1. Approval of Minutes for May 11, 2015. Proposed minutes are attached (related documents were emailed to the membership earlier)

2. John Jay Online Presentation. Assoc. Provost Anne Lopes will present an overview of planning and activities for John Jay Online. With regard to Ned’s requests #1 and #3, respectively, concerning that presentation, emailed to the subcommittees on May 20: 1) Anne ended the “for-profit” revenue reinvestment approach when she was appointed to her current position, and therefore she does not have an online reinvestment model for John Jay Online. 2) She will provide budget information for her period of oversight.

3. Budget and Space Update.

4. Budget Priorities for FY2015-16. Continue discussion from last meeting to identify priorities for the next financial plan.
Joint Meeting: SPS – FPS  
Minutes  
June 2, 2015

Present: Jane Bowers, James Llana (SPS Chair), Robert Pignatello (FPS Chair), Schevaletta Alford, Ricardo Anzaldua, Ned Benton, Henry Chan, Janice Dunham, Mark Flower, Jay Hamilton, Karen Kaplowitz, Pat Ketterer, Tom Kucharski, Anne Lopes, Virginia Moreno, Douglas Salane, Charles Stone, Robert Troy, Alison Orlando (Recorder)

1. Approval of Minutes from May 11, 2015. Minutes were approved as proposed.

2. John Jay Online Presentation. Anne Lopes gave a presentation on John Jay Online [attached separately]. She then passed out the John Jay Online Budget for 2013-14 and 2014-15, and fielded questions from the committee [documents attached separately]. Mark asked about the high amount spent on advertising costs. Anne explained that this was due to marketing efforts including Google and Facebook ads, which are expensive. Anne went on to explain that a marketing expert was hired, and has been tracking the effectiveness of these efforts in bringing in student enrollment. Ned asked Anne if she expected to draw students from outside of New York. Anne replied that they do have some students from outside of New York, and she expects the program will acquire more over time. She further explained that it is normal for online programs to have a regional draw. Anne then handed out the revenue/expense projections from 2014-15 to 2018-19. She explained how the future revenue projections come from the development of new certificate and degree programs. Anne then handed out the John Jay Budget request for 2015-16. She spoke about the different full-time and part-time staff that are needed to support John Jay Online. The question was raised about payment for course development. Anne explained that the faculty are paid once for developing a course, and there is a course revision budget used to update the courses. Tom asked about the infrastructure deficits for international markets. It was explained that this is something Anne and Bob need to work on together but there are a lot of hurdles to overcome. Ned expressed skepticism concerning the amount spent on John Jay Online; from his perspective these expenses seem too large. Anne explained that the expectations are different than before. Jay asked how the assessment process works. Anne explained that the online courses are assessed the same way as the regular courses are. Rob mentioned the importance of hybrid courses; he feels that we have room to grow in this area. Hybrid courses help free up space and are a way to introduce instructors to online courses. The idea of incentivizing faculty to develop hybrid courses was discussed.

3. Budget and Space Update. Rob first presented an update on the budget. The budget will be balanced for this year. This is due in part to the fact the University will be advancing our energy fund savings. The remaining gap will be closed with research foundation funds and other sources. He explained that next year the College is facing a $3.5 million dollar deficit, and is facing an additional 3% cut because of the gap between the CUNY budget and State funding. The College has been talking with the University about this situation, and Rob feels that the University will provide the College assistance. One possible solution is the University lowering the revenue target. Rob then gave a space update. The College presented a strong argument to the University that John Jay would not be able to vacate North Hall this summer because Haaren Hall will not ready. In turn, the University has made the decision that the move out of North Hall will begin in October. This move will take place in stages. However, Rob closed with
explaining that the move may or may not start in October depending on the readiness of the College.

4. **Budget Priorities for FY 2015-16.** Rob explained how this agenda item is a useful item to think about. Ned said that perhaps this discussion needs to be reframed about where to make cuts if necessary. Rob explained that the President made it clear to CUNY that any further cuts will have a large negative impact on John Jay. Rob further explained that the hope is that the university will balance our budget without any additional cuts. Rob proposed this be the first item on our agenda for the next meeting.
John Jay Online: the Journey Continues

2013-14 through 2014-15....
1. Describe Key Accomplishments

   - Planning
   - Budget
   - Resources

3. Plans: Road Ahead
1. Key Accomplishments 2013 & 2014

Built Infrastructure and Developed 2013 - 2014

- Developed Master’s Program in Security Management
- Advanced Certificate in Terrorism Studies
- CUNY’s first MOOC

Launched 2014-2015

- Master’s Program in Security Management
- Advanced Certificate in Terrorism Studies
- CUNY’s first MOOC
1. Key Accomplishments 2014

<table>
<thead>
<tr>
<th>Program</th>
<th>Enrollments</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Projected FALL</td>
<td>Actual FALL</td>
</tr>
<tr>
<td>Security Management</td>
<td>20 20</td>
<td>59</td>
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<tr>
<td>Terrorism</td>
<td>20 20</td>
<td>23</td>
</tr>
<tr>
<td>MOOC</td>
<td>N/A</td>
<td>1033</td>
</tr>
</tbody>
</table>
The President’s Task Force for John Jay Online
Final Report
Develop a multi-year plan to expand online programming to other graduate programs, certificate programs and undergraduate courses based on the success of the MPA-IG program.

