

Strategic Planning Subcommittee
Minutes
November 29, 2022
1:40pm-2:40pm

Present: Allison Pease (Chair), Dyanna Pooley, Heath Grant, Hundge Chan, Karen Kaplowitz, Katie Gentile, Ned Benton, Shu-Yuan Cheng, Rulisa Galloway-Perry, Robert Garot, Ric Anzaldúa, Nancy Velazquez-Torres, Mark Flower, Alena Ryjov, Catherine Alves, Kelvin Pineda (Student), Lesly V. Riveros (Student), Ketura Parker, Erica Bond, Daniel Matos, Kimberly Charles (Recorder)

1. **Adoption of the 10-6-22 minutes (2 minutes)**- The minutes were approved unanimously.
2. **Division Plan 22-23 Vice President Erica Bond, Justice Initiatives (10 minutes)**

Erica Bond, VP of Justice Initiatives, gave an overview of the Future Public Safety Initiative. The Initiative's priorities align best with the College's strategic goal to create and advance knowledge and support of justice education

This initiative is designed to demonstrate and effectuate JJAY'S long term commitment to creating and sustaining the kinds of partnership, programs and research that is needed to advance the vision. The report has four core principles to encourage communities across the country and within JJAY.

1. Communities have to play a central role in defining and driving public safety. Looking beyond policing when we think about public safety in our community.
2. Make greater investments in social programs and services that are essential for thriving and safe communities. These investments can protect against violence and can generate research data and evidence to support their efficacy in creating safe communities.
3. Redefining the role of law enforcement to ensure that police have the tools, training, leadership and oversight to effectively partner with communities and be held accountable to them.
4. Confront the history of racism and trauma that has degraded safety for many communities, in particular, communities of color.

There are a series of divisional objectives that are aligned with the college's goals and objectives. With the strategic plan for the future of public safety initiative, VP Bond has put together KPI's for the 2022 and 2023 year. The first college goal and objective are to educate and support college undergraduate and graduate students at every step of their JJAY journey.

Goal One

1. Ensuring that students who are seeking careers in the public sector graduate with a very broad conception of what it means to drive public safety. In addition, we want those students to have a broad understanding of what the opportunities are to support public safety within their communities, personally, and through their careers.
2. Connect JJAY staff, faculty and students to high quality experiential learning opportunities.

Goal Two

Creating and advancing knowledge in support of justice education public awareness and civic engagement.

Divisional objective: To expand JJAY's reputation as a national and international convener of justice issues.

- The plan is to put together a successor conference to *Smart on Crime* that is related to future public safety goals. There is an ongoing partnership with the National Urban League to develop this convening.
- 1 to 2 days of workshops on a variety of public safety topics. This convening will focus on looking beyond the criminal legal system.

To engage communities around public safety.

- Launch re-imagining public safety pledge in partnership with *My Brother's Keeper Initiative*, Obama Foundation. This foundation had a couple of partnerships with Leadership conference on Civil and Human Rights, Cities United launched, and Mayors Pledge related to policing, and hundreds of communities signed on to reform their approaches.

Next month, JJAY will lead a soft launch of the Successor Pledge. They plan to make a concerted push to recruit communities from around the country to sign that 2nd pledge. They will do a series of workshops again with the partners that were involved in the 1st phase of the pledge.

Goal Three

Creating and advancing knowledge and support of justice education. Embodying and promoting our values of equity, diversity and inclusion.

- Focus on issues of racial equity, and that includes our partnership with MB. All of our convening around Bail Reform and Rikers Island is to highlight the issues of racial equity that are implicated in our systems of criminal justice.

Goal Four

Improving and expanding financial resiliency. All of the work through the Future of Public Safety initiative is grant funded. For the next year, they plan to focus on fundraising.

- Develop a fundraising plan and partnership with Ketura, Institutional Advancement. Ultimately, have a Future of Public Safety fund for projects that are valuable and important to advancing this vision.
- Communications: Getting the word out about the Future of Public Safety Initiative. For the upcoming year, they hope to develop a robust communications plan.

Prior years in aligning with goals

- Created a DA series in partnership with the Greenberger Center
 - A series of webinars with local DA's about issues on mental health and how DA's could reform their practices dealing with mental health.
 - Convened around bail and educating the community, students, staff, broader community, and elected officials.
 - Partnered with the Division of Criminal Justice services related to bail data

Future goals

- Symposium with experts on all aspects of the closed Rikers plan and to raise awareness to the issues that people have.
- Partnership with the Lippman commission.
- Partnering with JJAY alumni's, who launched an organization called Block Power.
- Create opportunities for students, particularly from communities with high rates of violence, to go into the clean energy field.

