

**Strategic Planning Subcommittee
Meeting Agenda
September 16, 2020
4:00-5:00pm**

1. Minutes from our meeting on April 30, 2020 meeting
2. Reviewing academic year 2021 strategic plans by division
3. New Business

**Strategic Planning Subcommittee
Minutes
September 16, 2020**

Present: Yi Li (*Chair*), Allison Pease (*Designated Chair*), Ned Benton, Brian Cortijo, Warren Eller, Mark Flower, Jay Gates, Heath Grant, Karen Kaplowitz, Dyanna Pooley, Jessica Rosario, Monika Son and Alison Orlando (*recorder*)

Guests: Hungde Chan, Rulisa Galloway-Perry, J. Paul Narkunas, Alena Ryjov, and Rodger Szajngarten

1. **Approval of Minutes from April 30, 2020.** The minutes were approved as proposed.
2. **Reviewing academic year 2021 strategic plans by division.** Allison P. briefly went over the college charter and spoke about the charge of the SPS. She then moved on to speak about the strategic plan. She explained that last year the strategic plan was created, and that the plan is now being operationalized at the administrative level. This is being done through the vice presidents who developed their own divisional plans that were submitted in August and who will partake in a process in which they will report on their progress annually over a five-year period. The committee then reviewed the divisional plans. Allison P. felt that the role of the committee in this process is to weigh-in on how progress is being measured in the plans and to have an understanding on where the college stands in relation to our overall goals. Ned B. inquired about the objective in the strategic plan that is to “increase the size of full-time faculty and the percentage of full-time teaching.” He explained that he didn’t see this objective addressed in the divisional plans created by the administration. Yi L. addressed this and spoke about his plans for faculty hiring. He explained that he is hoping that by the spring semester that the college will have a budget, and that he will be able to obtain additional sublines at that time. In terms of full-time faculty hiring, he said that all hires have to go through the vacancy review board. He added that this is a fluid situation, but full-time faculty coverage is a priority for him. There was continued brief discussion on this issue.
3. **New Business.** Allison P. spoke about the work of the SPS for the rest of the year. She has asked Dyanna P. to present on the status of assessment at the college at the meeting in November. For the December meeting, Allison P. felt that the committee should have a dedicated discussion on how to align the strategic plan and assessment to budgeting. She then asked if the committee had any other ideas for the SPS meetings this semester. Ned B. mentioned that one of the responsibilities of the committee is accreditation and that he would like to hear regular reports on accreditation. Allison P. agreed with Ned B., and spoke about the Middle States process. She explained that our Middle States reaccreditation will occur in 2022-2023, and that next year the self-study will be written. She added that this process will start this fall as the three co-chairs of the Middle States Steering Committee will be attending the Middle States Self-Study Institute where they will learn how to write the self-study. She also explained that in spring 2021 there will be a rollout of the committees who will be tasked with writing the standards of the self-study. The committee then moved on to speak about other areas that they would like to address this semester. Brian C. asked if the SPS could take a closer look at the work of the subgroup assigned to multi-year course scheduling. After a brief discussion, it was decided that Brian C. would report on this at a SPS meeting that will be added in October. The conversation moved on to space and space planning. Brian C. felt that he cannot schedule classes in North Hall because it is unsafe. He asked for this to be made a discussion item at a future SPS meeting. Mark F. responded that he agrees that the building is becoming inhabitable, and that he will have a discussion with the President on this. Brian C. said that if there is a college-wide decision that North Hall is uninhabitable then this issue does not need to be specifically discussed at SPS.



JOHN JAY COLLEGE
STRATEGIC PLAN
2020–2025

**JOHN
JAY** COLLEGE
OF
CRIMINAL
JUSTICE

OUR VALUES

AS A HISPANIC- AND MINORITY-SERVING INSTITUTION OF HIGHER EDUCATION IN NEW YORK CITY, grounded by our commitment to advancing justice in its many dimensions, we recognize these interrelated core values as fundamental to the John Jay College of Criminal Justice community: (in alphabetical order)

DIVERSITY Explore, support, and respect the many voices within our community, fostering an inclusive environment that represents the many racial, religious, ethnic, gender, sexual, socioeconomic, political, cultural, age, and ability identities that make our community thrive.

EQUITY Confront and respectfully disrupt biases, stereotypes, and discrimination by creating and implementing opportunities for equal access and success for underserved communities.

INTEGRITY Promote honesty, transparency, and empathy in our actions and communications—at all levels within our community—by adhering to the highest moral and ethical standards in our personal and professional behavior.

JUSTICE Act fairly and ethically to build an environment that offers every individual equal opportunities to grow and flourish.

LEARNING AND SCHOLARSHIP

Engage in transformative teaching and learning, both inside and outside of the classroom, support and pursue scholarship and creative activities, practice intellectual curiosity, strive for academic and professional excellence, and foster lifelong learning and civic engagement.

RESPECT Honor each other's identities, ideas, values, and humanity partnered with a commitment to courtesy, civility, and kindness.

DIVERSITY
EQUITY
INTEGRITY
JUSTICE
LEARNING & SCHOLARSHIP
RESPECT

OUR VISION

for JOHN JAY in 2025 is that we will:

- be an engine for social mobility and equity.
- educate students to be fierce advocates for justice in a rapidly changing future.
- support world-class research and a justice-minded faculty.



OUR MISSION

JOHN JAY COLLEGE OF CRIMINAL JUSTICE 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.

Our students are eager to engage in original research and experiential learning, excited to study in one of the world's most dynamic cities, and passionate about shaping the future. Through their studies our students prepare for ethical leadership, global citizenship, and engaged service.

Our faculty members are exceptional teachers who encourage students to join them in pursuing transformative scholarship and creative activities. Through their research our faculty advances knowledge and informs professional practices that build and sustain just societies.

We foster an inclusive and diverse community drawn from our city, our country, and the world. We are dedicated to educating traditionally underrepresented groups and committed to increasing diversity in the workforce. The breadth of our community motivates us to question our assumptions, to consider multiple perspectives, to think critically, and to develop the humility that comes with global understanding. We educate fierce advocates for justice.



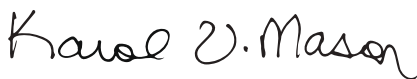
From President Karol Mason

JOHN JAY IS ONE OF THE NATION'S PREMIER CRIMINAL JUSTICE AND LIBERAL ARTS INSTITUTIONS, born at the time of the civil rights movement with the vision of building a more just criminal justice system led by John Jay graduates with a liberal arts education. The mission of the College has broadened since that time. As a proudly Hispanic and Minority-Serving Institution, we explore and advance justice in its many dimensions while staying focused on the specific success of the students we serve.

Every five years we recommit to our mission of educating for justice by working with the entire College community to assess how we are living up to our ideals, where we are falling short, and what strategies we can pursue to improve this great College for generations to come.

Over the course of the 2019-2020 year, hundreds of faculty, students, staff, and executives engaged in writing environmental scans, swot analyses and recommendations, meeting in small groups for community conversations about where we should focus, drafting goals, working through objectives in cross-divisional groups large and small, and eventually articulating a complete plan with goals, objectives, benchmarks, and key progress indicators.

I am proud of the work we have done in creating this plan, but know that the written plan is just a promise to ourselves and the community we serve to live our mission and ensure the strongest future for John Jay College. This plan is an ambitious road map for the next five years, but seeing how dedicated our community is, I have no doubt that we'll reach our desired destination. I look forward to working with you on the journey to fulfilling our aspirations.



Karol V. Mason

President



GOALS & OBJECTIVES

GOAL I

Educate and support undergraduate and graduate students at every step of their John Jay journey.

At John Jay we recognize that student success is everyone's responsibility, and our fundamental purpose as a college. Guided by our 2019 Vision for Undergraduate Student Success we will build on and expand approaches we know are working to help enrich undergraduate educational experiences and propel students to degree completion, such as student cohort, engagement, and support programs; faculty support and development for enhanced learning and student research; and integrated academic and career planning. For undergraduate and graduate students alike, we will engage our alumni in the career success of John Jay graduates and inform students early about the benefits of experiential learning in multiple career sectors. With designated academic advising and enhanced co-curricular programming, we will decrease graduate student time to graduation and advance their careers. With a larger faculty, enhanced philanthropic

support for targeted student programming, and curricular and extra-curricular opportunities to learn 21st century skills, we will support and prepare more graduate and undergraduate students than ever to complete their degrees and become fierce advocates for justice.

