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To: The John Jay Community  
Re: Highlights from Academic Year 2019-2020 and the Strategic Plan 2020-2025

It's often said that people with clear goals ultimately succeed because they know where they're going. As a community we set out to reach certain goals this past year, and I'm proud to report that we've reached many of them, while far surpassing a number of others. In this letter, I want to share both our highlights from my Performance Management Process (PMP) report to CUNY, and, for future goal setting, a new copy of our new five-year [Strategic Plan](#).

The achievements reflected in our PMP report are nothing short of inspiring. **John Jay's four-year graduation rate for first-time, full-time freshmen is at 37.7 percent—the second highest rate in the entire City University of New York (CUNY) system**, and an increase of almost 17 percent since 2010. This four-year graduation rate is the highest in the College's history, but diving deeper into the numbers, there's even more to be proud of. Among many other highlights:

- We've achieved our highest six-year graduation rate, at 51.5 percent, which is an increase of almost eight percent since 2008.
- Within the CUNY system, we now have the highest four-year graduation rate of transfer students.
- We've reached our highest one-year retention rate, at 80.2 percent, for first-time, full-time freshmen who started in 2018. Notably, John Jay's retention rate of 80.3 percent for first-time, full-time freshmen who are underrepresented minorities (URM) (defined to include Black, Hispanic, and Native American students), is one of the highest among CUNY senior colleges and even higher than our retention rate of 80 percent for our non-URM freshmen (defined to include Asian/Pacific Islander and White students).
- Within the CUNY system, we have the second highest dollar amount in institutional grants.
- Our faculty are still among the most productive in CUNY. For the third year in a row, John Jay faculty have produced the highest average number of pieces of scholarship and creative activity, by a large margin.

All of these noteworthy achievements are a testament to everyone's hard work and continued commitment to student success and world-class research. I invite all of our faculty and staff to attend our virtual meeting on [September 29](#) during community hour, where we'll hear more about these remarkable accomplishments from key leaders across the College, and also welcome some of our newest faculty and staff members.

I'm also proud to share this version of our new five-year [Strategic Plan](#) which was approved by our College governing body in the Spring. This plan carefully outlines the goals we aim to reach by 2025, while also laying out measures for how we can measure our progress along the way. The Plan reflects our collective ongoing focus on student success, diversity, research and scholarship, and organizational efficiencies that will ensure the strongest future for John Jay College. The goals featured in the Plan are undoubtedly ambitious, but as we've seen in the achievements noted in our PMP report, they're entirely achievable with a community as dedicated as ours.

I'm deeply grateful for the unwavering commitment of our students, faculty, and staff during this challenging time. It's your tireless work that's made these achievements possible. If we continue to remain true to our values, and set our goals high, there's no telling what we can accomplish together. Thank you all for the difference you're making in our students' lives.

Warmly,

Karol V. Mason  
President