Consider levels of readiness for all master’s and certificate programs (including those in the planning stages) and propose a sequence of launches for those programs.

Consider the expansion of online courses for undergraduates, especially for degree completion.

Identify best ways to promote faculty development, including incentives, student support and effective marketing.

Provide a cost recovery model.
Recommendations

1. Use a **three phase** approach to guide planning, resource development and launch sequencing
2. Conduct **comprehensive market analyses** for each program
3. Consider the **outsourcing of marketing**
4. Develop a **staffing plan** for expansion
5. Hire a **director for online and distance learning**
Recommendations

6. Constitute a cross functional committee to aid the director in strategic planning

7. Establish a faculty leadership position

8. Hire a director of instructional design

9. Hire professional instructional technologists

10. Establish choice in faculty incentives
11. Attractive & sustainable faculty incentives

12. Institute clear policies for course development

13. Conduct comprehensive planning for faculty development

14. Institutionalize best practices for course development

15. Ensure programs designed and delivered according to Middle States guidelines
Recommendations

16. Identify/ address technological expansion issues

17. Institutionalize best practices for program development

18. Determine program launch sequence/ tie to phase-in plan

19. Recruit specific certificate program faculty for development activities during phase-in

20. Practice on-going assessment & improvement
Phase 1

- Hire Director of John Jay Online
- Hire Director of Instructional Design
- Establish Faculty Director
- Improve current online offerings
- Institutionalize best practices
- Implement faculty development program
- Assess & plan for technical support, marketing, services, academic advisement, student support services, faculty incentives, course ownership; pilot service options
- Determine program launch sequence
Phase 2

**Planned**
- Continue faculty development
- Develop one new master’s program
- Develop one new certificate program
- Increase part-time staffing to support model

**Actual**
- 1 Master’s Program
- 1 Advanced Certificate
- 1 Professional Studies Certificate
- 1 MOOC
Keys to Success

Phase 1  →  Phase 2

- State of the art, professional academic and technical leadership
- Flexibility
- Sufficient resources
- Faculty and program interest; best practices/policies
- Viable markets
- Careful resource management
- Assigned copyright to become leasing of courses
1. Use a three phase approach to guide planning, resource development and launch sequencing

2. Conduct comprehensive market analyses for each program

3. Consider the outsourcing of marketing

4. Develop a staffing plan for expansion
A. Built a Team

Director, Feng Wang
Administrative Assistant, scheduling, clerical, office management
Senior Instructional Designer, supports faculty on the design, development, implementation, and refinement of online courses
Senior Enrollment Advisor, recruitment/enrollment services
Part-time Team Members

- Multimedia developer
- Web content developer/copywriter
- Faculty liaison
- Enrollment advisor
- Course development assistant
- College assistants—social media/community engagement
- College assistant—Online program
- College assistant—Project management
- Student workers
Blackboard Learning Management System Administration

Manager of Support Services, Blackboard Learning Management System Administration, Manages training and support

Blackboard Support Coordinator (student support)

Training and Support Specialist, (faculty support and development)
How?

B. Spearheaded comprehensive online education policy approved by college governance

C. Developed program proposals in collaboration with faculty approved by NYSED

D. Established processes, workflows and developed infrastructure for online course development, including a video lecture production studio
E. Designed and implemented **marketing and student recruitment** program for John Jay Online (including **website and registration** systems).

F. Built a comprehensive **student service** program for online students.

G. Instituted a **Blackboard support center** for faculty and students.
H. Used **resources** creatively and judiciously

- Careful needs assessment
- Creative part-time use
- Thoughtful planning across all college units
- Team work
MOOC Considerations or Why do it?

Staff, Faculty and Other Resource/Time Investment

Learning about MOOCS
Learning to serve multi-level learners--globally
Content assumptions; language level
Tool assumptions—U-Tube block China
Critical use of place---travel—videos
Production and filming--contracts, rights
Video studio development
Active learning and feedback—exams, TA, discussion board
Coursesites as host choice---Marketing
2014-2015 Phase Two

- Two of three full-time positions vacant = Need for full-time staff
- New Instructional Designer
- Administrator/Compliance officer
- Full integration college-wide, esp. with IT, Professional Studies and International Programs college-wide
- Transition from faculty liaison to advisory committee for 2015-2016; better & direct communication with faculty (FAQs/WEB/OR)
- Agreement Review and Update—from assignment to license
Phase 3 Plans

Five-Years

• Offer all **market-viable** current masters programs online
• Place all **new masters** programs online
• Establish an array of **professional studies** online programs in **mission-critical** areas
• Develop **outstanding** marketing, recruitment, and student support service capacity for John Jay Online
• Establish an online **General Education** program and one **undergraduate signature program**
• Establish online degree **completion programs** in most undergraduate and graduate programs
2015-2016 Budget Request and Long Term Revenue Projections

Request

Revenue Projections
John Jay Online: the Journey Continues

....from courses, certificates, programs and a MOOC....

Thank you