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MEMO

TO: John Jay College Community

FROM: Karol V. Mason, President

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RE: A Look Back at FY 2018-2019 (Highlights from John Jay's 2019 Performance Monitoring Project (PMP) Report to CUNY)

Commencement 2019 was again a high point here at John Jay, and a fitting end to an exciting and notable year at the College. We were privileged to have new Chancellor Matos Rodríguez attend and celebrate the largest graduating class in John Jay history. Among the graduates were first-generation college students, immigrants, veterans, student athletes, parents, caregivers, and the first cohort of CUNY's Accelerate, Complete and Engage (ACE) Program.

These are students who embody the best of our John Jay story—of resiliency, of excellence, of opportunity, and of hope. They illustrate vividly our success with providing access to a diverse student body, supporting their academic journey, and preparing them for professional growth.

We have a singular focus on student success at John Jay. Through broad community participation, we collaboratively developed and shared the College's Student Success Vision document. It provides a common baseline of where we are now, identifies ambitious but achievable goals for promoting the success of all our students, and outlines our shared understanding of what it will take to get there. This vision will be the foundation for our work on the College's next strategic plan, which will begin in 2020. It also helped inform our objectives for this year and focused our integrated efforts to achieve them.

Focus on Completion: Academic Excellence, Student Retention and Graduation

We enrolled the largest class in our history in fall 2018, and we increased the one-year retention rate to nearly 80%. The trends for our four-, six-, and eight-year graduation rates over the last five years show a continual increase. In addition, and thanks in part to the CUNY Academic Momentum Campaign, the proportion of students earning at least 30 credits per academic year rose from 55% to nearly 59%.

These outcomes are no accident. We are investing fully in our students' "cohort" experiences, as we know from research and our own experience that these affiliations help develop their social and academic engagement and contribute to improved student outcomes. Thanks to funding from private sources, we focused our efforts on growing our most promising practices and developed innovative new programs to help our students reach the finish line, including:

- The ACE Program has proven to be a highly successful model with a nearly 60% four-year graduation rate, compared to 33% for the nation's public colleges. It offered a comprehensive set of academic, financial, and social interventions that were remarkably effective in keeping students on track for on-time graduation.
- The CUSP Program (Completion for Upper-division Students Program), an innovative effort to help propel at-risk seniors with 90+ credits to degree completion, has led to 75% of "high risk" CUSP students being advised on graduating plans. Our results show that 66% of all CUSP students walked across the stage at Commencement this spring, and another 7% are expected to complete their degrees this summer. These students were able to cross the finish line, thanks to timely interventions and intrusive advising targeted on the basis of information gleaned from a new predictive analytic tool.
- We've committed to funding and implementing the LEAP Program (Linking Experience, Academics and Practice) beginning in fall 2019. This new program will ensure that, for the first time ever, every incoming John Jay student will receive the multi-year cohort support they need to help them graduate.
- As part of the CUNY Academic Momentum challenge, we are pleased to report a 4% increase in students earning 30 credits per academic year. Factors that contributed to this improvement included streamlined advisement and registration processes, new mobile text-based "nudges" to target at-risk students, and the STEM accelerator program offering tuition-free courses during the summer and winter sessions.
- Students transferred into John Jay in record high numbers. The CUNY Justice Academy (CJA) students continue to demonstrate their college readiness and do better than non-CJA transfer students, in terms of GPA and degree completion.
- Thanks to the great work of the Post-Graduate Opportunities Center and the PRISM (Program for Research Initiatives in Science and Math) program, our graduating seniors have also won numerous prestigious awards, fellowships, and scholarships, including a Fulbright, the Jeannette K. Watson Fellowship, Jonas E. Salk Scholarship, and NSF Undergraduate Research Award. Many of our 2019 graduates have been accepted to prominent law, medical, and graduate schools, while others are embarking on ambitious careers in law enforcement, healthcare, public management, and government.
- The Pre-Law Institute served nearly 1,300 students to prepare them for law school and graduate school admission. Our students were admitted to 99 different law schools, including the top 20 schools in the country. Thanks to PLI's efforts, John Jay ranks in the top 10 for minority applicants to law school (LSAC).
- Our PRISM STEM mentoring program has made us a model for diversifying the sciences. This year we surpassed 50 students moving on to STEM Ph.D.s, and 100 students moving on to post-baccalaureate programs since the program's founding in 2006, and over half of these students are from populations underrepresented in the sciences. In the entire 1990s, we only sent five undergraduate students to STEM graduate programs, and only one was a minority. PRISM has established John Jay as a leader in moving Hispanic students on to STEM graduate degrees.