OBJECTIVES

- a.** Prepare all undergraduate and graduate students for lifelong success beyond John Jay.
- b.** Institutionalize academic support programs for freshmen & transfers.
- c.** Increase our undergraduate and graduate graduation rates
- d.** Align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.
- e.** Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.
- f.** Increase size of full-time faculty

Student scholarship winners shared their moving journeys at the Champions of Justice reception.



GOAL 2

Create and advance knowledge in support of justice education, public awareness, and civic engagement.

Our mission describes the college as “a community of motivated and intellectually committed individuals who explore justice in its many dimensions.” As student-facing staff and professors, we advance justice education not just by “educating traditionally underrepresented groups and ... increasing diversity in the workforce” but also by developing innovative curriculum that affirms the identities of our students and works toward our ideal of equitable outcomes for all demographics within our student body. John Jay’s curriculum is like no other in the country, with robust offerings in social justice, criminal justice and justice education that span STEM, social science and humanities disciplines. With contemporary challenges such as climate change, rapid technological change, and economic and structural inequality, John Jay’s curriculum must keep pace with the rapidly evolving future. We will continue to hire new faculty, we will increase the money we invest in faculty support for cutting-edge research that “builds and sustains just societies,” and we will increase the college’s connections with the local, state, federal, and international agencies and NGOs that benefit from our research and hire our alumni.

OBJECTIVES

- a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/ U.N. Sustainable Development concepts throughout the curriculum.
- b. Expand John Jay’s reputation as a national and international convener of justice issues.
- c. Support faculty to build on John Jay’s reputation for excellence in research.
- d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.
- e. Support faculty efforts to innovate justice curricula and pedagogies.

Assemblywoman Catalina Cruz, '05, inspires John Jay students to reach for their dreams.



GOAL 3

Embody and promote our values of equity, diversity, and inclusion.

We are a college committed to justice, we are committed to educating historically underrepresented and low-income students in the name of equity, and as a proud Hispanic- and Minority-Serving Institution we know that our diversity is our strength. But as with any high ideals, we know that there are gaps between our commitments and the lived experience of some in our community. So, as a college, we are making it a top priority to continue to build a culture in which we embody and promote equity, diversity and inclusion. We have begun this work by formulating the core values that frame our educational mission and that we want to animate our campus climate: diversity, equity, integrity, justice, learning & scholarship, respect. We will orient all newcomers to our community—whether students, staff or faculty—to these values. We will make it our mission to close the equity gaps in educational outcomes for different demographic groups of students. We will work toward building a faculty that looks more like our student body. Faculty will not be expected to thrive on their own; we will provide new and continuing faculty

with professional development and mentoring opportunities to facilitate their success, which in turn will help shape the successful outcomes of our students. Finally, we will mobilize the power of knowledge to engage faculty in the creation of a shared framework for a culturally affirming, inclusive pedagogy and curriculum design that helps our students see themselves, their strengths, and the experiences of people like them from a strengths-based, and not a deficit-minded, framework.

OBJECTIVES

- a. Create and sustain a culture of equity, diversity and inclusion.
- b. Close graduation equity gaps for all student populations we serve.
- c. Achieve equitable student success across all learning modalities.
- d. Continue to hire, retain and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers.
- e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design.



John Jay College Professor Jodie Roure with students at the Latino Latina Study Awards reception.

GOAL 4

Improve and expand financial resiliency, operational efficiency, and the college's sustainability.

No one questions John Jay's commitment to justice, but a person looking at our funding model might rightly question how we can afford to educate fierce advocates for justice and support world-class research. After several years of projected budget deficits that have forced us to winnow our hiring and make difficult decisions on an annual basis, it is time for John Jay to take stock of its sources of income, its costs, its operational efficiencies, and its priorities, and to align those four things in order to make a more sustainable future for the college. While over the past five years the college has increased funding from indirect grant revenue and philanthropy, neither one of these sources of funding alone will be sufficient to sustain us. To become a sustainable college we need to diversify our revenue streams and improve operations through technology and staff development. Because we are fierce advocates for justice we commit to reducing our carbon footprint and saving energy, but this is a strategic alignment of costs and priorities, because doing so will also save us money.

OBJECTIVES

- a.** Create an effective, transparent budget process aligned with college priorities.
- b.** Expand and diversify revenue streams.
- c.** Improve operations through staff development and technology.
- d.** Implement a comprehensive sustainability program using AASHE Stars.
- e.** Use space creatively to sustain priorities.
- f.** Build plans for adding space to the college.



PRISM student doing research in John Jay's lab.

MEASURING SUCCESS

GOAL 1

Educate and support undergraduate and graduate students at every step of their John Jay journey.

OBJECTIVES	BENCHMARKS 2020	KEY PERFORMANCE INDICATORS 2025
<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay.</p>	<p>a. CUNY PMP 2018 indicates graduates enrolled in further study within 1 yr = 14%, graduates employed in NYS within 1 yr = 82%. Equifax data summer 2020 used to benchmark all.</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p>
<p>b. Institutionalize academic support programs for freshmen & transfers.</p>	<p>b. This is the first year 100% freshmen have academic, cohort-based services; 900 transfers in semester-long seminars with peer coaching and co-curricular support.</p>	<p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p>
<p>c. Increase our undergraduate and graduate graduation rates.</p>	<p>c. 2019 UG graduation rates: 4 yr. = 38%, 6 yr. = 52%, Transfer 4 yr. = 62%. Master's graduation rate: 81.5% for full-time 59.3% for part-time</p>	<p>c. 2025 UG graduation rates: 4 yr. = 40%, 6 yr. = 65%, Transfer 4 yr. = 70%. Master's graduation rate: 85% for full-time 65% for part-time</p>
<p>d. Align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p>	<p>d. No inventory of high-impact practices used in Gen Ed; Gen Ed outcomes assessment of 2015 indicated critical thinking met by 99% at first-year level and 8% at capstone; written communication met at 99.6% at first year and 19.3% at capstone; quantitative reasoning baseline to be set in 2021.</p>	<p>d. Inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%.</p>
<p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p>	<p>e. Credit-bearing experiential learning opportunities TBD; CUNY PMP (based on survey) 12% undergraduate students have paid internships.</p>	<p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p>
<p>f. Increase size of full-time faculty and percentage of full-time teaching.</p>	<p>f. AY20 = 401 FT faculty</p>	<p>f. 450 faculty and 2% increase in total full-time coverages of courses.</p>

GOAL 2

Create and advance knowledge in support of justice education, public awareness, and civic engagement.

OBJECTIVES	BENCHMARKS 2020	KEY PERFORMANCE INDICATORS 2025
<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/ U.N. Sustainable Development concepts throughout the curriculum.</p>	<p>a. 17 environmental justice courses (2,669 students in AY20), 5 data literacy courses (1397 students in AY20), and 2 digital literacy courses in General Education with a total enrollment (this stat TBD as courses supporting digital proficiencies is much higher than this indicates); AASHE inventory of 266/775 (34%) courses addressing sustainability challenges.</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p>
<p>b. Expand John Jay's reputation as a national and international voice on justice issues.</p>	<p>b. Monthly media mentions are 80 and top tier monthly media mentions are 20, one signature college-wide justice conference each year.</p> <p>Total social media followers are 150,000+ and social media engagement are 350,000+</p>	<p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent.</p>
<p>c. Support faculty to build on John Jay's reputation for excellence in research.</p>	<p>c. OAR investment in faculty research and travel in AY19 = \$1,058,000;</p> <p>20% faculty receive individual awards.</p>	<p>c. OAR increase internal research/travel funding to \$1,163,800;</p> <p>25% faculty will receive individual awards.</p>
<p>d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p>	<p>d. 2018 John Jay student voter registration rate of 72.5%; voter participation rate of 37%; and community service rate of baseline TBD.</p>	<p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and community service rate increase of 10%.</p>
<p>e. Support faculty efforts to innovate justice curriculum and pedagogies.</p>	<p>e. Pilot year of 6 Faculty Fellows in Curriculum-Driven Student Success (one major revised, 2 gateway courses revised; growth-mindset pedagogy tested for FYE; Gen Ed writing pedagogy tested).</p>	<p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows + courses, programs, and improvement metrics.</p>

GOAL 3

Embody and promote our values of equity, diversity, and inclusion.

