

JOHN JAY COLLEGE 2025-2030 STRATEGIC PLANNING
FORUM#1 – SHARING PROGRESS, UPDATES, AND
EMERGING THEMES

MARCH 4, 2025



PRESENTATION

Strategic Planning Process

Updates from the 2020-2025 Strategic Plan

Three Elements of Strategic Plan Development

- Review of existing data and reporting

- Environmental scanning

- Community guidance and participation

Information and Involvement

Emerging Philosophical/Foundational Questions

Question and Answers

STRATEGIC PLANNING PROCESS

Purpose of Strategic Planning

Establish broad institutional priorities through creation of a roadmap

Guide and empower decision-making and resource allocation

Identify opportunities and challenges in the internal and external environments

Engage the community in an intentional review process – culture and climate implications

Spring 2024

Initial meetings with the Strategic Planning Subcommittee (SPS)

Fall 2024

Development of the Strategic Planning Document Repository

Discussions around Important Documents (COACHE, SSS, Factbook)

Integrated Planning and Assessment Discussions (PMP, JJC Structures)

Communication Plan and Strategic Planning Website

Discussion and Consensus around Planning Process

Initial Focus Groups and Mission/Value Statement Discussions

<https://www.jjay.cuny.edu/about/president-karol-v-mason/strategic-plan>

STRATEGIC PLANNING PROCESS

Spring 2025

Expansion of Involvement through Invitation of Guests to SPS

Multiple Communications and Strategic Planning Website

Internal and External Focus Groups and Facilitator Training

Document Review, Discussion, and Consideration for the 2025-2030 Strategic Plan (SPS)

Development of a Comprehensive Environmental Scanning Document

Mission and Value Statement Review and Modification (with review period)

Group forums (PLC, Faculty Senate, HEO council, Faculty Development Day)

Online forms

Institutional Vision Development Forums and Processes

Three forums (2 in-person: community hour and evening and 1 virtual)

Online forms

Strategic Planning Forums

Initial Focus Groups and Mission/Value Statement Discussions

Presentation of a Strategic Plan Outline to the Community (Goals and Objectives)

<https://www.jjay.cuny.edu/about/president-karol-v-mason/strategic-plan>

STRATEGIC PLANNING PROCESS

Summer 2025

Strategic Planning Presentation at the PLC

Completion of the Revised Mission Statement and Values Statement

Completion of the JJC Vision Statement

Draft of the full Strategic Plan Reviewed by the SPS

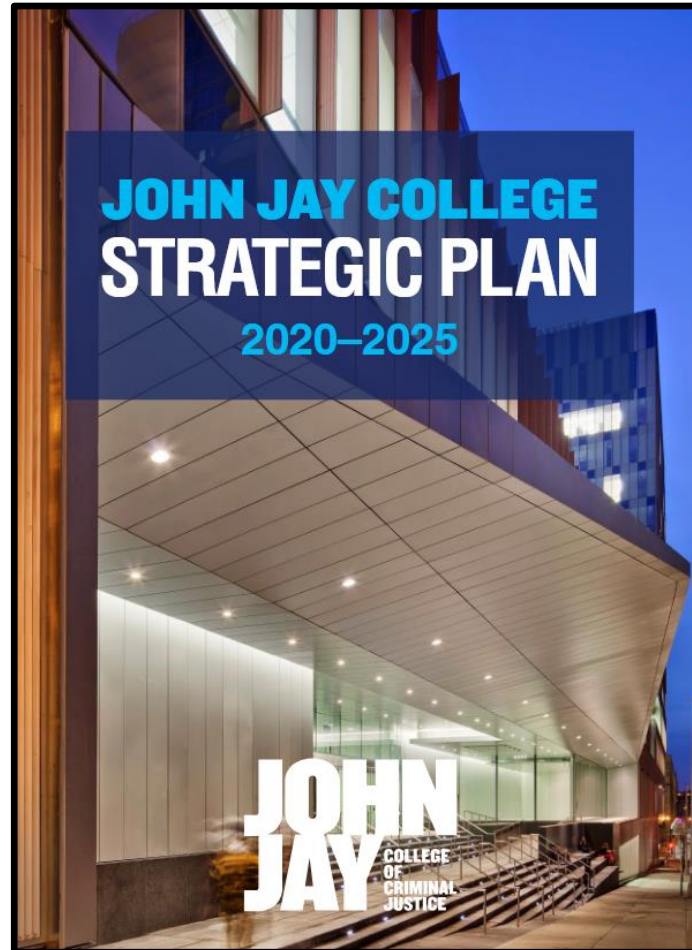
Initiation of Divisional Annual Operational Planning