- In order to offer our students more integrated academic planning and career readiness opportunities, the Center for Career & Professional Development and the Registrar's Office are now reporting into the Provost's office. This new structure will allow for strengthened collaboration across offices serving students' academic and career needs, new cross-training of staff, and more seamless services for students.
- We launched a new program—Presidential Fellows for Curriculum-Driven Student Success—to engage faculty as leaders in this work and enhance academic excellence. These faculty Fellows examine aspects of our current curriculum design, research best practices, and lead curricular redesign projects to support student learning and engagement.

Focus on Student Services and Resources

In addition to the highly effective programs outlined above, we focused on strengthening student resources and support services. We created new print and [web](#) materials—and shared them widely in social media and other communications channels—in order to raise awareness for the range of resources and services available to students on campus. This year's highlights include:

- We launched the new Immigrant Student Success Center (ImSSC) to support the needs and academic success of undocumented, DACA, immigrant and mixed-status students. The ImSSC has offered a robust array of programming including counseling services, tailored activities, information about resources and referrals, and faculty and community trainings (supported solely with private funding).
- We added staffing resources in the Wellness Center (with the help of OASAS and NYC Thrive) to better serve the students who needed health and counseling services. Over 6,000 counseling appointments were made with students; over 900 students received a benefit via our Single Stop office; and over 280 unique students were served at the Food Pantry. Given these increased student needs, additional staffing resources are essential in this area.
- The Veteran Services area offered individualized support and assistance to our student veterans to help them on their journey to personal and academic success. This year's graduating class included 214 veterans, the largest number of veterans earning their degrees in the College's history. And, 12 of our graduates will be commissioned as officers in the U.S. military.
- The Community Outreach and Service Learning Office is at the forefront of CUNY service programs. Our students completed almost 7,000 hours of service this year. Several groups of students participated in service trips to Puerto Rico where they assisted residents with their most pressing needs, including repairing homes, clearing debris, and organizing medical supplies. Our CUNY Service Corps program is one of only five programs funded by CUNY, and the program staff will take on a mentorship role with the new CUNY-funded colleges this coming year.
- John Jay's Athletics program continues to thrive, with its highest ever number of scholar athletes—more than 50% with GPAs over 3.2. We hosted our first Hall of Fame dinner event, which attracted alumni from all over the country to return to their alma mater to participate in a day of fun and contribute financially to the College.

Focus on Diversity and Inclusion

Given our status as both a Hispanic Serving Institution (HSI) and a Minority Serving Institution (MSI), we are deeply committed to transforming John Jay from merely a Hispanic- and Minority-*enrolling* institution into a truly Hispanic- and Minority-*servi*ng institution. As a starting point, we have hosted a series of campus events and conversations to enhance our understanding of these issues. Our College-wide initiatives include:

- Partnering with President Obama’s Foundation and the My Brother’s Keeper (MBK) Alliance to become the first MBK Institution of Higher Education; as part of this initiative, we are working on a plan to provide innovative programs and close the opportunity gaps for our students who are young men of color;
- Developing HSI resources for the John Jay community, including print materials and [web](#) content, as well as HSI faculty development seminars and working groups in the Teaching and Learning Center, with a focus on culturally responsive pedagogy;
- Sharing best practices and providing training for infusing multicultural content across academic programs using ethnic studies programs as a model, and trying to recruit a diverse faculty by expanding recruitment to MSI and HSI institutions and professional associations.

We are also in the final stages of our campus-wide “Climate Review” process led by external experts from the Working IDEAL organization. The project is focused on helping us continue to build a learning and working environment where everyone—students, faculty, and staff—can thrive. As part of the process, we invited participation from across our entire community to help hone our understanding of the current climate, as well as existing challenges and underlying causes. We expect a report containing findings and concrete and specific recommendations later this summer. We believe that the review is an essential step in our work to improve our campus climate and will provide a road map for the years ahead. This summer, we will be working with faculty leaders, staff, and students to prepare a multi-phase implementation plan that will begin this fall.

Focus on Research

Our commitment to research is an integral part of our institutional mission. John Jay is elevating its reputation as a national convener of justice issues, bringing together researchers, practitioners, advocates and reformers for impactful nonpartisan dialogue. Throughout the year, we have supported faculty research and provided customized training programs for faculty applying for grants and scholarships. The results include:

- An increase in annual research awards received from \$9.8 million in FY 2018 to nearly \$10.5 million in the current fiscal year;
- More than 40 principal investigators receiving grant awards, including a new \$7.6 million multi-year grant award from the National Institute on Aging (part of NIH) to the Department of Psychology for Alzheimer’s research, as well as NIH SCORE grants and NSF RUI grants; and
- A consistently high level of scholarship/creative activity from our faculty with an average of 2.0 pieces per faculty last year, which placed us highest among CUNY senior colleges, and at least 2.1 per faculty this year.

