

Faculty Senate Minutes #392

September 6, 2012

1:40 PM

Room 9.64 NB

Present (42): Chevy Alford, Andrea Balis, Ned Benton, Adam Berlin, Erica Burleigh, James Cauthen, Kashka Celinska, Elise Champeil, Demi Cheng, Janice Dunham, Peggy Escher, Lior Gideon, Maria Grewe, Maki Haberfeld, Jay Hamilton, Veronica Hendrick, Charles Jennings, Janice Johnson Dias, Shaobai Kan, Karen Kaplowitz, Kwando Kinshasa, Maria Kiriakova, Tom Kucharski, Anru Lee, Ma'at Lewis, Richard Li, Cyriaco Lopes, Yue Ma, Amie Macdonald, Vincent Maiorino, Michael Maxfield, Brian Montes, Elvin Montgomery, David Munns, Richard Ocejo, Melinda Powers, Raul Romero, Manouska Saint Gilles, Francis Sheehan, Staci Strobl, Shonna Trinch, Katherine Wylie-Marques

Absent (6): Terry Furst, Tim Horohoe, Evan Mandery, Roger McDonald, Jean Mills, Nicholas Petraco

Agenda

1. Adoption of the agenda
2. Announcements & Reports
3. Approval of Minutes #391 of the Thursday, May 24, 2012 meeting
4. Approval of Minutes #390 of the Friday, May 10, 2012, meeting
5. Invited Guest: Student Council President
6. Elections by secret ballot by the Faculty Senate
7. Ratification of faculty members to serve on other committees
8. Discussion of Distance Learning policy issues
9. JJ's Financial Plan

1. Adoption of the agenda. Approved.

2. Announcements & Reports [Attachment A]

The Middle States Site Visit Team will be conducting its site visit on April 21-24, 2013.
The timeline of the Middle States Reaccreditation process was reviewed [Attachment A].

3. **Adoption of Minutes #391 of the Thursday, May 24, 2012 meeting.** Approved.

4. **Adoption of Minutes #390 of the Friday, May 10, 2012, meeting.** Approved.

5. **Invited Guest: Student Council President Mehak Kapoor.** Noted.

6. **Elections by secret ballot by the Faculty Senate**

**** Vice President for Student Affairs Search Committee: 4 faculty members***

The Senate elected Professors Janice Dunham, Ma'at Lewis, Mickey Melendez, and Kevin Nadal.

**** General Education Subcommittee of UCASC: 5 faculty members***

The Senate elected Professors Jessica Gordon Nembhard, Sara McDougall, Allison Pease, Brett Stoudt, and Staci Strobl.

7. **Ratification of faculty members to serve on other committees** [Attachment B]

All the candidates for the College Council, College-wide committees, Faculty Senate, and University committees were elected or ratified, as required [Attachment B].

8. **Discussion of Distance Learning policy issues: Senator Ned Benton** [Attachment C]

Senator Benton reviewed the distance learning issues about which policies do not exist at John Jay but need to be developed and approved by College governance. In recognition of this long overdue need, Provost Bower's has appointed a committee [Attachment C].

9. **JJ's Financial Plan: Senator Ned Benton** [Attachment D]

