</td>
<td>10,291</td>
<td>1,253,878 sf</td>
<td>604,319 sf</td>
<td>122 sf</td>
<td>59 sf</td>
</tr>
<tr>
<td>John Jay College (Fall 2004)</td>
<td>10,798</td>
<td>445,315 sf</td>
<td>184,529 sf</td>
<td>41 sf</td>
<td>17 sf</td>
</tr>
<tr>
<td>John Jay College (Post-Phase II)</td>
<td>9,752</td>
<td>619,454 sf</td>
<td>271,185 sf</td>
<td>64 sf</td>
<td>28 sf</td>
</tr>
<tr>
<td>Lehman College</td>
<td>5,772</td>
<td>760,232 sf</td>
<td>350,296 sf</td>
<td>132 sf</td>
<td>61 sf</td>
</tr>
</tbody>
</table>

3. Needs based on 10,000 FTE

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This section looks at the assessed need for space at John Jay College, both based on the current inventory and the inventory at the completion of Phase II. The needs assessment is broken into three major categories. The following is a brief description of each category. This analysis does not include the Westport Facility.

**Academic Category**: The first is the academic space. This category includes the interdisciplinary classrooms, dedicated academic departmental space and the various learning centers, which form the academic support element of the College. The departmental space is further subdivided into academic offices for faculty, adjuncts and staff, the class laboratory space and research space.

**Public Service and Outreach Category**: The second category is Public Service and Outreach. This category represents the essential interface between the College and our constituent communities as well as the general public. This section is broken into three components. The first is the various centers and institutes nested within the College that focus on particular issues of interest. The second component is the various training programs that the College provides to the law enforcement and public safety communities. The third element is the grant-funded programs nested within the College. Some of these programs focus on support services to John Jay College while others provide services to primary and secondary education students.

**Support Category**: The third category is the most encompassing of the three. It represents all of the various departments and programs that support the instructional, research and public outreach mission of the College. Also within this category are those elements that make a college a campus. Large components of this category include the Library, the Physical Education and Athletic facilities, and the Student Activity Space. This third large component includes program space for student organizations and functions, the College’s food service and all the informal lounge space distributed throughout the campus.

Smaller elements include Student Services that are essential for the admission and retention of students to the College. Related to this component is the Administration. This includes the President and the Vice Presidents along with administrative functions such as Personnel and Accounting.

Also within the Support Category are several key “infrastructure” departments including the Department of Information Technology, Building & Grounds, Campus Services and Security.

a. **Existing Inventory**

**Academic Space and Public Service and Outreach**: Table 1.2 represents the assessment for the Academic Space and the Public Service and Outreach, based on the Phase II planning needs assessment by the project’s professional space programmer. The College has almost half the space required to support its academic functions. Particularly acute is the lack of dedicated departmental space including both adequate offices for fulltime faculty and adjuncts as well as dedicated labs to support instruction. Significant shortfalls also exist in the many learning centers that support academic instruction.

The College is also lacking adequate facilities to support its various centers and institutes, professional
training programs, and grant activities. Given the College’s mission, the presence of these functions along with attending facilities is critical to meet that mission.

### Table 1.2 Summary

<table>
<thead>
<tr>
<th></th>
<th>Existing Inventory</th>
<th>Space Need for 10,000 FTES</th>
<th>Shortfall or Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Space</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom Space &amp; Computer Labs</td>
<td>92,318 sf</td>
<td>131,458 sf</td>
<td>(39,140) sf</td>
</tr>
<tr>
<td>Academic Departments</td>
<td>94,760 sf</td>
<td>233,094 sf</td>
<td>(138,334) sf</td>
</tr>
<tr>
<td>Academic Support</td>
<td>8,597 sf</td>
<td>19,361 sf</td>
<td>(10,764) sf</td>
</tr>
<tr>
<td><strong>Subtotal Academic Space</strong></td>
<td>195,675 sf</td>
<td>383,913 sf</td>
<td>(188,239) sf</td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>18 sf</td>
<td>38 sf</td>
<td></td>
</tr>
<tr>
<td><strong>Public Service &amp; Outreach</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centers and Institutes</td>
<td>6,589 sf</td>
<td>11,150 sf</td>
<td>(4,561) sf</td>
</tr>
<tr>
<td>Professional Development &amp; Training</td>
<td>7,965 sf</td>
<td>11,811 sf</td>
<td>(3,846) sf</td>
</tr>
<tr>
<td>Grant Funded Programs</td>
<td>4,320 sf</td>
<td>5,242 sf</td>
<td>(922) sf</td>
</tr>
<tr>
<td><strong>Subtotal Public Service &amp; Outreach</strong></td>
<td>18,874 sf</td>
<td>28,203 sf</td>
<td>(9,329) sf</td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>2.0 sf</td>
<td>2.8 sf</td>
<td></td>
</tr>
</tbody>
</table>