OBJECTIVES	BENCHMARKS 2020	KEY PERFORMANCE INDICATORS 2025
<p>a. Create and sustain a culture of equity, diversity and inclusion.</p>	<p>a. 2019 Climate Review Action Commitments documented; 2018 CUNY Sexual Violence Campus Climate survey 81% say campus is doing a good job of ensuring safety against sexual violence, 92% say they are respected as a member of campus community.</p>	<p>a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are “respected” and “safe” on campus.</p>
<p>b. Close graduation equity gaps for all student populations we serve.</p>	<p>b. 2019 JJ rates v. National 4 yr. public rates: 38%JJ/41%N; total 34%JJ/21%N, Black 42%JJ/49%N, Asian PI 36%JJ/32N, Hispanic 40%JJ/45%N; White 8%=high/low inter-group gap</p>	<p>b. Graduate FWI rate for online vs. in-person will be same; UG DFWI rates for online vs. in-person will be same; All student support services will be easily accessible and routinely online.</p>
<p>c. Achieve equitable student success across all learning modalities.</p>	<p>c. Graduate FWI rate for online vs in-person courses SP19: 8%/6%</p> <p>Undergraduate DFWI rate for online vs. in-person SP 19: 19%/15%</p> <p>Support services online routinely: Writing Center only.</p>	<p>c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online.</p>
<p>d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers.</p>	<p>d. TBD; 2.5% FT faculty receives formal mentoring; 0 mentoring/support for PT faculty; current % URM faculty = 33.8%</p> <p>% female faculty at each rank; % URM faculty at each rank; % department chairs female = 30%; % department chairs FOC = 22%; mean # years in rank of Assoc. by gender & URM</p>	<p>d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 15% for PT.</p> <p>Increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC.</p>
<p>e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design.</p>	<p>e. No framework for shared understanding.</p>	<p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>

GOAL 4

Improve and expand financial resiliency, operational efficiency, and the college's sustainability.

OBJECTIVES	BENCHMARKS 2020	KEY PERFORMANCE INDICATORS 2025
<p>a. Create an effective, transparent budget process aligned with college priorities.</p>	<p>a. Discussions occur but there is no regularized calendar and process for when and how decisions will be made.</p>	<p>a. Develop budget process and calendar of open meetings to clearly align with strategic plan.</p>
<p>b. Expand and diversify revenue streams.</p>	<p>b. Professional Studies revenue in FY 19 = \$400,000; IA fundraising in FY19 = \$10,720,952; Total Grant Awards (weighted 3-yr rolling average ending in FY 2019) \$30,223,985; AY19 Auxiliary Corporation = \$1.8 million.</p>	<p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 15% increase in total grant awards; Auxiliary Corporation 20%.</p>
<p>c. Improve efficiency and effectiveness of operations.</p>	<p>c. Instructional budget relative to total budget = 49%; HR satisfaction currently 54%.</p>	<p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%.</p>
<p>d. Implement a comprehensive sustainability program.</p>	<p>d. AASHE Stars estimated rating based on sp 2020 inventory – Bronze Rating.</p>	<p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating.</p>
<p>e. Use space creatively to sustain priorities.</p>	<p>e. No framework for space use.</p>	<p>e. Implement framework for space allocation and reallocation.</p>
<p>f. Build plans for adding space to the college.</p>	<p>f. No plan currently in place.</p>	<p>f. Adoption of a CUNY-recognized and funded plan for more space.</p>

JOHN JAY STRATEGIC PLAN

ACADEMIC AFFAIRS 2020-2021

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>ACCESS & COMPLETION CUNY colleges will launch college momentum campaigns to raise on-time graduation rates</p> <p>CUNY will double its three-year graduation rate for associate degrees and raise by ten points the six-year graduation rate for baccalaureate programs</p> <p>CAREER READINESS CUNY will make pragmatic experiential learning a signature component of a CUNY education</p> <p>CUNY will monitor and improve post-graduate outcomes</p>	<p>1. Educate and support undergraduate and graduate students at every step of their John Jay journey</p>	<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay</p> <p>b. Institutionalize academic support programs for freshmen & transfers</p> <p>c. Increase our undergraduate and graduate graduation rates</p> <p>d. align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p> <p>f. Increase size of full-time faculty and percentage of full-time teaching.</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p> <p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p> <p>c. Graduation rates 2025 4-yr = 40% 6-yr = 65% Transfer 4-yr = 70%. Master's degrees (4 yr) 85% = FT 65% PT</p> <p>d. inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%</p> <p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p> <p>f. 450 faculty and 2% increase in total full-time coverages of courses</p>	<p>(P) Provost will work with Dean of UGS to find ways to create Transfer cohort program(s)</p> <p>(UG) Pilot online post-graduate employment preparation programs</p> <p>Improve career success maps across the disciplines</p> <p>Expand opportunities for paid academic internships</p> <p>Launch Graduate School preparation boot camp</p> <p>Create 1 dual degree CJA pathway for Humanities majors</p> <p>Develop 2021 summer bridge program designed for transfer students in the humanities</p> <p>Implement targeted success initiatives to reduce impact of high-failure areas such as gateway PSY, ENG, and MAT</p>	<p>200 seniors or recent alumni enrolled in career development programs</p> <p>All curriculum and degree maps updated to reflect preparation for career paths</p> <p>Increase paid academic internship opportunities by 50%</p> <p>80 participants enrolled in Graduate School boot camp</p> <p>Dual degree CJA pathway with BMCC passed in governance</p> <p>1% increase in liberal arts transfer retention 2021-2022</p> <p>DFWI rate reduced to 25% across key gateway</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
				<p>Pilot implementation of Tutor.com in Fall 2020 for 6 high fail courses</p> <p>Develop college-wide academic recovery program for freshman</p> <p>Develop success grade policy for STEM and PSY majors</p> <p>(G) Increase possibilities of externship and internship and 21st skills of our Graduate students in coordination with the career center</p> <p>Develop, assess, and refine academic advising in Graduate Studies based on national best practices</p> <p>Lead a continual focus on academic management, to include streamlining the class schedule, improving course availability, and implementing routine degree planning for students, to enhance retention and reduce time-to graduation.</p> <p>Support the success of graduate and professional students through workshops, tutoring and creating an inclusive environment</p> <p>Utilize a graduate alumni database to monitor post graduate outcomes and</p>	<p>courses; 1% increase in freshman retention 5% reduction in W/F grades in selected high fail classes (tutored vs. non-tutored)</p> <p>Forgiveness policy for freshmen implemented with second chance course options in FYS 100s, ENG 101 and MAT 105</p> <p>“C or better” pre-major policy for STEM and PSY passed in governance</p> <p>Graduation rates 2025 Master’s degrees (4 yr) 85% = FT 65% PT</p> <p>Submit at least 2 new grant applications to fund research cohorts new metrics developed and adopted by all programs with joint reporting in place by end of year.</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
				<p style="color: red;">motivate peer mentorship in coordination with the alumni office</p> <p style="color: red;">Increase number of students participating on research projects with faculty</p> <p style="color: red;">Coordinate with the alumni office a year graduate alumni networking event</p> <p style="color: blue;">(OAR) Expand funding for PRISM and OSRC cohort programs</p> <p style="color: blue;">Work with research program directors to develop joint metrics for reporting success and impact</p>	