Enclosed: Robert's Rules of Order, Newly Revised, In Brief

The meeting was adjourned at 3:10 pm

Submitted by the Faculty Senate Executive Committee

ATTACHMENT A

D R A F T: Big Activity Schedule for Middle States Self-Study Discussion

August 29, 2012

About September 20	Place first draft of Self-Study on Middle States Website (no doubt without many of the appendices and documents on Sharepoint)	
September 20— November 25	Activities to promote general awareness	
September 20- November 1	<ul style="list-style-type: none"> • Completing the Critical Choices Agenda • <u>Teaching and Research</u> <p>Two topics we said we would address this fall via campus conversations. Structure to be determined.</p>	
September 25	Set up website to receive comments and advertise that co-chairs will take comments directly by email.	
Oct. 1-15	Present self-study draft to various campus constituencies: Senate, Council of Chairs (or Provost's Council), HEO Council, non HEO Staff, Student groups, alumni	
Oct. 20-Nov. 10	Write second draft	
November 10	Place second draft on website with additional material (references).	
Nov. 10 – Dec. 1	Solicit additional comments	
December 1 through Jan 15	Write third draft	
January 15, 2013	Send third draft to Team Chair	
January 30, 2013	Preliminary Visit by Team Chair	
February	<ul style="list-style-type: none"> • Final adjustments to Self Study—Write Final Version • Awareness campaign continues through April 21 	
March 13	<ul style="list-style-type: none"> • College Council Approval of Self-Study 	
March 15	<ul style="list-style-type: none"> • Electronic Evidence Room goes live • Send Final Self Study to Team 	
April 21	Team Arrival and Welcoming Program	
April 22-23	Meetings, meetings, meetings	
April 24	Exit Interview—Open to Campus	

Attachment B

PART I: The following require vote or ratification by ONLY the Faculty Senate:

1. Search Committee for Vice President for Student Affairs: the committee comprises 4 faculty members; 4 administrators – Provost Bowers, Dean Lopes, AVP Maldonado, Lopes, VP Saulnier; and 3 student members. **Needed: 4 members of the full-time faculty elected by the Senate**

Janice Dunham – Library

Ma'at Lewis – Counseling

Mickey Melendez – Counseling

Kevin Nadal – Psychology

William Gottdiener – Psychology

N.B. A secret ballot vote for 4 faculty will take place during the Senate meeting

2. General Education Subcommittee of UCASC

The (Sub)Committee comprises a chair, Professor Amy Green, chosen by the Dean of Undergraduate Studies in consultation with the President of the Faculty Senate; five faculty members chosen by UCASC; and five faculty members chosen by the Faculty Senate. **Needed: 5 members of the full-time faculty elected by the Faculty Senate.**

Alison Pease – English

Simon Baatz – History

Jessica Gordon Nembhard – Africana Studies

Sara McDougall – History

David Munns – History

Judy-Lynn Peters – Public Management

Brett Stoudt – Psychology/Gender Studies

Staci Strobl – Law, Police Science, CJA

N.B. A secret ballot vote for 5 faculty will take place at the Senate meeting

N.B. On Friday, September 7, the following 5 faculty members will be nominated at the UCASC meeting for election by UCASC: Silvia Dapia (Foreign Languages & Literature); Matthew Perry (History); Sandra Swenson (Science); Dante Tawfeeq (Mathematics); Robert Visani (Art & Music)

3. Committee on Honorary Degrees

This committee of the Faculty Senate comprises 7 faculty members, all of whom must be tenured. *The 6 continuing members serving 3-year terms: Valerie Allen (English), Janice Bockmeyer (Political Science), Gail Garfield (Sociology), Katie Gentile (Counseling), Nathan Lents (Science), Gerald Markowitz (History/ISP).* **N.B. Ballots are sent to the entire full-time faculty.**

William Gottdiener – Psychology

Amy Green – ISP/Communication & Theater Arts

4. Public Safety Advisory Committee

This committee is required by New York State Education Law and comprises 5 faculty members, 5 students, and 5 administrators and is chaired by Director of Public Safety Stephen Hollowell.

Needed: 5 members of the full-time faculty

Rodrick Colvin – Public Management

Janice Dunham – Library

Chuck Nemeth – Protection Management

Francis Sheehan – Science

Liza Yukins – English

5. Committee on Ceremonial Occasions

This College committee makes decisions about the various facets of the Commencement ceremony. **Needed: 3 members of the full-time faculty**

Alexa Capeloto – English

Janice Dunham – Library

Carey Sanchez – Counseling

6. Appeals Panel for the College Student Complaint Against Faculty policy

The Appeals Panel comprises the Provost, the VP for Student Development, one student chosen by student government and two faculty members chosen by the Faculty Senate. **Needed: 2 full-time tenured faculty members**