**Support Space:** Table 1.3 represents the Support Space. Significant absolute shortfalls exist within Library, Assembly & Exhibition, Physical Education (includes Athletics & Recreation) and Student Activity Space. Support Space mirrors the Academic Space in that the College requires almost as much additional space as it currently has in place.

### Table 1.3 Summary

<table>
<thead>
<tr>
<th></th>
<th>Existing Inventory</th>
<th>Space Need for 10,000 FTES</th>
<th>Shortfall or Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Space</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>52,729 sf</td>
<td>90,029 sf</td>
<td>(37,300) sf</td>
</tr>
<tr>
<td>Assembly &amp; Exhibition</td>
<td>21,254 sf</td>
<td>35,000 sf</td>
<td>(13,746) sf</td>
</tr>
<tr>
<td>Physical Education</td>
<td>44,085 sf</td>
<td>96,400 sf</td>
<td>(52,315) sf</td>
</tr>
<tr>
<td>Student Activity (Student/Faculty Services)</td>
<td>43,233 sf</td>
<td>104,641 sf</td>
<td>(61,408) sf</td>
</tr>
<tr>
<td>Children's Center</td>
<td>3,865 sf</td>
<td>6,402 sf</td>
<td>(2,537) sf</td>
</tr>
<tr>
<td>Student Services</td>
<td>25,860 sf</td>
<td>33,204 sf</td>
<td>(7,344) sf</td>
</tr>
<tr>
<td>Administration</td>
<td>28,917 sf</td>
<td>38,444 sf</td>
<td>(9,527) sf</td>
</tr>
<tr>
<td>Technology</td>
<td>8,348 sf</td>
<td>23,302 sf</td>
<td>(14,954) sf</td>
</tr>
<tr>
<td>Campus Services</td>
<td>34,344 sf</td>
<td>61,900 sf</td>
<td>(27,556) sf</td>
</tr>
<tr>
<td><strong>Subtotal Support</strong></td>
<td>262,635 sf</td>
<td>509,322 sf</td>
<td>(246,687) sf</td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>26.3 sf</td>
<td>50.9 sf</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>446,184 sf</td>
<td>921,438 sf</td>
<td>(475,254) sf</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td>32,250 sf</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>446,184 sf</td>
<td>953,688 sf</td>
<td>(507,505) sf</td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>45.8 sf</td>
<td>95.4 sf</td>
<td></td>
</tr>
</tbody>
</table>
4. Needs following 2008, After Opening of Haaren Phase II

Academic Space and Public Service & Outreach: Upon completion of Phase II and the relinquishing of the North Hall, the College will have added a little over 170,000 NASF to its inventory (Phase II minus North Hall). This analysis does not include the Westport facility space as the disposition of this space following expiration of the 10-year lease is not yet determined.

The benefit to the College’s Academic Space is a reduction of the deficit from 50% to less than a third. While the deficit is still substantive, the academic functions will be appreciably better served than by the current inventory. Additional deficits will remain in the area of Public Service & Outreach. Most elements within this category received only modest increases. Table 1.4 represents the College’s inventory post-Phase II for Academic Space and Public Service & Outreach as compared to the assessed need.