Fall 2025

Final Version of the Strategic Plan Completed and Approved by SPS

2025-2030 John Jay College Strategic Plan Presented to College Council for Approval

2020-2025 STRATEGIC PLAN UPDATE: YEAR 4



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

GOAL 1:

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



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

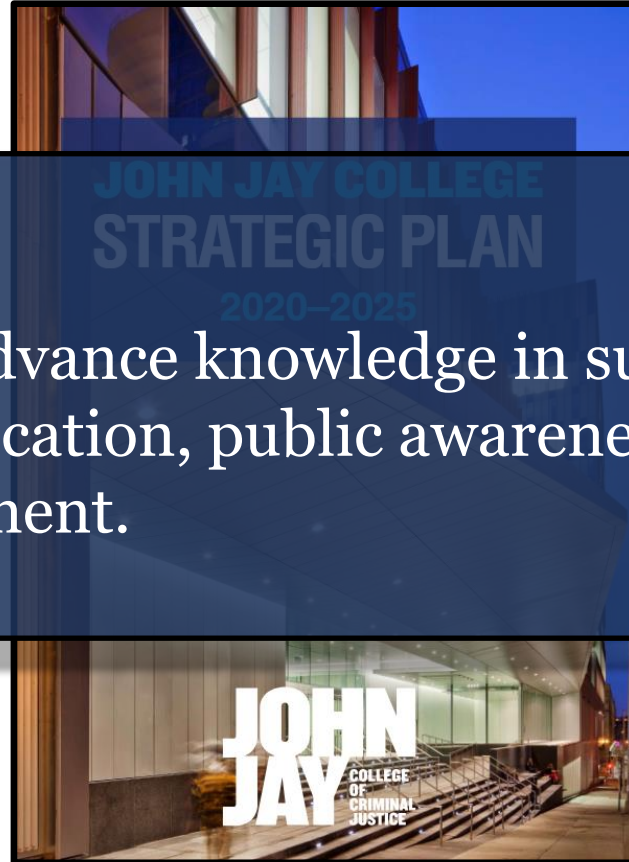
Metric	2020 Baseline	2024 Actual	2025 Target
Goal 1: Transfer students in peer-success coach supported seminars	900	398 (51%)	3,000
Goal 1: First-time, full-time students graduating in 4 years	38%	40%	40%
Goal 1: First-time, full-time students graduating in 6 years	52%	56%	65%
Goal 1: Transfer students graduating within 4 years	62%	67%	70%
Goal 1: Full-time master's students graduating within 4 years	76%	83%	85%
Goal 1: Students participating in credit bearing experiential learning opportunities	773	1,421	N/A
Goal 1: Students participating in paid experiential opportunities	74	771	N/A
Goal 1: Number of full-time faculty	401	413	450
Goal 1: Percent of GS and UG courses taught by full-time faculty	32%	39%	34%