Angela Crossman – Psychology

Marny Tabb – English

7. Committee on Scholarships

This Committee allocates several hundreds of thousands of dollars in scholarships to incoming and current students. The membership is 8 faculty members and 6 administrators, including VP Saulnier who chairs the committee. *Continuing faculty members: Olivera Jokic (English), Catherine Mulder (Economics), Mangai Natarajan (Criminal Justice), Edward Paulino (History), Denise Thompson (Public Management), Susan Will.* **Needed: 2 full-time faculty members**

Maureen Allwood – Psychology

Mucahit Bilici – Sociology

8. Student/Faculty Disciplinary Committee

This Committee is responsible for adjudicating disciplinary charges brought against students and has a range of penalties it can impose if it finds a student guilty of the charges, from a letter of censure to suspension or expulsion from the College. The Committee is constructed of three panels from which to draw participants for each hearing: a panel of 6 faculty members, a panel of 6 students, and a panel of 3 faculty members who serve as chairs. For each hearing three faculty and two students are selected for each hearing. **Needed: 9 tenured faculty members**

3-member Rotating Chairs Panel:

Chevy Alford – SEEK

Sandra Lanzone – Communication & Theater Arts

Robert McCrie – Protection Management

6-member Faculty Panel:

Effie Cochran – English

Gail Garfield – Sociology

Barbara Josiah – History

Ali Kocak – Science

Lori Sykes Martin – Africana Studies

Edward Paulino – History

9. Honors Program Advisory Board

As required by the College Council, the advisory board comprises: 2 faculty members named by the Faculty Senate; 2 faculty members named by UCASC; one faculty member named by the Council of Chairs. **Needed: 2 faculty members**

Lucia Trimbur – Sociology

Fritz Umbach – History

10. Faculty Senate Technology Committee

The committee represents faculty concerns and experience in meetings and communications with college administrators responsible for computing and information technology. Advises the administration and advises the Faculty Senate.

Anthony Carpi

Joshua Clegg

Robin Davis [new member]

Norman Groner

Lou Guinta – Co-Chair

Bilal Khan

Richard Lovely

Peter Mameli

Isabel Martinez [new member]

Peter Moskos

Bonnie Nelson – Co-Chair

Pat O'Hara

Jason Rauceo

Alexander Schlutz

Ellen Sexton

Peter Shenkin

Maggie Smith

Liliana Soto-Fernandez

Robert Till
Adam Wandt
Valerie West
Alan Winson

11. University Faculty Senate

There is now a vacant seat for one full-time faculty member to serve as the *alternate* delegate.

Needed: 1 full-time faculty member

Roddrick Colvin – Public Management

**PART II: THE FOLLOWING ARE NOMINATIONS BY THE FACULTY
SENATE FOR RATIFICATION BY THE COLLEGE COUNCIL on Sept. 20:**

A. College Council Executive Committee. Needed: 7 College Council faculty members

Ned Benton – Public Management

Karen Kaplowitz – English

Tom Kucharski – Psychology

Anru Lee – Anthropology

Ma'at Lewis – Counseling

Francis Sheehan – Science

Shonna Trinch -- Anthropology

B. College Budget & Planning (BPC) Committee: Needed 4 Faculty Senate members

Karen Kaplowitz: President, Faculty Senate (statutory) – English

Francis Sheehan: Vice President, Faculty Senate (statutory) – Science

Janice Dunham – Library

Jay Hamilton – Economics

1. College Fiscal Planning Subcommittee of the BPC Committee

Karen Kaplowitz: President, Faculty Senate (statutory)

Francis Sheehan: Chair, Senate Fiscal Advisory Committee

Jay Hamilton: Economics

2. College Strategic Planning Subcommittee of BPC Committee

Karen Kaplowitz: President, Faculty Senate (statutory)