<table>
<thead>
<tr>
<th>Table 1.4 Summary</th>
<th>Post Phase II</th>
<th>Space Need for 10,000 FTES</th>
<th>Shortfall or Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Space</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom Space &amp; Computer Labs</td>
<td>96,610 sf</td>
<td>131,458 sf</td>
<td>(34,848) sf</td>
</tr>
<tr>
<td>Academic Departments</td>
<td>162,359 sf</td>
<td>233,094 sf</td>
<td>(70,735) sf</td>
</tr>
<tr>
<td>Academic Support</td>
<td>12,216 sf</td>
<td>19,361 sf</td>
<td>(7,145) sf</td>
</tr>
<tr>
<td><strong>Subtotal Academic Space</strong></td>
<td><strong>271,185 sf</strong></td>
<td><strong>383,913 sf</strong></td>
<td><strong>(112,728) sf</strong></td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>28 sf</td>
<td>38 sf</td>
<td></td>
</tr>
</tbody>
</table>

Public Service & Outreach

<table>
<thead>
<tr>
<th></th>
<th>7,673 sf</th>
<th>11,150 sf</th>
<th>(3,477) sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development &amp; Training</td>
<td>8,426 sf</td>
<td>11,811 sf</td>
<td>(3,385) sf</td>
</tr>
<tr>
<td>Grant Funded Programs</td>
<td>4,666 sf</td>
<td>5,242 sf</td>
<td>(576) sf</td>
</tr>
<tr>
<td><strong>Subtotal Public Service &amp; Outreach</strong></td>
<td><strong>20,765 sf</strong></td>
<td><strong>28,203 sf</strong></td>
<td>(7,438) sf</td>
</tr>
<tr>
<td>Allocation per FTES</td>
<td>2.0 sf</td>
<td>2.8 sf</td>
<td></td>
</tr>
</tbody>
</table>

Support Space: Table 1.5 represents the assessed need for Support Space against the College’s inventory post-Phase II. Since any major effort to resolve shortfalls for the Library, Assembly and Exhibition, and Physical Education space shortfalls would have severely compromised the College’s ability to resolve other pressing needs, these major subcategories and the resolution of their deficits were deferred.

While a large increase in Student Activity Space was provided, most of this space went to informal lounge and “campus” space rather than to programmable types of spaces. The Children’s Center is essentially a replacement of current facilities. There is a small surplus shown in Student Services, though this is a result of current relocations to Westport, which may or may not be relocated to the Phase II Building. In all, the deficit in Support Space remains quite substantial at 186,479 NASF or approximately 310,000 square feet when converted to building area. This is roughly the size of the
current North Building.

<table>
<thead>
<tr>
<th></th>
<th>Post Phase II</th>
<th>Space Need for 10,000 FTEs</th>
<th>Shortfall or Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Space</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>52,729 sf</td>
<td>90,029 sf</td>
<td>(37,300) sf</td>
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<tr>
<td>Assembly &amp; Exhibition</td>
<td>21,254 sf</td>
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<td>(33,746) sf</td>
</tr>
<tr>
<td>Physical Education</td>
<td>44,085 sf</td>
<td>96,400 sf</td>
<td>(52,315) sf</td>
</tr>
<tr>
<td>Student Activity (Student/Faculty Services)</td>
<td>75,864 sf</td>
<td>104,641 sf</td>
<td>(28,777) sf</td>
</tr>
<tr>
<td>Children’s Center</td>
<td>4,606 sf</td>
<td>6,402 sf</td>
<td>(2,396) sf</td>
</tr>
<tr>
<td>Student Services</td>
<td>38,791 sf</td>
<td>37,866 sf</td>
<td>925 sf</td>
</tr>
<tr>
<td>Administration</td>
<td>29,154 sf</td>
<td>38,444 sf</td>
<td>(9,289) sf</td>
</tr>
<tr>
<td>Technology</td>
<td>21,941 sf</td>
<td>23,302 sf</td>
<td>(1,361) sf</td>
</tr>
<tr>
<td>Campus Services</td>
<td>39,680 sf</td>
<td>61,900 sf</td>
<td>(22,220) sf</td>
</tr>
</tbody>
</table>

| Subtotal Support         | 327,584 sf   | 513,983 sf                  | (186,479) sf         |
| Allocation per FTES     | 26.3 sf      | 50.9 sf                     |                      |

| Total                    | 619,454 sf   | 926,099 sf                  | (306,645) sf         |
| Contingency              |              | 32,413 sf                   |                      |

| Grand Total for All Spaces | 619,454 sf   | 953,508 sf                  | (334,234) sf         |
| Allocation per FTES      | 63.5 sf      | 95.4 sf                     |                      |