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>KNOWLEDGE CREATION & INNOVATIVE RESEARCH CUNY will increase faculty scholarship and research impact</p> <p>CAREER READINESS CUNY will increase enrollment in STEM majors</p>	<p>2. Create and advance knowledge in support of justice education, public awareness, and civic engagement</p>	<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/U.N. Sustainable Development concepts throughout the curriculum</p> <p>b. Expand John Jay's reputation as a national and international voice on justice issues</p> <p>c. Support faculty to build on John Jay's reputation for excellence in research</p> <p>d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p> <p>e. Support faculty efforts to innovate justice curriculum and pedagogies</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p> <p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent;</p> <p>c. OAR increase internal research/travel funding to \$1,163,800; 25% faculty will receive individual awards;</p> <p>FY25 research awards increases by 20%25% of faculty will receive individual awards;</p>	<p>(P) Plan for 1-2 cluster hires in data science and decolonizing the curriculum for faculty to promote research and education excellence</p> <p>(UG) Reinvigorate course content that engages students in discourse about current criminal justice, race, immigration, public health, environmental, and economic issues</p> <p>Develop 200 level justice-focused transfer seminar courses for sophomore transfer students as a component of the college option in general education</p> <p>Develop and revise environmental justice courses using AASHE concepts</p> <p>(G) In coordination with College Marketing team, the graduate studies will work to strengthen efforts to tell the stories that emerge from faculty research activities to broader public audiences; these audiences include policy makers, thought leaders, alumni, philanthropic investors, community stake holders, and the general public.</p> <p>(OAR) Increase visibility and participation of John Jay faculty</p>	<p>If budget permits, ready begin hiring.</p> <p>Faculty supported in 10 course revisions and 6 new course proposals in general education and major courses at the college.</p> <p>Four 200 SOPH course proposals developed and brought through governance</p> <p>2 AASHE-influenced courses developed and brought through governance</p> <p>Develop mentoring programs for faculty teaching graduate courses at various points in their careers, including focused support for underrepresented groups, and for faculty and staff who seek to increase their productivity in order to attain promotion</p> <p>Organize faculty-driven, research-oriented semester-long themed event series focused on Racial Justice. Increase John Jay Research social media</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
			<p>FY25 research awards increases by 20%</p> <p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and community service rate increase of 10%.</p> <p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows + courses, programs, and improvement metrics</p>	<p>experts in key national discourse, particularly around justice-related themes.</p> <p>Limit COVID-related budget reductions across funding mechanisms and distribute resources more effectively to full-time faculty.</p> <p>Work with faculty to support an increase in external grant applications to mitigate COVID-related contractions in funding</p>	<p>followers and social media engagement by 2%.</p> <p>Limit COVID-related budget reductions to 15% of 2019 baseline and distribute at least \$899,300 in total faculty support.</p> <p>Increase the percentage of faculty receiving internal awards by 0.5% from 2020 baseline, to 22.5%.</p> <p>Increase external grant applications by 10%.</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>ACCESS & COMPLETION CUNY will widen its doors to adult and returning students so that they can earn the degrees that will boost their careers and can change the trajectories of families</p> <p>CUNY will increase representation of Under-represented Minority students</p> <p>CUNY will expand online education, supporting the necessary infrastructure, training and incentives</p> <p>KNOWLEDGE CREATION & INNOVATIVE RESEARCH CUNY will expand its full-time faculty and implement new strategies to build greater diversity in the faculty</p>	<p>3. Embody and promote our values of equity, diversity, and inclusion</p>	<p>a. Create and sustain a culture of equity, diversity and inclusion</p> <p>b. Close graduation equity gaps for all student populations we serve</p> <p>c. Achieve equitable student success across all learning modalities</p> <p>d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers</p> <p>e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design</p>	<p>a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are “respected” and “safe” on campus.</p> <p>b. Ensure all groups surpass national averages and reduce inter-group gaps by 25%</p> <p>c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online</p> <p>d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 15% for PT increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC</p> <p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>	<p>(P) Have at least one retreat for AA direct reports</p> <p>Support Chairs in dept’s revising curriculum to address systemic racism and discrimination.</p> <p>(UGS) Dramatically reduce the impact of the digital divide in and outside of the classroom</p> <p>Increase Black and Latinx participation in experiential learning</p> <p>Freshmen and Transfer students receive academic and career advisement</p> <p>Reduce financial barriers to college completion</p> <p>(OAR) Prioritize and increase equity and inclusion in faculty research participation and support.</p> <p>(FS) Maintain current programs Workshop on Best Practices for Hiring a Diverse Faculty Junior Faculty Mentoring Program Associate to Full Workshop Community faculty lunches hosted by Associate to the</p>	<p>Retreat held</p> <p>1/3 departments have written plan</p> <p>100% of all freshmen enrolled in an digital readiness/academic transition course</p> <p>Identify and assess learning and workplace technologies in General Education courses</p> <p>80% of freshmen and 50% of transfer students receive virtual academic and career advisement</p> <p>Increase the number of academic and career planning e-Portfolios by 10% for all freshmen</p> <p>Increase Black and Latinx participation in experiential learning by 10%</p> <p>Increase sophomore participation in zero-cost summer acceleration initiatives by 10% (increase in 60 credit standing)</p> <p>20 new zero-cost/OER course conversions in</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
				<p>Provost (contingent on campus opening)</p> <p>Increased faculty participation in existing mentoring programs (JFMP, NCFDD)</p> <p>NCFDD accounts increased by 25%</p> <p>Develop Faculty Roundtables for affinity groups (Faculty of Color, LGBTQIA+ Faculty, Women, Associate Professors)</p> <p>Develop (Fall 2020) and implement (Spring 2021) a workshop for department chairs, focusing on mentoring/supporting a diverse departmental faculty</p> <p>Draft proposal for expanding the scope of Faculty Mentoring Program to include:</p> <ul style="list-style-type: none"> Additional support for junior faculty (beyond tenure/promotion process) Mentoring for Associate Professors Co-mentoring opportunities <p>Draft proposal for implementing Anti-Racism/Implicit Bias training at college and/or department level (in coordination with Human Resources and Office of Compliance and Diversity)</p>	<p>General Education and major courses</p> <p>Increase the proportion of Black and Hispanic faculty receiving internal funding, and the proportion of funds received.</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>FUNDING MODEL CUNY will adopt best business practices for high performing institutions; redesign business processes and streamline administrative functions</p> <p>CUNY will advocate for investments from our funding partners, public and private</p>	<p>4. Improve and expand financial resiliency, operational efficiency, and the college's sustainability</p>	<p>a. Create an effective, transparent budget process aligned with college priorities</p> <p>b. Expand and diversify revenue streams</p> <p>c. Improve efficiency and effectiveness of operations</p> <p>d. Implement a comprehensive sustainability program</p> <p>e. Use space creatively to sustain priorities</p> <p>f. Build plans for adding space to the college</p>	<p>a. Develop budget process and calendar of open meetings to clearly align with strategic plan</p> <p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 10% increase in external grants; Auxiliary Corporation 20%</p> <p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%</p>	<p>(UGS) Baseline grant-funded programs & staff</p> <p>(OAR) Develop new online trainings in Mental Health and Policing Equity to meet needs in response to COVID-19 and policing equity issues.</p> <p>Redesign the PS website to enable lead capture, marketing automation capabilities for better user experience and sales conversion.</p> <p>Test and implement a learning management platform for non-credit trainings.</p> <p>Expand international reach by developing Spanish-language Emergency Management Training</p> <p>Work with faculty to support an increase in external grant applications to mitigate COVID-related contractions in funding</p> <p>Continue to integrate new Research and Legal Compliance Associate hire into the Office for the Advancement of Research.</p> <p>Following initial responses to the COVID-19 pandemic and a staged reopening of New York City, continue to provide</p>	<p>Institutionalize staff in CJA, ACE, CUSP, and LEAP</p> <p>Secure 1 new contract in each area by the end of the fiscal year</p> <p>Launch new website by Fall 2020</p> <p>System adopted by close of 2020</p> <p>At least 1 contract secured by end of 2020</p> <p>At least 1 contract secured by end of 2020</p> <p>Increased research conflict of interest monitoring and grant contract processing and efficiencies with the Research Foundation and CUNY.</p> <p>Implement plan for return of research to campus and distribute to all PIs</p>