- VP Bond discussed her conversations with Danielle Officer and others in Student Affairs about the potential to develop challenge grants for students who want to develop public safety pilot programs in their community. She hopes to develop that in the coming year.

Updates

In terms of the Future Public Safety Initiative, they plan to hire student interns to increase student engagement. VP Bond expressed that a big goal is to have a student round table and engage JJAY students consistently and conveniently to gain their insight on these upcoming programs.

There is an HBO film screening coming up, called “Master of Light” invitations will be sent out soon.

VP Bond is in talks with Mindy Bockstein to develop a webinar series on the impact of recent Supreme Court decisions on public safety, policing, guns, abortion decisions. There is an opportunity for a series where experts can come in to inform. Those are some of the KPI’s they are looking forward to implementing for next year that is aligned with goal one.

3. Division Plan 22-23 Vice President Ketura Parker, Institutional Advancement (10 minutes)

VP Parker started by stating that the goals she will present are ambitious but attainable. Their mission is to fuel sustainable philanthropy, transformational relationships, empowering partnerships in alignment with the colleges, strategic vision, innovation and impact, as well as identity.

IA Goals

1. Secure operational, experimental and endowed funds that will meet emerging institutional needs, create innovative initiatives to fuel student’s success, establish support for faculty development, and build physical sustainability and institutionalize opportunities in perpetuity.
2. Maximize the full spectrum of philanthropy by diversifying new and existing funding opportunities that includes annual, major, planned, principal foundation, corporate giving. About 65 to 70 % of our philanthropic funding comes from foundation and corporate entities. There is a major opportunity to maximize the full spectrum of philanthropy
3. To advance prospect research, pipeline building, data analysis, to really identify and engage high capacity, affinity prone and inclined prospects. To invest in John Jay by inviting donors to become partners with us and show them all of the impact and what their investment in John Jay could do; and how that would translate to student’s success and property advancement.
4. To build transformational relationships. This is not a transactional process, in order to get the kind of funding that JJAY not just needs, but also deserves. We have to invest in really meaningful relationships with our board, with volunteers, with donors, in our partners.
5. To build powering partnerships with internal stakeholders, that includes students, faculty, senior leaders, administrators and staff. Fundraising is a culture and an ecosystem that everybody gets to participate.

IA Accomplishments

1. Their fund-raising goal for this fiscal year was to raise \$6 million. To date, they have raised \$2.3 million towards that goal. That is 38 %. Last year, the goal was \$3.2 million, and at this point in the year they had raised around \$963,000. They have doubled their fundraising goal and making significant progress.
2. Created two significant funds, the Student Success Fund and the Faculty Opportunity Fund.

The Student Success Fund

Created to proactively meet the three dimensions of student success as a college:

- Skills and learning
- Graduation,
- Post- graduation
- Career attainment

The Student Success fund allows JJAY to institutionalize this source of revenue, and to create another pathway for revenue. They will continue to fundraise for grants and fundraise in general. Currently, they have about 16 grant-funded programs, about five or so that are not grant funded. Bringing all of those programs under one roof will help us to streamline.

Appreciations to The Auxiliary Corporation for the partnership and investment of \$1.5 million dollars into the Student Success Fund.

Faculty Opportunity Fund

Beyond the research grants that faculty receive, they want to advance faculty opportunities. There would not be student success without faculty success and investment. Once again, The Auxiliary Corporation invested \$500,000 into the funding to get this started.

Challenges and opportunities

Currently, because of a recent departure and two employees leave, they are down to a team of six. However, they have been approved to hire three critical positions in their foundation and corporate relations area. Over the next month, they will have all three positions posted, and will be recruiting.

4. Strategic Enrollment Plan in progress, Daniel Matos, Assistant Vice President for Enrollment Management (10 minutes)

AVP Matos discussed three different plans for strategic enrollment. Strategic recruitment plan, Strategic marketing, Strategic student's success plan, which includes retention and graduation rates

In June, he attended a retreat with a few of the Presidents Leadership Group, where they discussed the future of enrollment, what happened during COVID, and the future outlook on higher education and enrollment.

The three biggest concerns.

