

May 9, 2019

Dear President Mason and the John Jay Community,

On behalf of the Working IDEAL Climate Review team, I am writing to update you on the status of our work. We also want to thank you and the John Jay College community for your open and engaged participation in our Review. You and other key leaders and staff have put in many hours to help us better understand the College's policies, programs and culture, and to identify opportunities for continuing to strengthen the climate at John Jay.

Our review has two components:

- (1) Enhance understanding of the college's campus climate specifically related to **diversity and inclusion**, efforts to **prevent harassment and misconduct**, and **enforcement of policies** against discrimination and sexual misconduct;
- (2) Develop recommendations to:
 - a. **further strengthen processes** for addressing misconduct (beyond simply meeting legal requirements); and
 - b. continue to **improve and expand** the College's use of **holistic harassment prevention strategies**, including training.

We have now completed our work on Part One and have identified key areas of focus for Part Two. Below we summarize the work that has been completed to date and provide a road map for our written report that is in process.

Summary of Our Work

In a little over 90 days, we have:

- Conducted over 30 in-person focus group conversations on campus with John Jay students, faculty and staff -- with approximately 150 total participants.
- Received 253 responses to a paper questionnaire, primarily from students.¹
- Received 168 responses to an online request for open-ended feedback, with about 1/3 of the responses from students, about 1/3 from staff, and about 1/3 from faculty.
- Reviewed college policy and governance documents.
- Considered prior diversity and climate data and satisfaction surveys.²
- Conducted onsite observation.

¹ We distributed this questionnaire about awareness both to focus group attendees and to students on campus between classes.

² These included the CUNY Sexual Violence Campus Climate Survey, a Diversity Survey conducted by the John Jay College Diversity Committee, the COACHE survey, and internal customer satisfaction survey data collected by the Office of Finance and Administration.

In gathering feedback, we sought to reach a broad cross section of faculty, staff, students, key leaders and constituency groups. We appreciate the assistance John Jay provided by conducting this outreach and facilitating participation. As we were not able to meet with every possible group, we also set up informal drop-in time and online feedback options. Below are the groups we met with:

- **Student groups** included the Student Council and affinity groups for women and female-identified students, students of color, veterans, students with disabilities, international students and immigrant students.
- **Faculty groups** included Academic Affairs administrative leadership, faculty leaders from the Faculty Senate and Council of Chairs, and focus groups of tenured, non-tenured and adjunct faculty, plus a group for women and female-identified faculty.
- **Staff groups** included managers, line staff, and facilities staff, plus a group for women and female-identified staff.
- **Key offices and leaders** included Public Safety and HR leadership, Student Affairs leadership, the Compliance and Diversity Office, the Gender Justice Center, the Wellness Center, the Office of Legal Counsel and President Karol Mason.

In our experience this is a robust level of participation, and we appreciate the thoughtful and constructive input from the community. While there are limits to the inferences that can be made from focus groups and open-ended feedback, we have also considered existing climate data, the policy and governance documents and online materials we reviewed, and our own onsite observation.

Through this process, we have identified key themes and areas of focus. In our report, we expect to provide recommendations for each area of focus to help John Jay strengthen and improve its learning environment and workplace.

1. Shared Values and Belonging.

John Jay's historic mission and focus on criminal justice exist alongside the college's progressive educational values and commitment to inclusion and academic freedom. This is a strong foundation for identifying shared values that build community and strengthen belonging – and tools to apply them in and out of the classroom.

2. Civility and Professionalism.

Building an inclusive culture and climate includes reinforcing norms of civility and professional conduct. John Jay can foster a dynamic and respectful culture by building upon best and promising practices that organizations have used to increase civility and professionalism, consistent with its role as a public institution of higher learning.

3. Expanding and Coordinating Resources for Reporting & Response

Ensuring physical and psychological safety is a key component of campus climate. In addition to having effective formal procedures for lodging and investigating complaints,

designated informal channels can make it easier to surface concerns early. There are several options that we will provide in our recommendations for the College to consider that could further strengthen its existing processes for addressing misconduct.

4. Communication and Transparency.

Clarity and transparency can strengthen trust and engagement. John Jay has opportunities to use its existing communications tools more effectively. The College can add to the transparency it already provides on diversity and climate data by broadening disclosures related to climate and culture.

5. Leadership Development and Support.

John Jay's leadership at all levels plays an essential role in an inclusive campus climate. We will identify ways the College can provide more training, classroom and workplace tools, and other kinds of support for its leaders and internal champions. The College can also make better use of data and reporting to support stronger processes and prevention.

6. Resources for Holistic Prevention

We anticipate a number of recommendations related to strengthening prevention, including expanding live training topics and coverage and leveraging the existing expertise and leadership of the Diversity Committee. We recognize that John Jay is seeking to provide the resources necessary for holistic prevention while managing financial constraints. Our recommendations will identify areas that the College can move forward on quickly, while also providing suggestions for a longer-term action plan on training and prevention.

We appreciate the opportunity to work with the College and will be providing our written report in advance of the new school year.

Regards,



Pamela Coukos

CEO, Working IDEAL

On behalf of the team (Jenny R. Yang, Rene Redwood, Doris Quintanilla and Richard Ugelow).