5. Options Potentially Impacting Space Needs

**Potential Curricular Adjustments and New Programs**: The previous needs assessments are based on the College’s enrollment and programmatic makeup remaining essentially the same. There exists the potential for several curricular adjustments as well as the addition of new programs. The potential options include the following:

- Adjustments to Associate Degree admissions and programs
- Realignment of the science general studies requirements
- Increases in baccalaureate and graduate enrollments
- New humanities baccalaureate majors
- Forensic Economics major
- New Masters programs such as Forensic Journalism
- PhD Program in Forensic Science
- Inspector General track in the CRJ PhD Program
- Expanded use of the classroom schedule grid

Implications for each of these changes will be included in future versions of this need assessment.

6. Potential for and Implications of Demographic FTE Expansion

As part of this discussion, the future demographics of New York City need to be recognized. To that purpose
1. Assessment of Strategic Challenges and Assets

A strategic facilities plan must recognize the challenges we face, as well as the College’s assets that can help us to meet the challenges.

a. Challenges

**Overcoming Historical Space Deficits:** The College has a history of insufficient and inadequate space. As a result, major projects, such as the Phase II Expansion Project of Haaren Hall, provide space that is needed to correct historical deficits, but leaves significant unmet needs. While the project may be among the largest in the history of CUNY, once it is completed, the College’s needs will remain among the greatest in CUNY.

**Budget:** The College has been historically underfunded, compared to other CUNY campuses and other comparable colleges and universities. While the university is taking steps to gradually correct this relative underfunding through implementation of a new funding model for the senior colleges, full implementation, if it occurs at all, may take a period of many years. In the interim, the College will be striving to meet goals and objectives under conditions where resources are comparatively limited.

Furthermore, even when the university funding model is fully developed and implemented, all CUNY campuses, including John Jay, are still likely to be comparatively underfunded in contrast to other comparable colleges and universities.

**Enrollment:** During the next 20 years, CUNY enrollments will increase by more than 20% if CUNY is to continue to serve the same proportion of the City’s college-aged population as it currently serves. As the quality and reputation of CUNY’s instruction and scholarship continues to improve, student interest in CUNY from within New York City and State, and from out-of-state, is likely to increase. Student interest in CUNY’s specialized campuses, including John Jay, is likely to increase because in areas like Criminal Justice, John Jay is a unique national and regional resource as well as a local resource. Furthermore, as interest increases, the potential to displace students to other CUNY campuses may be limited by the need for specialized faculty, instruction and facilities.

The needs assessment in Section F projects a baseline increase of 20%, or an increase of 2,000 full-time-equivalent students over the current enrollment of approximately 10,000. This is a conservative estimate, as it does not take into consideration potential increases in out-of-state and foreign student populations, especially if new subsidized student housing programs are realized.

**Specialized Programmatic Space Needs:** Additional space needs arise because of the nature of the programs offered by the College.

**Serving Student Needs:** The character and location of the space needed must take into
consideration the special needs of John Jay’s students. For example, if the College is to expand the reach of its programs to inservice students from agencies in criminal justice and related areas of public safety and public service, satellite programs and facilities may be needed to serve students who would be unable to attend classes at the main campus without impractical hardships, such as parking problems and inconvenient commuting.

b. sets

While John Jay College faces significant challenges, the College also has unique assets that can facilitate meeting these challenges.

Enrollment Management Opportunities: While there will be demographic-based increases in demand for enrollment in CUNY campuses, John Jay does have the opportunity to make strategic choices about enrollment. Policy decisions can be made, in coordination and cooperation with CUNY, to limit the growth of enrollment at some levels, to make room for growth at other levels. The choices are complex, however, because there are significant funding and other issues involved.

A Tradition of Efficient Space Use: The College has a tradition of making the best of the facility resources that are available. Thus, it is not always critical that the College have access to space and facility resources at levels that are comparable to other colleges.