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
			<p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating</p> <p>e. Implement framework for space allocation and reallocation</p> <p>f. Adoption of a CUNY-recognized and funded plan for more space</p>	<p>planning and oversight for safely ramping up on- and off-campus research activities in an organized way and based on criteria consistent with the College safety plan and CUNY guidance.</p> <p>(GS) Implement the Executive Master of Arts in Criminal Justice- with Excellence Fee added by 2022. Implement a Master online program in Human Rights by 2022</p> <p>Effective use of the differential tuition and excellence tuition in graduate studies</p>	

CUNY	COLLEGE			ACADEMIC AFFAIRS	
GOALS + OBJECTIVES	GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>CUNY will double its three-year graduation rate for associate degrees and raise by ten points the six-year graduation rate for baccalaureate programs</p>					

Key: Blue text = OAR

Red text = GRAD Studies

Black text = UGS

Green text = Faculty Services

JOHN JAY INTEGRATED STRATEGIC PLAN

ENROLLMENT MANAGEMENT & STUDENT AFFAIRS 2020-2021

8/4/2020 Version

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>1. Educate and support undergraduate and graduate students at every step of their John Jay journey</p>	<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay</p> <p>b. Institutionalize academic support programs for freshmen & transfers</p> <p>c. Increase our undergraduate and graduate graduation rates</p> <p>d. align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p> <p>f. Increase size of full-time faculty and percentage of full-time teaching.</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p> <p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p> <p>c. Graduation rates 2025 4-yr = 40% 6-yr = 65% Transfer 4-yr = 70%. Master's degrees (4 yr) 85% = FT 65% PT</p> <p>d. inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%</p> <p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p> <p>f. 450 faculty and 2% increase in total full-time coverages of courses</p>	<p>1C - Counseling: Increase counseling appointments by 2% for 2020-21</p> <p>1a – CSIL: Create and implement cohort-based orientation in collaboration with Academic Advising</p> <p>1c – CSIL: Develop Weeks of Welcome events to engage more vulnerable populations to increase retention and graduation rates.</p> <p>1c – CSIL: Partner with Academic Affairs to increase the number of events during Weeks of Welcome by 15% annually.</p> <p>1d – CSIL: 100% of eligible cohorts in CSIL and COSL will be ELO credit eligible.</p> <p>1d – CSIL: In partnership with Academic Affairs, will increase the array of co-curricular offerings that complement and advance the mission of the college, in order to bridge the in</p>	<p>1C - Counseling: Increase in counseling appointments by 2% or more for academic year 2020-21.</p> <p>1a – CSIL: Unable to accomplish for 20-21 as this was an on-campus collaboration. Moved to virtual orientation with zoom sessions focused on freshmen and transfer students.</p> <p>1C – CSIL: work with UMI, Vets and Immigrant Success Student Center to host virtual WOW events targeted at vulnerable populations</p> <p>1C – CSIL: not attainable until back on campus.</p> <p>1d – CSIL: 20-21 1, 100% of eligible cohorts in CSIL will be ELO credit eligible.</p> <p>1d – CSIL: will accomplish through virtual programming on</p>

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
			<p>and out of classroom educational experiences.</p> <p>1A – EM: Create an e-recruitment campaign to target wanted cohorts.</p> <p>1C – EM: Create e-campaigns to support winter/summer recruitment.</p> <p>1b – Jay Express: Strengthen a financial literacy program through Financial Aid / Jay Express. Implement a collaborative Financial Aid and Jay Express orientation workshop component.</p> <p>1 -- Military and Veteran Services will develop, post and promote specific Starting At John Jay resources for new veteran and military undergraduate and graduate students, and engage in text outreach to all identified veteran and military students for orientation and adjustment support.</p>	<p>Institutional Racism and the Connected Community collaboration.</p> <p>1b – Jay Express: 70% of entering freshmen will attend joint sessions with Jay Express and Financial Aid on financing their education and financial literacy.</p> <p>1C – Special Academic Sessions:</p> <ul style="list-style-type: none"> • 2019 Winter Session: 1,891 Total Enrollments • 2020 Winter Session: +10% growth over 2019 Winter Session • 2021 Winter Session: +2% growth over 2020 Winter Session • 2019 Summer Session: 6,968 Total Enrollments • 2020 Summer Session: +25% growth over 2019 Summer Session (outlier year due to COVID-19) • 2021 Summer Session: +2% growth over 2019 Summer Session

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
			<p>1C – Special Academic Sessions: Grow winter/summer enrollment in order to assist increasing College graduation rates</p> <p>1a – Testing and Evaluation:</p> <ul style="list-style-type: none"> • Align transfer evaluation process to meet incoming class needs. • Partner with AA to increase automation of transfer equivalencies from SUNY institutions. • Implement processes to execute University mandated testing. 	

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>2. Create and advance knowledge in support of justice education, public awareness, and civic engagement</p>	<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/U.N. Sustainable Development concepts throughout the curriculum</p> <p>b. Expand John Jay’s reputation as a national and international voice on justice issues</p> <p>c. Support faculty to build on John Jay’s reputation for excellence in research</p> <p>d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p> <p>e. Support faculty efforts to innovate justice curriculum and pedagogies</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p> <p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent;</p> <p>c. OAR increase internal research/travel funding to \$1,163,800; 25% faculty will receive individual awards; FY25 research awards increases by 20%</p> <p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and community service rate increase of 10%.</p> <p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows + courses, programs, and improvement metrics</p>	<p>Community Outreach & Service Learning/Ameri-Corps Service Council:</p> <ul style="list-style-type: none"> Develop, implement, high quality blended community outreach learning experiences. Develop and provide support for the instituting and circulation of new information about community outreach’s engaged blended learning impacts <p>2 – CSIL will increase civic engagement events annually by 10% by offering more opportunities for students to register to vote/complete the Census, connect with NYS/NYC Government officials at event with the Office of External Affairs and become a Civic Engagement Peer.</p> <p>2b – EM: Create e-campaigns for EMSA to support student success.</p>	<p>Community Outreach & Service Learning/Ameri-Corps Service Council:</p> <ul style="list-style-type: none"> Support faculty, staff, community partners and students in developing blended community engaged learning research outcomes. Develop and offer a variety of blended professional development opportunities related to community engagement that are tailored for staff, students and community partners (such as Bridging the Gap series, brown bag lunches, community service showcases) <p>2 – CSIL: this goal is not attainable until back on campus.</p>

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>3. Embody and promote our values of equity, diversity, and inclusion</p>	<p>a. Create and sustain a culture of equity, diversity and inclusion</p> <p>b. Close graduation equity gaps for all student populations we serve</p> <p>c. Achieve equitable student success across all learning modalities</p> <p>d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers</p> <p>e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design</p>	<p>a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are “respected” and “safe” on campus.</p> <p>b. Ensure all groups surpass national averages and reduce inter-group gaps by 25%</p> <p>c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online</p> <p>d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 15% for PT increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC</p> <p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>	<p>3 – CSIL: Create a diversity retreat in CSIL focusing on implicit bias and identity.</p> <p>3 – CSIL: Expansion of heritage programs in CSIL</p> <p>3 – CSIL: Increase Spanish and possibly other language recruitment materials for parents, guardians, and families</p> <p>3 – CSIL: Increase and expand diversity/inclusion programming by 10%.</p> <p>3 – CSIL: Expand Parent and Family Programming by creating more materials (ex. Newsletters), content and translation at additional events for Spanish-Speaking families and guests.</p>	<p>3 – CSIL: In year 1, had to postpone due to COVID-19.</p> <p>3 – CSIL: In year 1, increase might to be attainable because we will not host events on campus and limited budget due to COVID-19.</p> <p>3 – CSIL: In year 1, increase might not be attainable due to limited budget due to COVID-19.</p> <p>3 – CSIL: In year 1, we will not be on campus to have events. With funding, we will be able to create additional materials in Spanish.</p>