1. Enrollment

There is an overall decline in enrollment CUNY system wide. There is upwards of a 30 % decline in enrollment at the community colleges. They are the biggest feeders to the four-year institutions, primarily to us through our CJA program. The biggest decline at a community college came from BMCC, which happens to be our biggest feeder of transfer students.

System wide, CUNY had a loss of approximately 50,000 students since the beginning of the pandemic. Also, combined with a favorable job market, where employers are increasingly dropping degree requirements for good and high paying jobs is a threat to us along with declining community enrollment, there is also a decline in high school graduation rates. Furthermore, there is contradictory research now on whether 2025 is going to be an enrollment cliff for colleges, due to birth rates and declines in high school graduation rates.

2. Leaving New York

Declines in high school graduation rates have been exacerbated, not just by the pandemic, but by families that have moved entirely out of the state, abandoned New York City, taking their families.

3. Declining interest in College Degrees

People no longer view a college degree as necessary to attain a good job. Employers are dropping requirements for college degrees more than ever. Parents in particular are questioning the value of a college degree. In order for us to have a balanced budget, particularly with pandemic relief funds running out, we need to be somewhere in the neighborhood of 12,500 FTE by 2025. This is a milestone and a goal that JJAY needs to reach. One limitation is our strategic enrollment plan, where we have prioritized an increase in freshmen. The freshman number will not be increased so that target over the next five years will remain steady as it is right now at 2,000.

Enrollment Breakdown

Pre-pandemic, JJAY admitted approximately 6,000 students in order to yield between 1,850 and 1,900 freshmen. This past Fall JJAY admitted over 9,000 students. That was an increase of 3,000 more students admitted. On file, we had over 2,200 seat deposits, out of that, we were still unable to yield the 2,000 seat deposits. This was due to some of the other ancillary threats such as the vaccine requirements, religious exemptions, political climate around higher education, and controversy over loan forgiveness.

With these limitations in mind, the strategic enrollment plan has to look at the ten different categories of students.

1. Freshmen students
2. Transfer students
3. Graduate students
4. Non-degree students
5. Adult learners
6. Re-admit students
7. Continuing students
8. In-state students and out of state students
9. International students
10. Veteran students

Questions to keep in mind:

1. What strategies should JJAY deploy to focus a multifaceted, multipronged approach aimed at reaching these other populations?
2. How do we increase the number of potential students that want to come to John Jay?

Bring students back!

1. Readmit strategy

During the pandemic, JJAY lost several thousand students. For students that are in good academic standing they should be able to continue.

Over the course of the year, we will be focusing on a readmit strategy and a campaign to try and bring as many of those students back as possible.

2. Reach out to transfer students outside of CUNY systems
 - About 20 % of our students come from the Bronx
 - 20 % come from Queens
 - 18% or 20 % come from outside the New York City area (Long Island, Westchester, Northern New Jersey)

3. Accelerate our students from PT to FT enrollment

During the pandemic, there was this trend where students started to decelerate. A lot of that had to do with the modalities of courses that were offered. There they want to increase students from part time to full time. Use summer and winter to help with more credit accumulation in progress to degree.

Lastly, they want to focus on trying to get some online programs developed, particularly at the undergraduate level. Both completion programs and fully online undergraduate degree programs.

5. **Space Update, Vice President Mark Flower (10 minutes)**

VP Flower gave an update on The Sub Committee on Space Planning. The new Director of Space Planning, Barbara done an analysis based upon some feedback that CUNY drafted back in 2019. The report showed different areas within the college in terms of their needs. Areas included classroom space, laboratory space, research space, academic offices, the library, athletic space, administrative offices, assembly space, facilities and student services, IT and campus services. The report showed that JJAY is about 127,000 sq. ft. in deficit which was no surprise to the Space Planning committee.

North Hall Update

Out of the 300,000 sq. ft that CUNY would like to be able to have joint partnership with private sector. CUNY decided that Guttman Community College will get 250,000 sq. ft of the building and John Jay will get 50,000 so ft. And the assignable square feet out of 50,000 sq. ft results in about 26,000 sq. ft. They met with CUNY to figure out what to put into the 26000 sq. ft. They've come up with a couple of suggestions for consideration. These suggestions were presented to Karol, Allison, Mark and they are reviewing some of the options. These are early stages of discussion at this point in time.

CUNY Suggestions for 26,000 sq. ft:

1. Put some of the student facing services, i.e., registrar office, Jay Express, financial aid, Bursars office, all of that space, over there.
2. Different academic departments

6. **New Business**- No new business discussed.