Francis Sheehan: Vice President, Faculty Senate

Janice Dunham: Library

C. Committee on Faculty Elections

This Committee is responsible for counting ballots in college-wide faculty elections, such as for the at-large members of the College Faculty Personnel Committee, and for adjudicating any challenges to the results of an election. **Needed: 5 full-time faculty members**

Kashka Celinska – LPS

Kathleen Collins – Library

Olivera Jokic – English

Ekaterina Korobkova – Science

Samantha Majic – Political Science

D. Committee on the Student Evaluation of the Faculty

This Committee is responsible for a continuous review of the procedures of the student evaluation of the faculty; of the design of the survey instrument; of the terms under which the instrument is to be used; and of the development of guidelines. A current College project is the development of a survey of students taking online courses. Another project is the development of a new survey instrument. The Provost is required to provide staff for the Committee. The Committee comprises 4 full-time faculty and 2 students; the chair is elected by the committee members from among the faculty members. **Needed: 4 full-time faculty members**

Joshua Clegg – Psychology

Alexander Long – English

Keith Markus – Psychology

Rodrick Colvin – Public Management

E. Committee on Student Interests

This Committee is concerned with matters of student life including but not limited to student organizations, student housing, extracurricular activities, and student concerns at the College. The Committee on Student Interests is chaired by the Dean of Students and comprises 10 additional members: the director of student activities, the director of athletics, 2 full-time faculty members, and 6 students. **Needed: 2 full-time faculty members**

Rick Richardson – Sociology

Artem Domashevskiy -- Science

F. Committee on Assessment

This is a new committee, created by the College Council in May, which has been created to coordinate assessment efforts for both student learning and institutional effectiveness, broadly understood. The committee is to engage in such activities as receive assessment plans from academic departments and other departments and units of the college in order to make recommendations about them and to identify best practices for the college; make proposals to the Strategic Planning Subcommittee; and promote assessment activities and disseminate information and best practices. The Committee comprises seven faculty members and three

HEOS. The Director of Assessment is an ex officio member without vote. The Associate Provost for Institutional Effectiveness is the committee chair. **Needed: 7 full-time faculty members**

Carla Barrett – Sociology

Maria D'Agostino – Public Management

James De Lorenzi – History

Elizabeth Jeglic – Psychology

Mark McBeth – English

Marilyn Rubin – Public Management

Jennifer Rutledge – Political Science

G. Committee on Honors, Prizes, and Awards

This Committee recommends to the College Council undergraduate students whom it deems deserving of various Commencement awards, prizes, and other honors. Members are the VP for Student Development (chair); Dean of Students; Director of Student Activities; 3 students who are not seniors who have a minimum 3.0 GPA; and 3 faculty members. **Needed: 3 full-time faculty members**

Marta Bladek – Library

Shuki Cohen – Psychology

Sanjair Nair – English

H. Committee on Student Admissions and Recruitment

This Committee considers written requests for admission students from students who did not meet the criteria for admission and who request a waiver; the Committee is also charged with advising the VP on Enrollment Management on recruitments of students to the College.

Needed: 5 full-time members of the faculty

Preeti Chauhan – Psychology

Peggy Escher – English

Maria Kiriakova – Library

Ekaterina Korobkova – Science

Keith Thomas – Mathematics

ATTACHMENT C

John Jay College of Criminal Justice Policy Development---Distance Education Policy Committee Appointed by the Provost

Chair: Feng Wang, Director of Online and Distance Learning

Secretary: Liliana Garces, Administrative Assistant, Office of Distance Education

Members:

Anne Lopes, Dean of Undergraduate Studies

Jannette Domingo, Dean of Graduate Studies

Gabrielle Salfati, Undergraduate/Graduate faculty representative

Jay Hamilton, Undergraduate/Graduate faculty representative

Judy-Lynne Peters, Faculty Senate representative

Ned Benton, Professor of Public Administration

Bill Pangburn, Director of ITSS

Purpose

To explore and develop college-wide policies on distance education

Timeline

Policies to be completed by the committee by the end of Fall 2012 and approved by the governance in early Spring 2013