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>4. Improve and expand financial resiliency, operational efficiency, and the college's sustainability</p>	<p>a. Create an effective, transparent budget process aligned with college priorities</p> <p>b. Expand and diversify revenue streams</p> <p>c. Improve efficiency and effectiveness of operations</p> <p>d. Implement a comprehensive sustainability program</p> <p>e. Use space creatively to sustain priorities</p> <p>f. Build plans for adding space to the college</p>	<p>a. Develop budget process and calendar of open meetings to clearly align with strategic plan</p> <p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 10% increase in external grants; Auxiliary Corporation 20%</p> <p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%</p> <p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating</p> <p>e. Implement framework for space allocation and reallocation</p>	<p>4b – Special Academic Sessions: Increase number of non-degree/visiting students</p>	<p>4b – Special Academic Sessions:</p> <ul style="list-style-type: none"> • 2019 Summer Session: 220 Applications Received • 2020 Summer Session: +50% growth over 2019 Summer Session (<i>outlier year due to COVID-19</i>) • 2021 Summer Session: +4% growth over 2019 Summer Session (*outlier year due to COVID-19)

COLLEGE			EMSA	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
		f. Adoption of a CUNY-recognized and funded plan for more space		

JOHN JAY INTEGRATED STRATEGIC PLAN

FINANCE & ADMINISTRATION 2020-2021

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>1. Educate and support undergraduate and graduate students at every step of their John Jay journey</p>	<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p>	<p>a. Enhance the F&A internship plan</p> <p>a1. Public Safety will continue to hire students for PT positions to provide professional work experience for individuals interested in pursuing a career in law enforcement or the security industry.</p> <p>a2. TESS will track in EMS activities in support of student success and service: CSIL – Student clubs; The Ace Program; Apple Corp; Seek; SASP; Honors Program; Office for Student Research and Creativity; CTA programs; Seeing Rape; CUNY Dance Initiative; events hosted by External Affairs</p> <p>b. Rebuild post-Covid Aux Corp revenue streams to pre-Covid levels in Theater, Space Reservations; and Film, Television, and Commercial Services</p>	<p>a. # of students participating in internships</p> <p>a1. Number of students on staff & number of student hires/year. PSD</p> <p>a2. Number of events; Type of events; Spaces used; Services provided; Free tickets offered; tours provided; Job shadowing opportunities provided; Paying job opportunities provided. TESS</p> <p>a3. ROI on Foundation investments. FBO</p> <p>b. 20% year-over-year increases in rental revenue as Covid-19 restrictions are relaxed. (% increases based on \$0.00 dollar baseline) Mar-Dec, 2020 = 0%</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	<p>b. Institutionalize academic support programs for freshmen & transfers</p> <p>c. Increase our undergraduate and graduate graduation rates</p>	<p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p> <p>c. Graduation rates 2025 4-yr = 40% 6-yr = 65% Transfer 4-yr = 70%. Master's degrees (4 yr) 85% = FT 65% PT</p>	<p>c. Public Safety will be transparent in its efforts to provide an environment wherein faculty, staff and students feel safe, thereby better enabling them to be more successful in their missions.</p> <p>c1. Provide remote access to college general use and teaching labs to help student continue and complete their course work during the Covid-19 pandemic</p> <p>c2. Expand the laptop loan program to provide for the technology needs of students during the current remote learning model</p>	<p>Jan-Dec, 2021 = 20% Jan-Dec, 2022 = 40% Jan-Dec, 2023 = 60% Jan-Dec, 2024 = 80% Jan-Dec, 2025 = 100% TESS</p> <p>c. Generate, and post the Annual Security Report. PSD</p> <p>c1. Number of student using remote computer lab; At least 50 logins per week on average DoIT</p> <p>c2. Number of long-term laptop loans Computer devices available and/or lent to cover ~8% of the student population who need devices as indicated by the CUNY OIRA Technology Needs Survey; DoIT</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	<p>d. align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p>	<p>d. inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%</p> <p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p> <p>f. 450 faculty and 2% increase in total full-time coverages of courses</p>	<p>c3. Continue to provide video conferencing software to support virtual student activities; teaching and learning; advising, etc.</p> <p>c4. Minimize student holds</p> <p>d. Public Safety will continue to offer training in a variety of areas to include: First Aid; CPR/AED; Stop the Bleed; Active Shooter response.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p> <p>e1. Prioritize hiring student workers within DoIT</p>	<p>c3. Student use of Video Conferencing High level of usage of virtual student meetings measured by number of meetings and hours (>500,000 student hours and > 5000 student meetings) DoIT</p> <p>c4. % of collection rates Bursar</p> <p>d. Number of classes. PSD</p> <p>e.35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships. DoIT</p> <p>e1. Number of students employed in DoIT; Average of 5 students employed in DoIT during the year as work studies or CAs</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	f. Increase size of full-time faculty and percentage of full-time teaching.		f. Utilize ABC insights data	f. \$ per student FTE FBO

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>2. Create and advance knowledge in support of justice education, public awareness, and civic engagement</p>	<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/U.N. Sustainable Development concepts throughout the curriculum</p> <p>b. Expand John Jay's reputation as a national and international voice on justice issues</p> <p>c. Support faculty to build on John Jay's reputation for excellence in research</p> <p>d. Increase intentionally designed civic engagement activities to positively impact student learning</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p> <p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent;</p> <p>c. OAR increase internal research/travel funding to \$1,163,800; 25% faculty will receive individual awards; FY25 research awards increases by 20%</p> <p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and</p>	<p>a. The EHS program will register John Jay College as AASHE Stars reporter and enter baseline data.</p> <p>a1. Public Safety will hold a Public Safety Day or Lecture Series covering a variety of safety related topics.</p> <p>a2. The Purchasing Department will continue to search for opportunities to utilize New York State Minority and Women-Owned (MWBE) and Service Disabled Veteran Owned (SDVOB) Businesses in our procurement process</p>	<p>a. AASHE Starts training program for students & employees PSD</p> <p>a1.Attendance Rosters/Event Flyer PSD</p> <p>a2. % of MWBE contracts and orders FBO</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	<p>and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p> <p>e. Support faculty efforts to innovate justice curriculum and pedagogies</p>	<p>community service rate increase of 10%.</p> <p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows + courses, programs, and improvement metrics</p>		
<p>3. Embody and promote our values of equity, diversity, and inclusion</p>	<p>a. Create and sustain a culture of equity, diversity and inclusion</p> <p>b. Close graduation equity gaps for all student populations we serve</p> <p>c. Achieve equitable student success across all learning modalities</p> <p>d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers</p>	<p>a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are “respected” and “safe” on campus.</p> <p>b. Ensure all groups surpass national averages and reduce inter-group gaps by 25%</p> <p>c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online</p> <p>d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 15% for PT increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM</p>	<p>a. Public Safety will work with Student Government to hold a seminar on Hate Crimes.</p>	<p>a. Attendance roster to capture number served PSD</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design	<p>faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC</p> <p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>		
4. Improve and expand financial resiliency, operational efficiency, and the college's sustainability	a. Create an effective, transparent budget process aligned with college priorities	a. Develop budget process and calendar of open meetings to clearly align with strategic plan	a. The office of Campus Office Services (COS) will continue to enforce conscious spending through departmental allocations for all areas of Campus Office Services	<p>a. Average age of copiers, including cost per copy and purchase price. COS</p> <p>a1. WebCrd actual cost per page. COS</p> <p>a2. Proftech Allocations: Amount of OTPS transfers made by departments to increase their allocations per quarter. Determine percentage of allocation expenditure in the fall and spring semester: calculate expenditure by month and quarter. COS</p> <p>a3. Stockroom/Mailroom Delivery timeframe of packages: from time it was received to the time it was delivered to departments. Mailroom</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	<p>b. Expand and diversify revenue streams</p> <p>c. Improve efficiency and effectiveness of operations</p>	<p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 10% increase in external grants; Auxiliary Corporation 20%</p> <p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%</p>	<p>b. Expansion & diversification of Aux. Corp. revenue streams from Theater and Event Support Services are outlined in the recent Alternative Revenue Sources report</p> <p>b1. In coordination with Professional Studies and Auxiliary Corporation develop plan for FY2021 target net revenue increase</p> <p>c. Procure and replace outdated college infrastructure elements to ensure campus based IT services remain highly available</p> <p>c1. Expand the E-time system to cover part time employees as well</p> <p>c2. Develop plan for administrative efficiencies.</p>	<p>a4. Projected CUTRA balance monthly FBO</p> <p>a5. Net time for Account Payables FBO</p> <p>a6. Net time and total \$ for Account Receivables FBO</p> <p>b. Key progress indicators for expansion & diversification of revenue streams are outlined in the recent Alternative Revenue Sources report TESS</p> <p>b1. \$ target FBO</p> <p>c. Uptime of college technology services Continuation of 99.9% uptime of college server, storage and network based services; Replacement of college phone and email system. DoIT</p> <p>c1. Evidence of use of the system by part time employees Over 70% of part timers using the e-time system DoIT</p> <p>c2. Time b/w requisition date and purchase date FBO</p>

