



Karol V. Mason
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April 6, 2020

To: The John Jay College Community
RE: 2025 Strategic Plan

Even as we experience complex shifts in our College's life due to the 2019 novel coronavirus pandemic, we continue to plan and prepare for the future John Jay needs and deserves. Over the course of the year we have engaged the entire College community in thinking through and voicing how we will continue to deliver on our mission to educate for justice over the next five years.

In the fall, hundreds of faculty, students, and staff participated in our collaborative process by contributing environmental scans, SWOT analysis, and recommendations. This was followed with a large number of community conversations to delve deeper into specific suggestions and concerns. By the end of the fall term we collectively determined that:

Our vision for John Jay in 2025 is that we will:

- Be an engine for social mobility and equity
- Educate students to be fierce advocates for justice in a rapidly changing future
- Support world-class research and a justice-minded faculty

To achieve this vision and make good on our mission consistent with our values, we will strive toward the following goals:

1. Educate and support undergraduate and graduate students at every step of their John Jay journey
2. Create and advance knowledge in support of justice education, public awareness, and civic engagement
3. Embody and promote our values of equity, diversity, and inclusion
4. Improve and expand financial resiliency, operational efficiency, and the College's sustainability

For the past two months the College leadership team has been working throughout their divisions to create strategic plans at the unit and division level that map onto these four goals, and to create a college-wide set of objectives for how we, as a college, can set targets for reaching our goals.

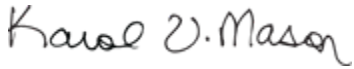
I am proud of the work we have done on this, but know the drafted plan is not done until everyone in our community has had the opportunity to challenge and refine it. In that spirit, I present to you this [drafted plan](#) of goals, objectives, benchmarks and key performance indicators that will drive College priorities, decision-making, and actions for the next five years. The plan and a [feedback form](#) welcoming your comments can be found on the College's [Strategic Planning website](#). In addition, the Strategic

Planning Subcommittee will host three community conversations for all members of our community to join and share their thoughts.

1. **April 15, 1:45-3:00 p.m.**, facilitated by Yi Li and Ned Benton
[ZOOM LINK April 15](#)
2. **April 21, 6:00-7:15 p.m.**, facilitated by Erica King Toler and Musarrat Lamia
[ZOOM LINK April 21](#)
3. **April 21, 1:45-3:00 p.m.**, facilitated by Angela Crossman and Jay Gates
[ZOOM LINK April 23](#)

I know that the impact of the coronavirus pandemic is real; and for many of you it's a concern that rises above all others. But the weight of this crisis will not determine the destiny of our College. It's our resolve and our voices that have the power to determine John Jay's trajectory for the next five years. As fierce advocates for justice, the time is now to act confidently and wisely for sustained success. Please join us in these important conversations and let us know what you think of the 2025 Strategic Plan. Thank you for your willingness, even during these challenging times, to help shape John Jay's future.

Thank you,



Karol V. Mason
President

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