Policy Items

- * Definition of distance education courses
- * Intellectual property rights
- * Faculty training requirements
- * Delivery mode approval process
- * Online course quality standards
- * Recruitment and Appointment of Adjunct Faculty for online teaching
- * Visitation rights
- * Incentives
- * Policy implementation timeline
- * Peer observation & student evaluation of online teaching
- * Online exams and proctoring
- * _____

FY2013 College Financial Plan
John Jay College

Multi-Year Spending Plan (\$000)

	FY2012	FY2013	FY2014	FY2015	Comments
Projected Annual FTE Enrollment	11,175	11,453	11,815	12,014	
Resources					
Current Tax Levy Allocation - see note 1	86,983.67	86,197.09	86,197.09	86,197.09	
Lump Sum Allocation		2,138.80	2,138.80	2,138.80	
Prior Year CUTRA / Reserve Balance	3,853.63	3,503.97	1,804.06	442.97	
Compact Philanthropy - see note 2		1,087.61	1,087.61	1,087.61	
Revenue Surplus/(Shortfall) - see note 3	137.90	2,651.30	2,651.30	5,062.61	
Revenue Impact of Enrollment Changes			2,411.31	1,328.37	
Other Tax Levy Funds (Tables IIIa & IIIb)		1,658.19	1,510.40	1,510.40	
Other Non Tax Levy Funds (Table IIIc)		0.00	0.00	0.00	
Energy Allocation (SC Only) - see note 4		4,539.76	4,539.76	4,539.76	
Prior Year Resources Adjustment - see note 5	(78.28)				Total cash collected FY12 is (36.65) less than revenue lab, IFR def
Total Resources	90,896.91	101,776.71	102,340.32	102,307.61	
Tax-Levy Expenditures					
PS Regular for current staff - total payroll costs		64,612.05	64,612.05	64,612.05	net ROA
PS Regular - Doctoral Faculty allocation offset - see note 6		(1,454.10)	(1,454.10)	(1,454.10)	
PS Regular for planned hires in current FY		4,667.73	6,211.96	6,211.96	
PS Regular for planned hires in FY2014 - see note 7			671.33	771.33	
PS Regular for planned hires in FY2015 - see note 8				0.00	
PS Regular - ERI payout		370.86			
Total PS Regular	60,818.95	68,196.54	70,041.24	70,141.24	
Adjuncts	12,784.56	12,612.20	12,892.20	12,892.20	
Temporary Service	7,129.46	5,968.00	5,968.00	5,968.00	
OTPS - see note 9	6,603.05	7,569.15	7,369.15	7,369.15	
Energy Expenditures (SC Only)		4,539.76	4,539.76	4,539.76	
Prior Year Expenditures Adjustment - see note 5	56.93				net difference in all expense categories
Total Tax-Levy Expenditures	87,392.95	98,885.65	100,810.35	100,910.35	
Compact Philanthropy Expenditures					
PS Regular		0.00	0.00		
Adjuncts		150.00	150.00	150.00	
Temporary Service		0.00			
OTPS		937.00	937.00	937.00	
Total Compact Philanthropy Expenditures	0.00	1,087.00	1,087.00	1,087.00	
Total Projected Expenditures	87,392.95	99,972.65	101,897.35	101,997.35	
Projected Year-End Balance	3,503.97	1,804.06	442.97	310.26	
Year-End Balance Floor	870.43	888.48	912.60	925.88	
Year-End Balance Ceiling	2,611.30	2,665.45	2,737.79	2,777.64	
Year-End Balance Within Range?	N	Y	N	N	