For example, classroom space standards applied to traditional colleges and universities assume use of classroom space during an eight hour period each day. John Jay, because students can attend from 8:15 am to 10:25 pm on Mondays through Thursdays, John Jay makes much greater use of space on those days that is envisioned by conventional space standards.

Favorable Trends in Higher Education: Certain trends in higher education, such as the expansion of online instruction, represent opportunities for John Jay to expand services to students without expanding use of certain facilities to a comparable degree.

North Hall Redevelopment Opportunities: The College’s North Hall facility site, which is owned by the Dormitory Authority of New York, represents a strategic asset. The site is in a location that makes it valuable—worth approximately $100 million—and as the Phase II project proceeds, a range of development plans will be forthcoming from many sources. If CUNY plans to expand the facility resources available to John Jay, the redevelopment of the North Hall site may present choices that demand decisions and investments on an expedited timetable. This is discussed further below.

John Jay as a Strategic Opportunity for CUNY: Finally, the College and the University recognize that John Jay College is a strategic asset to the University. As the University seeks to make the most of opportunities for national recognition as a leading academic institution, John Jay offers an opportunity to achieve a distinctive national position in a high-profile field. For this
reason, the University may be convinced to make timely investments.

2. Strategies for 2005-2008

For the immediate future, while the Haaren Hall Phase II Expansion Project is underway, the College will have to function within the constraints of its four existing facilities: North Hall, Haaren Hall, and the BMW and Westport facilities. The following four strategies will be essential to making best use of existing facilities while maximizing our capacity to provide services to the students.

a. Enrollment Management

The College's strategic plan contemplates alternative models and targets for enrollment management. Unless steps are taken to expand space or to enhance how we use space, the currently available space acts as constraint on enrollment. The College would have to maintain enrollment of approximately 10,000 full-time-equivalent students until additional space becomes available. The availability of additional space is unlikely until after 2008 when the Phase II facility opens.

b. Expanded Use of the Classroom Schedule Grid

Limits to available space constrain enrollment in various ways. However, a major factor is the availability of classroom space. Currently, the College achieves a high rate of use (compared to CUNY space standards and to rates of use achieved by other CUNY campuses) during the Monday-Thursday periods of the semester.

To an extent, the high rates of use are achieved at the expense of compliance with codes and standards, including fire codes as well as College policy relating to class size. But, with the addition of the Westport facility, the College intends to eliminate the most egregious instances of physical overcrowding of classrooms and facilities. The elimination of over-enrollment relative to the College's class size policies has yet to be achieved.

Additional mitigation of classroom over-enrollment and crowding might be achieved by making greater use of classrooms during the days and times not currently used to the fullest extent, including winter intersession courses, accelerated and concentrated programs, and weekend programs. The College policy on class size also sets out some procedures and incentives to make this possible. However, additional initiatives, possibly including restructuring of class schedules, may also become necessary.

c. Expanded Use of Online Instruction
Another approach to mitigation of classroom crowding involves greater use of online instruction. To date, the college has had modest success in offering fully online versions of courses. Partially-online or “hybrid” courses are more frequently offered. However, there have been only a few instances where the college has made effective use of the displacement of classroom occupancy for online courses. One approach that has worked in a few instances is the “paired hybrid” model, where two courses are scheduled for a particular classroom during the same days and period. However, one class actually uses the classroom on one day, and the other uses it on the other days. The result is that two classes can be served by one classroom.

d. Expanded Use of Satellite Locations

Another approach to overcoming the constraints of limited campus space is to make use of space at off-campus locations. The college has experience with the MPA Program at the United States Military Academy at West Point, as well as at the NYPD Academy, the FDNY Academy and Rikers Island. Other CUNY campuses could also serve as locations for satellite programs.

Expanded use of such locations for instruction can be a strategy that serves the achievement of related objectives, such as expanded enrollment of inservice students who may be unwilling or unable to come to the main campus, but may be willing, for example, to attend classes on the way home to Long Island from a work site in Queens.

e. Calibrating Class Size and Classroom Size

Another approach to making best use of available space is to attempt to make the sizes of classrooms efficiently correspond to the enrollments of classes. College policy establishes optimal class section sizes. Periodically, the sizes of the available inventories of classrooms should be reviewed, to determine when modest adjustments in classroom configurations could make a difference.