Our research centers are pursuing data-driven research activities that inform policy and can help spur societal change.

- The National Network for Safe Communities (NNSC) just celebrated its 10th anniversary with a series of events culminating in a conference in June on Violence Prevention attended by leading partners, practitioners, researchers, and advocates. NNSC is building a body of research demonstrating that its methods of focused deterrence and building community trust are reducing violence and making communities safer.
- The Prisoner Reentry Institute (PRI) received a \$1.5 million grant from the Andrew W. Mellon Foundation to support the expansion of PRI's educational and reentry initiatives for current and formerly incarcerated students. This grant will enable PRI to expand its successful Prison-to-College Pipeline (P2CP) program, and work on a CUNY-wide and statewide approach to supporting justice-involved students. We just celebrated the 31 students who graduated from PRI's College Initiative with associate, bachelor's, master's, doctoral, and law degrees.
- The Data Collaborative for Justice (DCJ, formerly the Misdemeanor Justice Project) expanded its data-driven work to seven jurisdictions across the country to assess lower-level law enforcement trends nationally. DCJ's marijuana arrests study was cited by the Chief Counsel for NY State Gov. Cuomo as valuable in informing marijuana regulation. DCJ research is helping to inform policy-making decisions across the country.
- The Institute for Innovation in Prosecution (IIP) brought together prosecutors and law enforcement leaders with those who lost loved ones to police violence in order to develop a unique Toolkit to reduce use of force. The IIP hosted Inside Criminal Justice seminars with incarcerated students and prosecutors from the Manhattan DA's office to help inspire innovative proposals for criminal justice reform. Most recently, the IIP, in partnership with the Vera Institute, is leading the Reshaping Prosecution Project designed to develop concrete guidelines to be implemented by district attorneys' offices across the country to address racial disparities in our criminal justice system.

Collectively, our faculty and research centers were awarded over \$33.5 million in grants and contracts in the 2018-2019 fiscal year. This is the second year in a row that the College has set a record in terms of grant dollars secured, helping to cement John Jay's status as a leading institution for justice-based research.

This year, John Jay has been the convener for a wide array of justice-related events, from our annual Smart on Crime Innovations Conference and our Justice Media Trailblazer Awards, to gubernatorial bill signings and elected official announcements, to the \$50 million announcement by the Reform Alliance to address issues in our probation and parole systems nationwide. John Jay is rightly seen as a nonpartisan forum where justice issues can be discussed, debated, examined, and elevated.

Focus on Support and Fundraising

Given our ambitious vision for student success, our entire College is committed to increasing our fundraising efforts to support faculty research and student success. Our total voluntary support this year increased to \$10.7 million, compared to \$8.5 million last year. We are proud to report:

- Our 2019 Educating for Justice Gala raised a record-breaking \$1,045,000 to support the College's Honors Program. For the first time in its history, the Honors program will have its operations covered for two years, providing more stability and a longer horizon for planning. Funds raised will also support a once-in-a-lifetime trip to Montgomery, Alabama, as part of an experiential learning program on civil rights.
- The John Jay community came together for the Annual Day of Giving to raise \$104,167 for the Student Emergency Fund, which rose to a total of \$204,167 with the two-to-one match for CUNY institutions by the Carroll and Milton Petrie Foundation. (Only the first \$50,000 raised was eligible for matching funds, and we more than doubled that amount.)
- More than \$5.2 million was awarded in scholarship, fellowship and internship funds to over 1,400 students, and 10 new scholarships were created.

We are grateful to the many generous donors who supported our new and innovative programs to support student success. The John Jay College Foundation Board members stepped forward with more than \$100,000 in funding for the establishment of the new Immigrant Student Success Center. The Price Family Foundation provided an unprecedented gift of nearly \$800,000 to pilot the CUSP program to help at-risk students complete their degrees. The Ron Moelis Fellowship in Social Entrepreneurship is continuing to open doors to new experiential opportunities for some of our most enterprising, justice-focused students. The Rossana Rosado Fellows Program, established with generous support from our Foundation chair in honor of NY Secretary of State and John Jay alumna Rossana Rosado, is providing internship opportunities, course credit, and educational opportunity grants for students in the Latin American and Latinx Studies program.

These are noteworthy steps in our ongoing work to bring more resources to John Jay. Challenges remain, especially in terms of our budget and space constraints, but as we move forward, we are working to turn them into opportunities.

It's been a remarkable year here at John Jay. I am tremendously proud of the many achievements of our community. I'm grateful for the unwavering commitment of our faculty and staff who have guided and supported our students. I look forward to working closely with all of you in the year to come.