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

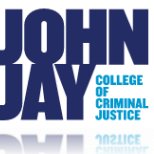
GOAL 2

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



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

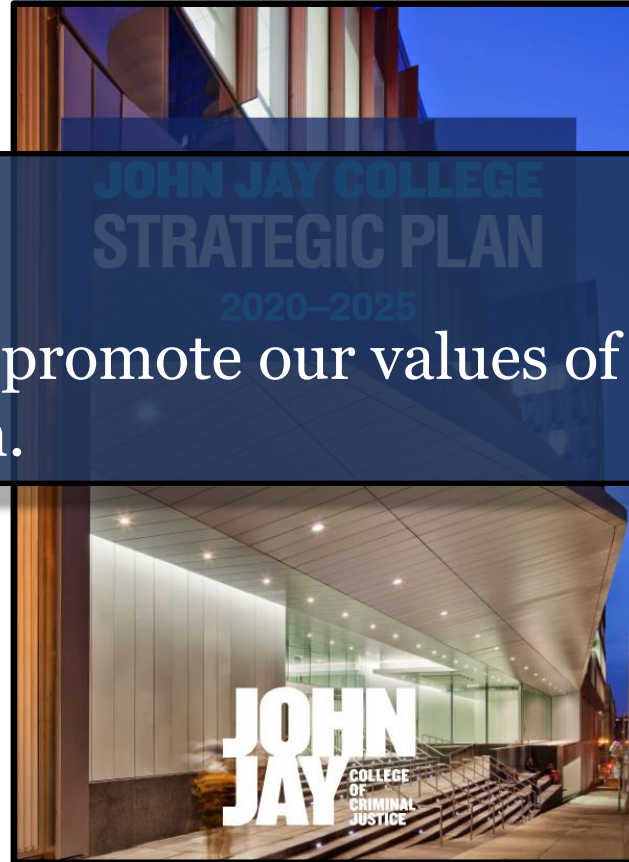
Metric	2020 Baseline	2024 Actual	2025 Target
Goal 2: Number of data literacy, digital literacy, and environmental justice courses	5 Data Lit 2 Digital Lit 17 Env. Justice	8 Data Lit 2 Digital Lit 21 Env. Justice	10 Data Lit 10 Digital Lit 25 Env. Justice
Goal 2: Enrollment in data literacy, digital literacy, and environmental justice courses	5,561	5,483 (most current)	6,951
Goal 2: Monthly and top-tier media mentions	80 Media 20 Top tier	179 Media 82 Top tier	100 media 25 Top tier
Goal 2: Internal research & travel funding	\$803,000	\$1,283,788	\$1,163,800
Goal 2: Percent of faculty receiving research awards	20%	24.1%	25%
Goal 2: External research awards	\$10,492,453	\$16,654,418	\$12,590,943
Goal 2: Voter registration and voter participation rate	69% RR 48% PR	67% RR 30% PR	85% RR 60% PR
Goal 2: Students participating in community service	292	1,416	321
Goal 2: Community service hours	840	2,998	924
Goal 2: Number of faculty supported to innovate justice curriculum	6	30 (most recent)	N/A



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

GOAL 3

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



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

Metric	2020 Baseline	2024 Actual	2025 Target
Goal 3: Students feel comfortable with the climate for diversity and inclusivity	92%	90.3%*	95%
Goal 3: Inter-group graduation gap	8%	13% (all increased)	6%
Goal 3: Online vs. in person graduate FWI rates	8% online 6% in person	9.9% online 9.1% in person	N/A
Goal 3: Online vs. in person DFWI undergraduate	19% online 15% in person	18.7% online 19.8% in person	N/A
Goal 3: Percent of full-time faculty who received formal mentoring	2.5%	32% yearly high (2022)	25%
Goal 3: Percent of part-time faculty who received formal mentoring	0%	10% yearly high (2022)	15%
Goal 3: Percentage of department chairs who are female and/or URM	30% Female 22% URM	43% Female 29% URM	N/A
Goal 3: Female faculty by rank	64% Asst Prof 47% Assoc Prof 36% Professor 50% Lecturer	57% Asst Prof 43% Assoc Prof 47% Professor 54% Lecturer	N/A
Goal 3: URM faculty by rank	28% Asst Prof 27% Assoc Prof 13% Professor 31% Lecturer	37% Asst Prof 27% Assoc Prof 14% Professor 42% Lecturer	N/A
Goal 3: Number of new or revised courses that align with 7 principles	0	New Courses: 54 Revisions: 34 New Pathways: 5	15