Notes

1. FY2012 Tax-Levy Allocation through certificate #9 for SC and allocation #8 for CC; FY2013 Initial Tax-Levy Certificate Allocation
2. Total Philanthropy for FY2007, FY2008, FY2010, FY2012 and FY2013
3. Impact of tuition increase should be excluded from FY2014 and FY2015
4. The energy allocation includes fuel oil. An adjustment will be made automatically if fuel oil amount is entered for FY2013 on table IIIa. You would need to adjust manually for FY2014 and FY2015 in order not to double count this it
5. Enter any adjustment to PY resources or expenditures if the pre-populated values differ from your estimates. Use the comments field to explain the difference
6. If the allocation from the GC is not available, enter an estimate
7. Annualization of FY2013 new hires plus FY2014 new hires
8. Annualization of FY2014 new hires plus FY2015 new hires
9. Expenditures for University Wide Initiatives should not be included

FY2013 College Financial Plan
John Jay College

Anticipated Additional Funds (\$000)
To be used to offset Tax-Levy Expenditures

Table IIIa - Recurring Additional Tax-Levy Funds

Source	FY2013	FY2014	FY2015	Comments
Adjunct Professional Hour Fall	899.00	899.00	899.00	
Adjunct Professional Hour Spring				
Diversity Project Development Funds	30.00	30.00	30.00	
ETI - University Wide initiatives (-)	(565.30)	(565.30)	(565.30)	
Faculty Fellowship Publications	(50.00)	(50.00)	(50.00)	Candace McCoy transfer to Grad Center
Fuel Oil				
Honors College Scholarship Charge (-)				
Library Matching Funds	23.80	23.80	23.80	
PSC Reassigned Time	6.00	6.00	6.00	
Sabbatical/Fellowship Leave Support	430.00	430.00	430.00	
Untenured Faculty Reassigned Time	490.20	490.20	490.20	
CUNY Collaborative Research Grant	5.00	5.00	5.00	
Reduction for Compact fringe	(472.10)	(472.10)	(472.10)	
Reduction for Financial Aid	(268.00)	(268.00)	(268.00)	
Honors College	658.00	658.00	658.00	
Mellon Seminar Matching	22.40	22.40	22.40	
Pathways Working Committee	26.20	26.20	26.20	
Summer Immersion Expansion	56.00	56.00	56.00	
New Building Recurring	169.60	169.60	169.60	
PSC Travel	49.60	49.60	49.60	
Total Recurring Additional Tax-Levy Funds	1,510.40	1,510.40	1,510.40	

Table IIIb - Anticipated Additional Tax-Levy Funds (*)