COLLEGE			FINANCE & ADMINISTRATION	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	<p>d. Implement a comprehensive sustainability program</p> <p>e. Use space creatively to sustain priorities</p> <p>f. Build plans for adding space to the college</p>	<p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating</p> <p>e. Implement framework for space allocation and reallocation</p> <p>f. Adoption of a CUNY-recognized and funded plan for more space</p>		<p>c3. Inventory control: % of assets scanned monthly FBO</p> <p>c4. Time a work order is open Facilities</p> <p>c5. Number of preventive maintenance work orders per month (the notion here is that if you do more preventive work, it reduces the number of emergency work orders) Facilities</p> <p>c6. Amount of overtime Facilities</p> <p>d. AASHE Stars Rating PSD</p> <p>d1. Energy usage- KWH/GSF Facilities</p>

JOHN JAY INTEGRATED STRATEGIC PLAN

INSTITUTIONAL ADVANCEMENT 2020-2021

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>1. Educate and support undergraduate and graduate students at every step of their John Jay journey</p>	<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay</p> <p>b. Institutionalize academic support programs for freshmen & transfers</p> <p>c. Increase our undergraduate and graduate graduation rates</p> <p>d. align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p> <p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p> <p>c. Graduation rates 2025 4-yr = 40% 6-yr = 65% Transfer 4-yr = 70%. Master's degrees (4 yr) 85% = FT 65% PT</p> <p>d. inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%</p> <p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p>	<p>a. Raise support for internships and experiential opportunities; also engage alumni in providing mentoring, career panels, and Jay Chats with the Dean.</p> <p>b. Raise funds to continue signature projects that provide wrap-around support programs for freshmen and transfers, prioritizing LEAP and CUNY Justice Academy.</p> <p>c. Steward current funders for renewed support and identify new funders for priority programs to increase student retention and graduation rates; prioritizing CUSP, LEAP, Pre-Law Institute, Honors Program, scholarships, fellowships, internships</p>	<p>a. -Secure at least 2 new sponsors of internships (1 sponsor could support 1 or many internship experiences.) -Recruit a total of 50 alumni mentors for a new Mentor Directory. -Create at least 10 alumni career-focused panels. -Implement 5-6 Jay Chats with the Dean, career networking experiences featuring alumni in conversation with students.</p> <p>b. Raise funding for an additional year of LEAP, sourcing from the Gala, foundations, other funders, and sponsored experiential opportunities. Identify and cultivate a minimum of 2 potential funders for CJA.</p> <p>c. -Regularly communicate with top 10 funders to</p>

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	f. Increase size of full-time faculty and percentage of full-time teaching.	f. 450 faculty and 2% increase in total full-time coverages of courses		<p>provide updates on the college and the programs supported by each funder, requesting renewed support as appropriate.</p> <ul style="list-style-type: none"> -Implement stewardship plan that aligns with foundations' reporting deadlines. -Enhance prospect research through training to identify and qualify 15-25 potential prospects for programmatic priorities. -Increase the number of new scholarships by 5. See above for internship metrics.

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>2. Create and advance knowledge in support of justice education, public awareness, and civic engagement</p>	<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/U.N. Sustainable Development concepts throughout the curriculum</p> <p>b. Expand John Jay's reputation as a national and international voice on justice issues</p> <p>c. Support faculty to build on John Jay's reputation for excellence in research</p> <p>d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p> <p>e. Support faculty efforts to innovate justice curriculum and pedagogies</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p> <p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent;</p> <p>c. OAR increase internal research/travel funding to \$1,163,800; 25% faculty will receive individual awards; FY25 research awards increases by 20%</p> <p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and community service rate increase of 10%.</p> <p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows</p>	<p>b. Support the College's proposal to reimagine policing in the 21st century</p>	<p>b. Cultivate and/or solicit a minimum of 5 potential significant funders focused on criminal, racial, and social justice.</p>

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
		+ courses, programs, and improvement metrics		
3. Embody and promote our values of equity, diversity, and inclusion	<ul style="list-style-type: none"> a. Create and sustain a culture of equity, diversity and inclusion b. Close graduation equity gaps for all student populations we serve c. Achieve equitable student success across all learning modalities d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers e. Develop a shared framework across the faculty that informs a 	<ul style="list-style-type: none"> a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are "respected" and "safe" on campus. b. Ensure all groups surpass national averages and reduce inter-group gaps by 25% c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 		

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
	culturally affirming, inclusive pedagogy and curriculum design	<p>15% for PT increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC</p> <p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>		

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>4. Improve and expand financial resiliency, operational efficiency, and the college's sustainability</p>	<p>a. Create an effective, transparent budget process aligned with college priorities</p> <p>b. Expand and diversify revenue streams</p> <p>c. Improve efficiency and effectiveness of operations</p> <p>d. Implement a comprehensive sustainability program</p> <p>e. Use space creatively to sustain priorities</p> <p>f. Build plans for adding space to the college</p>	<p>a. Develop budget process and calendar of open meetings to clearly align with strategic plan</p> <p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 10% increase in external grants; Auxiliary Corporation 20%</p> <p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%</p> <p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating</p> <p>e. Implement framework for space allocation and reallocation</p> <p>f. Adoption of a CUNY-recognized and funded plan for more space</p>	<p>Focus on Student Success; Dialogues for Justice; and Annual Support. These priorities encompass a range of programs and projects, including cohort programs; emergency funds; scholarships, fellowships and internships; and academic departments/centers, conferences, and faculty support.</p>	<p>Raise a minimum of \$3.15 million reflecting a 5% increase over the previous year.</p> <p>Improve operational efficiencies, including pledge commitment and collection methods to improve cash flow into the college. This entails nearly 100% adaptation of electronic pledge form, expansion of GiveCampus to 4-5 planned digital campaigns for immediate financial transactions, and active management of the pledge collection system to set a baseline for future collections.</p>

COLLEGE			INSTITUTIONAL ADVANCEMENT	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021