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

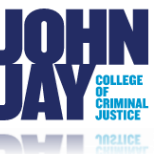
GOAL 4

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



2020-2025 STRATEGIC PLAN UPDATE: YEAR 4

Metric	2020 Baseline	2024 Actual	2025 Target
Goal 4: Funds raised by Institutional Advancement	\$3,488,717	\$8,760,000	\$4,535,332
Goal 4: Funds raised through external grants	\$33,000,000	\$26,290,380	\$36,000,000
Goal 4: Revenue generated by Auxiliary Corporation	\$8,271,480	\$7,322,299	\$9,926,666
Goal 4: Instructional budget relative to total budget	49%	63% (most recent)	N/A
Goal 4: Human resources satisfaction rate	54%	71%	64%



2025 – 2030 STRATEGIC PLANNING ELEMENTS

What has and has not Worked?



The Changing Environment in Which we Operate



Insight and Input on Future Direction from our Community



2025 – 2030 STRATEGIC PLANNING – DATA REVIEW

Student Success

- National Institute for Student Success (NISS)
- Yenko Financial Aid Impact Study
- Annual Factbook and Dashboards
- CUNY Justice Academy Data

Institutional Culture

- Various Culture and DEI Reports
- COACHE Faculty Survey and Reports
- Staff Satisfaction
- Seven Principles for a Culturally Responsive, Inclusive, and Anti-Racist Curriculum

Organizational Effectiveness

- 2023 Middle States Self-Study Report and Team Recommendations
- Strategic Planning Dashboard
- HelioCampus Administrative Quality Satisfaction Survey
- CUNY Strategic Plan and the Performance Management Process (PMP) Reports

2025 – 2030 STRATEGIC PLANNING – ENVIRONMENTAL SCANNING

Development of a Document focused on External Impacts to the College

Important trends across categories and sectors

Policy and regulatory changes

Workforce and demographic shifts

Guided by S.W.O.T. principles

Goal is to Review and Revise every 3 Years

Document is Relevant beyond the Strategic Planning Process

Multiple Approaches

PEST – **P**olitical, **E**conomic, **S**ocial, and **T**echnological

STEEP – **S**ocio-demographic, **T**echnological, **E**conomic, **E**nvironmental, and **P**olitical

STEEPLE - **S**ocial, **T**echnological, **E**conomic, **E**nvironmental, **P**olitical, **L**egal, and **E**thical

Completion and Publication Spring 2025

ENVIRONMENTAL SCAN – SOCIO-DEMOGRAPHIC

U.S. Population continues to Increase due to net International Migration

NYC Population continues to Increase

- Number of school age children is down

- Percentage of population over 65 is increasing

Within the NYC schools

- Enrollment is projected to decrease

- English language learners and poverty rate among students are up

Generations Z and Alpha and Higher Education

- Expect seamless integration of technology into products and services

- Use AI for many things

Significant Disparities in Educational attainment among NYC residents

- Large disparities by race, ethnicity and geography

- Largest gains in gentrifying neighborhoods

- Over 700,000 residents have some college but did not earn a degree

Public Opinions on the Value of Higher Education continue to Decline

ENVIRONMENTAL SCAN – TECHNOLOGY

Significant Expansion/Integration of the College's Technological Infrastructure

- Physical infrastructure

- Hardware, software, systems, and data infrastructure

- Classrooms and co-curricular learning space

- Fiscal, staffing, and development resources

Expansion of Big Data, Data Systems, and Data Analytics

- Data governance and security

- Ethics and system policies

- Machine learning and integration

Technology and the Teaching and Learning Environment

- Online, hybrid, and face to face impacts (including LMS)

- Support and growth for Open Educational Resources (OER) and virtual communities

- Programmatic incorporation of technical/technological knowledge, skills, and competencies

- Professional development for in-class, co-curricular, and student support

ENVIRONMENTAL SCAN – TECHNOLOGY

Access to Technological Tools for the College Community

Seamless utilization of tools onsite and remote

Issues of inequalities

Artificial Intelligence (AI)

Generative AI and academic integrity

AI literacy in teaching and learning – incorporating AI into assignments, classwork, etc.

AI and business intelligence work (machine learning, etc.)