Pathways	147.79			
Total Anticipated Additional Tax-Levy Funds	147.79	0.00	0.00	

(*) Backup required before funding is provided

Table IIIc - Anticipated Additional Non-Tax Levy Funds

Total Anticipated Additional Non-Tax Levy Funds	0.00	0.00	0.00	

Grand Total Anticipated Additional Funds **1,658.19** **1,510.40** **1,510.40**

FY2013 College Financial Plan
John Jay College

COMPACT Investment Plan (\$000)
See notes below

Mission One: Academic Excellence	Tax Levy					Fringes	Philanthropy				Total
	PS Regular Positions	PS Regular	Adjuncts	Temporary Service	OTPS		PS Regular Positions	PS Regular	Adjuncts	Temporary Service	
Full-Time Faculty	18	1,008.00				332.64					1,340.64
Digital Learning course/ faculty training development			150.00			15.00					165.00
Research Projects						0.00				200.00	200.00
Honors Program						0.00				210.00	210.00
Critical Incident Analysis Research						0.00				100.00	100.00
Research Assistants- Centers						0.00		150.00			150.00
						0.00					0.00
Total Mission One	18	1,008.00	150.00	0.00	0.00	347.64	0	0.00	150.00	510.00	2,165.64
Mission Two: Maintain Integrated System/Facilitate Articulation											
Strategic Enrollment Initiative - Call Center (part time staff)				125.00	162.00	12.50					299.50
Academic Advisors	3	110.00				36.30					146.30
Enhanced Career services				50.00		5.00					55.00
Justice Academy advisement/recruitment				80.00		8.00					88.00
Social Media/ web development					200.00	0.00					200.00
						0.00					0.00
						0.00					0.00
Total Mission Two	3	110.00	0.00	255.00	362.00	61.80	0	0.00	0.00	0.00	788.80
Mission Three: Expanding Access											
Financial Aid Initiative					288.00	0.00					288.00
Veteran's Services	1	56.00		40.00	15.00	22.48					133.48
Peer Tutoring				100.00		10.00					110.00
Career Counselor	1	46.00				15.18					61.18
Promote student success - marketing /communications					325.00	0.00					325.00
Scholarship						0.00				227.00	227.00
Student Emergency support						0.00				50.00	50.00
Total Mission Three	2	102.00	0.00	140.00	608.00	47.66	0	0.00	0.00	277.00	1,174.66
Mission Four: Remaining Responsive to the Urban Setting											
Enhancements to Facilities					200.00	0.00					200.00
Technology/Equipment Investments				150.00	140.00	15.00					305.00
Justice Awards						0.00				80.00	80.00
Mozart Academy						0.00				70.00	70.00
Symposia				40.00		0.00					40.00
						0.00					0.00
						0.00					0.00
Total Mission Four	0	0.00	0.00	150.00	380.00	15.00	0	0.00	0.00	150.00	695.00
Grand Total Programmatic Initiatives	22	1,220.00	150.00	545.00	1,350.00	472.10	0	0.00	150.00	937.00	4,824.10

- Notes**
- Individual line items for each funded initiative must be added
 - Philanthropy PS costs should include fringes
 - Philanthropy total should include all prior year amounts

Comments

Total Compact Funding = \$4,461
Restructuring/Efficiency = (376)
Current Yr Philanthropy = (348)
Tax Levy Compact = \$3,737
Philanthropy = 1087
TOTAL COMPACT INVESTMENT PLAN = 4824

College: John Jay College

Mission One: Academic Excellence

The COMPACT funds will be used to hire 18 additional full time faculty. The additional faculty will enable the college to increase the # of courses taught by full time faculty which is an important measure of academic success. We also look to increase our digital learning course offerings which will require investments for faculty training and professional development and investments for development and conversion of course curricula. Philanthropy funds will be used to support research projects involving faculty and students, the Honors Program at John Jay which provides stipends and laptops to students enrolled in our honors program and research assistants funded through Centers and Institutes.

Mission Two: Maintain Integrated System/Facilitate Articulation

The COMPACT funds will be used to support an integrated system and facilitate articulation through investments in our Strategic Enrollment Initiatives. These initiatives include the implementation of a "touch plan" to reach out to prospective students and retention initiatives to ensure the students succeed once they enroll at John Jay. Investments will be made to expand of the student call center, hire additional academic advisors, provide enhanced career services, and improve our communications with current and prospective through the use of social media and an enhanced presence on the web.

Mission Three: Expanding Access

In addition to the Financial Aid initiatives, the College will use COMPACT funds to make additional investments in Veterans Services by hiring a Veteran's Coordinator and expanding services at the Veteran's Center by increasing the funding for PROVE interns, peer mentors and tutoring services. We also plan to hire an additional Career Counselor to improve outcomes for graduates and coordinate internships. We plan to expand our outreach to a diverse population by improving our communications through a new targeted marketing strategy. Philanthropic donations will be used to provide scholarships and emergency support for students who are most in need.

Mission Four: Remaining Responsive to the Urban Setting

The College has been transformed by the addition of our new building. However as we re-locate offices and departments to the new building and then backfill Haaren Hall, there is a need for investments in renovations, furniture and computer equipment for the spaces and operations that will not be housed in the new building. COMPACT funds will be used to improve the infrastructure and equipment in those areas. In addition COMPACT funds will be used to make investments in audio visual and event support staff to support the uses in the new building. The new building provides the opportunity to fundraise for community programs such as the Mozart Academy that provides music lessons for children and the Justice Awards which increase the profile of the College and promote the institution as a leader in educating for justice.