JOHN JAY INTEGRATED STRATEGIC PLAN

LEGAL COUNSEL 2020-2021

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>1. Educate and support undergraduate and graduate students at every step of their John Jay journey</p>	<p>a. Prepare all undergraduate and graduate students for lifelong success beyond John Jay</p> <p>b. Institutionalize academic support programs for freshmen & transfers</p> <p>c. Increase our undergraduate and graduate graduation rates</p> <p>d. align and scaffold high impact instructional practices in general education and major courses to enhance students' critical thinking, research-based academic writing, and quantitative reasoning skills.</p> <p>e. Expand curricular and extra-curricular opportunities for experiential learning; creative research, production, and problem solving; and technological and information literacy.</p> <p>f. Increase size of full-time faculty and percentage of full-time teaching.</p>	<p>a. Postgraduate employment rate 85% within one-year of graduation; graduates enrolled in further study will be 18%.</p> <p>b. 100% freshmen have academic, cohort-based services; 3000 transfer students per year have academic advising, peer coaching, access to emergency funds and co-curricular programming.</p> <p>c. Graduation rates 2025 4-yr = 40% 6-yr = 65% Transfer 4-yr = 70%. Master's degrees (4 yr) 85% = FT 65% PT</p> <p>d. inventory and scaffolded alignment of at least 3 high impact instructional practices; Improvement on 3 learning outcomes at capstone level by a minimum of 10%</p> <p>e. 35% of eligible students will participate in a credit-bearing experiential learning opportunity or a formal Service Learning opportunity before graduation 25% undergraduates will have paid internships.</p> <p>f. 450 faculty and 2% increase in total full-time coverages of courses</p>	<p>a. Increase engagement between students and the Office of Legal Counsel</p> <p>c. Work with Office of Diversity and Compliance and Dean of Students' Office to minimize students falling off track due to discrimination, harassment, and the like.</p> <p>c. Work with Office of Accessibility Services to maximize student success among cohort needing accessibility services</p> <p>e. work with programs to streamline and publicize the Affiliate Agreement process</p> <p>e. work with other campuses to create CUNY-wide agreements, or John Jay agreements, at agencies where other campuses already have Affiliate Agreements</p>	<p>a. participation in 2 or more events with the Pre-Law Institute</p> <p>a. support student council governance to enable students to exercise their role in shared governance</p> <p>c. 1 meeting with OAS to ensure its members are aware of the full scope of their power to offer and enforce accommodations</p> <p>c. 0 unresolved student complaints about denial of accessibility services</p> <p>e. publish a list of agencies with existing Affiliate Agreements so students can streamline their internship search and onboarding process</p> <p>e. plan for a student internship in the legal office, to be initiated in a later year</p>

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
				e. 1 or more agencies with new Affiliate Agreements based on work with other campuses

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>2. Create and advance knowledge in support of justice education, public awareness, and civic engagement</p>	<p>a. Increase number of courses supporting environmental justice, data literacy, and digital literacy in General Education and incorporate AASHE sustainability/U.N. Sustainable Development concepts throughout the curriculum</p> <p>b. Expand John Jay’s reputation as a national and international voice on justice issues</p> <p>c. Support faculty to build on John Jay’s reputation for excellence in research</p> <p>d. Increase intentionally designed civic engagement activities to positively impact student learning and professional outcomes, foster personal and community empowerment and deepen collaborative interactions among faculty, staff, students and community partners.</p> <p>e. Support faculty efforts to innovate justice curriculum and pedagogies</p>	<p>a. 25 environmental justice courses; 10 data literacy courses, and 10 digital literacy courses in General Education with 25% increase of total enrollment of students in each category; AASHE inventory of 40% courses addressing sustainability challenges.</p> <p>b. Increase monthly media mentions to 100 and top tier monthly media mentions to 25, hold at least 2 college-wide justice conferences per year; Increase social media followers and social media engagement by 10 percent;</p> <p>c. OAR increase internal research/travel funding to \$1,163,800; 25% faculty will receive individual awards; FY25 research awards increases by 20%</p> <p>d. 2024 John Jay eligible student voter registration rate of 85%; voter participation rate of 60%; and community service rate increase of 10%.</p> <p>e. Annual Faculty Fellows Program around justice education priorities environmental justice, data literacy, inclusive curriculum. # faculty fellows + courses, programs, and improvement metrics</p>	<p>b. continued partnership with the Innovations Conference (formerly Smart on Crime)</p> <p>c. work toward ensuring any legal liability related to OAR is paid equitably and doesn’t unfairly tax the budgets of John Jay’s research programs</p>	<p>b. bring the Innovations Conference back to John Jay in 2021 (after being online for Spring 2020).</p> <p>c. 2 meetings with OAR and key decisionmakers and 1 planning document explaining apportionment of legal awards</p> <p>c. 1 meeting with CUNY OGC and 1 planning document regarding insurance coverage for research programs</p>

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>3. Embody and promote our values of equity, diversity, and inclusion</p>	<p>a. Create and sustain a culture of equity, diversity and inclusion</p> <p>b. Close graduation equity gaps for all student populations we serve</p> <p>c. Achieve equitable student success across all learning modalities</p> <p>d. Continue to hire, retain, and advance a diverse faculty through collaborative support and mentoring services for all faculty at all stages of their careers</p> <p>e. Develop a shared framework across the faculty that informs a culturally affirming, inclusive pedagogy and curriculum design</p>	<p>a. Successful completion of 2019 Climate Review Action Commitments; 95% will respond to CUNY Sexual Violence Campus Climate Survey that they are “respected” and “safe” on campus.</p> <p>b. Ensure all groups surpass national averages and reduce inter-group gaps by 25%</p> <p>c. Graduate FWI rate for online vs in-person will be same; UG DFWI rates for online vs in-person will be same; All student support services will be easily accessible and routinely online</p> <p>d. Retention, tenure & promotion rates of URM faculty members comparable to non-minority faculty; Expand faculty support & mentoring to 25% for FT and 15% for PT increased % of URM faculty; increased % of female faculty at rank of Full Professor; increased % of URM faculty at rank of Full Professor; increased % dept chairs female and URM; reduced # years in Associate rank for females and FOC</p> <p>e. Framework document produced after one year, # faculty participating in discussions and development opportunities; 15 Inclusive OER Gen Ed courses revised or developed; # of students per year impacted by revised courses.</p>	<p>a. work with HR on training and communication around relevant laws, and how to create a supportive and inclusive workplace that goes above and beyond legal requirements</p> <p>a. work with HR and Office of Diversity and Compliance on resolving complaints informally and in a way that creates outcomes that account for equity/centers equity</p> <p>a. increase community visibility of and accountability for our existing policies around diversity, equity, and inclusion</p> <p>c. work with IT and business office to secure licenses for any software needed to promote student success online</p> <p>d. attention to legal issues around hiring and retention and diversity; informing College leadership about best practices from around the nation</p>	<p>a. relevant policies will be clearly presented in an easy-to-find place on the College website</p> <p>a. Dean of Students office and Compliance and Diversity office will be fully supported by legal in the implementation of new Title IX regulations</p> <p>c. no delays of more than 2 months caused by legal review of contracts for relevant software</p>

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
<p>4. Improve and expand financial resiliency, operational efficiency, and the college's sustainability</p>	<p>a. Create an effective, transparent budget process aligned with college priorities</p> <p>b. Expand and diversify revenue streams</p> <p>c. Improve efficiency and effectiveness of operations</p> <p>d. Implement a comprehensive sustainability program</p> <p>e. Use space creatively to sustain priorities</p> <p>f. Build plans for adding space to the college</p>	<p>a. Develop budget process and calendar of open meetings to clearly align with strategic plan</p> <p>b. Professional Studies target net revenue \$1,000,000; 30% increase in fundraising; 10% increase in external grants; Auxiliary Corporation 20%</p> <p>c. Increase instructional budget relative to total budget; satisfaction with HR support services on annual F&A survey will improve by 20%</p> <p>d. Implement STARS, Sustainability Tracking, Assessment & Rating System and achieve Silver Rating</p> <p>e. Implement framework for space allocation and reallocation</p>	<p>a. ensure relevant College meetings comply with Open Meetings Law requirements</p> <p>b. assist Aux Corp with speedy review and approval of contracts</p> <p>c. continue standardizing office practices and moving to mostly electronic processing and recordkeeping</p> <p>c. reduce number of grievances and disciplinary actions advanced under the collective bargaining agreement</p>	<p>a. 0 meritorious complaints about Open Meetings Law violations</p> <p>b. 0 delays of more than 3 weeks caused by legal review of contracts</p> <p>b. CUNY-wide internal publication of existing location agreements, to speed future agreements with repeat clients</p> <p>c. Establish semester calendar of NYS ethics training opportunities for faculty and staff</p>

COLLEGE			LEGAL COUNSEL	
GOALS	OBJECTIVES	KEY PROGRESS INDICATORS 2025	AY21 STRATEGIC PRIORITIES	KEY PROGRESS INDICATORS 2021
		f. Adoption of a CUNY-recognized and funded plan for more space		c. Schedule 1 or 2 information sessions per semester regarding various collective bargaining agreement provisions and pitfall issues that are open to all faculty and staff