Pervasiveness and expansion of AI in the workforce

Information systems and decision-making (SIS, LMS, etc.)

ENVIRONMENTAL SCAN – ECONOMIC

National Economic Trends (through 2030)

Deficit (difference between spending and revenues) increases from 4.6% to 5.4% of GDP and will be well over \$1.0 trillion dollars

Debt to GDP levels will rise to between great depression and world war II levels by 2030

Federal debt will rise from 81% to 98% of GDP

By 2030, potential labor force growth lowest in more than 80 years

Lower potential labor force productivity, GDP growth at great recession levels

NYC Budget Impacts

Currently more than \$100 million in federal funding to the city – focus is housing, education, healthcare, and infrastructure

Projected budget gap for the City – up to \$6.79 billion in FY 2028 (does not include surplus and rainy day expenditures)

Despite the gap, expected strong economic growth, but with new funding risks

Comptroller Office indicates greater focus on efficient and equitable budgeting, higher scrutiny on capital planning, and more aggressive policies to accumulate and conservative policies to deploy resources

ENVIRONMENTAL SCAN – ECONOMIC

Record Employment and Labor Force Participation Rates in NYC

- Record number of private sector jobs (4.15 million)

- Labor force participation rate (68.2%)

- Unemployment for Black and Hispanic New Yorkers at 8.5% and 6.7% vs. 3.3% for White New Yorkers

- Continued growing income equality for high vs. low-wage earners.

Significantly Diversifying Economy in NYC

- More than 21,500 jobs in finance than pre-pandemic

- Expansion in the technology, life sciences, health care, and green economy sectors

- Overall employment remains relatively flat outside Health and Social Assistance (up 8.5%)

- Currently more than 2,000 AI startups, and 40,000 workers with AI and related skills

- For every job lost to AI, between 4 and 10 will be augmented by AI

- Increase in skills gap, primary reason for the tight hiring market (87 unemployed for every 100 jobs statewide)

Housing Affordability in NYC

- Job growth continues to outstrip housing growth (895K vs. 353K)

- Plan for an additional 82,000 housing units/modernizing zoning codes

- Significant plans to incentivize affordable housing/office to residential conversion

ENVIRONMENTAL SCAN – ENVIRONMENTAL

Nationally, the Highest Industry Growth rates between 2023-2033 are Projected to be in the Healthcare and Social Assistance, Information, Professional and Business Services, and Utilities sectors

In NYC, the Highest Industry Growth rates between 2023-2033 are Projected to be to be in the Healthcare and Social Assistance, Accommodations and Food Services; Arts, Entertainment, and Recreation; and Educational Service sectors

Nationwide there is a Labor Shortage with the Highest Number of Job Openings in the Education and Health Services and Professional and Business Service sectors

The Largest Workforce Gaps in NYS are Nurses and Teachers for NYC, the Largest Gap is for Behavioral Healthcare Workers

ENVIRONMENTAL SCAN – ENVIRONMENTAL

The number of college credits to enter the Police Academy has dropped from 60 credits to 24 credits

NYS Cost of Living = 1.5 times the National Average and is 2nd Highest Nationally

In NYC, 50% of households lack the income to meet basic needs without government, family, and community support

Industries paying above average wages in NYC: heavy and civil engineering construction; computing infrastructure providers, data processing, web hosting and related services; securities, commodity contracts and investments; and professional, scientific, and technical services

The top skills needed for bachelor's degree students include (1) adaptability, (2) problem solving and decision making, and (3) writing and reading. Top skills needed for master's degree students include (1) adaptability, (2) interpersonal, and (3) writing and reading.