Following the opening of Haaren Hall Phase II, there are several scenarios that strategies that should be considered. The College will have, at that point, an additional 170,000 square feet of usable space (assuming that BMW and Westport are retained) but will still have the lowest number of square feet of usable space per FTE students of any CUNY Senior College.

a. Option One: Haaren Phase I and II, BMW and Possibly Westport

A baseline scenario is that the University might determine that additional facility expansion for John Jay College is not a high enough priority. Under this circumstance, the College would have to continue the strategies of the 2005-2008 period.

Without Westport and BMW: A severe scenario might involve the loss of the BMW and
Westport facilities. These facilities constitute approximately 55,000 of usable space. Since much of the Haaren Phase II project provides larger versions of existing spaces, rather than new spaces, the effect of loss of these two additional facilities would be severe. For example, the number of classrooms available would actually decrease, compared to the 2005-2008 period.

With Westport and BMW: If the Westport and BMW facilities remain available, there will be opportunities for rationalization of space use. For example, the BMW facility provides for certain functions that are also accommodated in the Haaren expansion. Thus, as 2008 approaches, an assessment should be conducted to determine how best to use the available space. Preliminary scenarios have been developed and are being studied.

b. Option Two: Phase III on the Haaren Site

The design for the Phase II expansion of the Haaren Hall site included a conceptual plan for a Phase III expansion on the site of Phase II. The conceptual project envisioned adding 264,000 square feet of space, to meet the needs associated with expansion of the student population to approximately 11,000.

Based on the needs assessment in Section F of this plan, the actual space shortfall for an enrollment of 12,000 full-time-equivalent students would actually total approximately 484,000 square feet. Of this total, approximately 334,000 square feet is associated with meeting space deficits that would remain after the opening of Phase II, and the 150,000 would be associated with the additional needs if enrollment rises to 12,000.

A major strategic question involves whether the option of expansion of the Phase II site can accommodate the full requirements, or whether other options might offer more cost-effective and expedient solutions.

c. Option Three: Phase III as part of a North Hall Partnership

A primary objective for the Haaren Hall Phase II project was to replace North Hall. At the time that the Phase II project was initially planned (during the mid 1990s) the need for yet additional space was not envisioned. Project planning therefore envisioned that the site would be sold, so that it could be privately developed. However, CUNY and the City have a range of needs that may be considered when final decisions are to be made about the disposition of the North Hall site. Potential multiple uses include:

- JJC space to meet the shortfall for 10,000 FTE
- JJC space to meet demographic expansion
- Other CUNY academic facilities
- NYC High School
- replacement of JJC and CUNY space at BMW and Westport
• CUNY housing for students, faculty and short-term visitors
• St. Lukes - Roosevelt Hospital Center space
• residential housing

Site Capacity of North Hall: The North Hall site can provide approximately 50,000 net square feet of space per floor. Assuming that a replacement facility can be approximately the same height as the surrounding facilities, approximately 30-40 floors can be constructed, potentially yielding 1,500,000 to 2,000,000 square feet of usable space. The actual yield would depend on the precise land use requirements, as well as the nature and height of the floors.

The Dynamics of a Partnership Strategy: A public/private partnership in the development of the site might take several forms:

• selling of the property based on a contract that required development of certain spaces, in lieu of cash payment for the property;

• selling of the air rights, based on a contract that required development of certain spaces, in lieu of cash payment for the air rights;

A key question involves the relative value of the site, compared to the development costs of space that CUNY needs. In recent years, the value of the undeveloped site has been estimated at approximately $100 million. If the development cost, hypothetically, amounted to $350 per square foot, then $100 million would pay for between 250,000 and 300,000 net square feet of space, which would correspond to the lower end of the estimates of the space needs for a John Jay Phase III project.

There are many factors involved in developing such a partnership. However, a primary consideration is that the disposition of the North Hall site represents a unique opportunity for CUNY and John Jay. If the opportunity is allowed to pass, no similar opportunity may ever become available.