ENVIRONMENTAL SCAN – POLITICAL

Typically the Most Straightforward Section – not in 2025

Numerous Executive Orders Directly Impacting Higher Education

- Reduction of the federal workforce

- Title IX reversal and LGBTQIA+ community

- Title VI and DEI

- International students and visas

- Undocumented students and others

- Funding freezes and impact on research dollars

- Significant litigation and court cases to block orders

Dear Colleague letter and Interpretations of Recent Supreme Court Cases

- DC letters are a standard practice

- Letters are not legally binding

- Used to communicate administration priorities

ENVIRONMENTAL SCAN – POLITICAL

The Future of Accreditation and Title IV (Federal Financial Aid) Funds

Imposition of new Title IV Regulations

- Gender and Queer Studies

- Critical Race Theory

- Climate Science

Federal Financial Aid Uncertainties

- Proposed elimination of PLUS programs

- Proposed elimination of public service loan forgiveness programs

- Proposed elimination/reduction of SAVE income-driven repayment plan

College Cost Reduction Act – Limiting Borrowing

Increased Emphasis on Career Readiness, Apprenticeships, and Internships

Focus on AI and the National Education Technology Plan

ENVIRONMENTAL SCANNING

The Goal of the Environmental Scan is to Ensure that we, as a College Community, are aware of the Various Potential Impacts. While John Jay College will be Impacted by much of what is in the Scanning Document, the Purpose of the Strategic Planning Process is to Chart our Direction and Drive Efforts and Resources Accordingly. There is much we CAN control and Knowledge, Partnership, and Focused, Aligned work is more Important than ever for Public Higher Education.

Higher Education.

Partnership, and Focused, Aligned work is more Important than ever for Public

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS

As of March 3rd, 195 Individuals have been Directly Involved

SPS members and guests

Focus Groups and Mission/Value Review Process

Facilitators

John Jay College will be Conducting between 40 and 60 Focus Groups

Internal and external audiences

Faculty, staff, and student focus group facilitation

Social science methodology

SLT, NISS groups, alumni association, and donors so far

Review of the Institutional Mission and Value Statements

Review is a standard practice during strategic planning

Examine the statements within the changing contexts

A mission statement should speak to uniqueness of the college

Value statements reflect principles that guide decision-making, reflect culture, and student outcomes

Review by PLC, Faculty Senate, HEO Council, and Faculty Development Day

Online review forms are available through March 21st

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: MISSION STATEMENT

The Purpose of a Mission Statement

Concise description (often only a paragraph or two) of the primary purposes of the College

Should emphasize the qualities that differentiate the college from other institutions of higher education

The various, unique signature features should be highlighted

The goals expressed within the statement should address internal and external community

Mission statements should be practical and planning based

While lofty and aspirational language is appropriate, the statement has to be measurable

It Should Address some Primary Questions

What does the College do?

Why does the college exist?

Who does the college serve?

How are the various constituencies served?

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: MISSION STATEMENT

Initial Emerging Mission Statement Review Themes

- Shorten the Statement with Tighter Language and more Action Oriented Words
- Greater Emphasis on the Unique History of John Jay College
- Focused Language on the Relationship between the College and the Future of NYC
- Address the Commitment and Dedication to Learning throughout the Academic Journey
- Eliminate the Paragraphs that Single out Faculty and Students
- Focus on the Public Sector Orientation of the Programming and Graduates
- Eliminate Terminology like Traditional and Underserved – Use More Relevant Terms
- Focus on the Uniqueness of the Academic Programs, Curriculum, and Mission
- Ensure that the Different Dimensions of Student Success are Highlighted
- Emphasize Learning, Teaching, and the Production of Knowledge and Scholarship

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: MISSION STATEMENT

Initial Emerging Mission Statement Review Themes

Emphasize the Commitment to Justice with a Distinction on its Dimensions

Emphasize the Commitment to Equity and Inclusion within Diverse Communities

Highlight Critical Thinking, Intellectual Curiosity, and Research

Speak to the Commitment to an Excellent Education in all Modalities

Focus on the in-class and Co-Curricular/Extra-Curricular Student Supports

Utilize Language that speaks to Collaboration and a Unified College Community

Highlight the Commitment to Academic Freedom and support for Faculty and Staff

“Fighting Inequality in all of its Forms”

Commitment to Shaping Public Discourse on Issues of Justice

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: COLLEGE VALUES

The Purpose of College Values

Documentation of the foundational beliefs that guide decision-making and community experiences

Communicate the deeply held principles that reflect the college culture

Can act as a “compass” used to guide actions taken as the college

Can act as a “litmus test” that measures the alignment with actions and decisions

Communicate the guiding ethical principles to internal and external constituencies

Publicized pronouncement regarding expected behaviors of college community members

Typically a single word or brief, descriptive phrase

Values can reflect a single topic/concept or a combination of related concepts

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: COLLEGE VALUES

Initial Emerging College Value Review Themes

Determine if the Values should be listed in Priority vs. Alphabetical Order

Ensure Fewer, More Action Oriented Descriptions of the Values

Consider Adjusting Teaching and Learning to Incorporate Growth and Development

Numerous Recommendations to Modify, but not Grow the List of Values

Consider Creating an Acronym or Modeling the Seven Principles Approach

Ensure that the Values speak to the Culture AND Expectations for Graduates

Ensure that the Values are not just Declarations, but Calls to Action and Accountability

The Values should Encourage Transformational Behaviors and Actions

Ensure the Definitions for the Values use Differentiated and Unique Language

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: COLLEGE VALUES

Initial Emerging College Values Review Themes

Consider merging Equity, Inclusion, Diversity, and Respect (mentioned Many times)

Numerous Suggested Additions to the List of Values

Excellence	Academic Excellence	Advocacy	Justice	
Accountability	Truth	Honesty	Ethics/Ethical	
Academic Freedom	Caring	Empathy	Community	Morality
Freedom of Speech	Supporting the Rule of Law	Critical Inquiry		
Integrity	Humanity	Kindness	Belonging	Appreciation

2025 – 2030 STRATEGIC PLANNING – COMMUNITY INPUT INTO THE PROCESS: CRAFTING A VISION

Development of a John Jay College Vision Statement

Difference between the Mission and Vision Statement

Vision statement is aspirational and inspirational – not designed for evaluation

Should clearly indicate the idealized future of the college

Unique, student and community focused, and tie into institutional taglines

Typically concise, crisp, and brief (often only a paragraph)

Like the mission, should be used to guide fundraising, resource allocation, and advocacy efforts

2025 – 2030 STRATEGIC PLANNING – INFORMATION AND UPCOMING INVOLVEMENT

Calendar, Forms, and (soon to include) Presentations and Reports on the SP website

Focus Group Sessions are being Organized

Watch for Important Announcements – Focus Groups, Forums, Forms, etc.

Mission and Value Review Documents through March 21

College Visioning Sessions

March 13th (community hour)

Late March (evening)

April (virtual)

Visioning forms on the web following the first session

Strategic Plan Framework Review (May – June)

2025 – 2030 STRATEGIC PLANNING – PHILOSOPHICAL AND FOUNDATIONAL CONSIDERATIONS

Address the Communicated Tension between the Original Design and Charter and the Evolution of the College's Mission and Programming

Address the Degree to which John Jay Publicizes the Role of Transformation and Advocacy in the Mission (and Vision)

A Clear Desire to more Intentionally Emphasize our Identity as an HSI, MSI, and Engine for Social Mobility

A Stated Need to more Intentionally Communicate the Desired Traits and Characteristics of a John Jay College Graduate

Prioritization of providing Support for Student Needs – Transportation, Housing, and Food

Determine a Direction, Vision, Strategy, and Planning regarding Online Education

2025 – 2030 STRATEGIC PLANNING – PHILOSOPHICAL AND FOUNDATIONAL CONSIDERATIONS

Address the Perceived and Stated Inconsistencies Regarding Policies and Practices toward Staff

Improve the Level of Civility and Civil Discourse – Focus on Educating, Encouraging, and holding Community Members Accountable

Improve and Explore new Modes of Communication across the College – Focus on Sharing Good News, Important Information, and Celebrating the John Jay Community

Address the Siloing of Systems, Data and Information, Programming, Planning, and Assessment

QUESTIONS & ANSWERS



Christopher Shults

Office of Institutional Effectiveness and Strategy

cshults@jjay.cuny.edu

THANK YOU

**JOHN
JAY** COLLEGE
OF
CRIMINAL
JUSTICE

DWI JUSTICE
CRIMINAL