

John Jay College of Criminal Justice, CUNY
MIDDLE STATES SELF STUDY REPORT
JANUARY 2023



JOHN JAY COLLEGE OF CRIMINAL JUSTICE
CUNY

**Preparing
for our
Middle States Site
Visit
March 12-15, 2023**

John Jay Community Preparation and Briefing for the Middle States Evaluation Team Visit, March 12-15

John Jay College of Criminal Justice is accredited through the Middle States Commission on Higher Education (MSCHE). Any post-secondary educational institution participating in the federal student aid programs – which cost more than \$150 billion annually – must be accredited. The goal of accreditation is to ensure that certain quality standards are met by institutions that enroll students receiving taxpayer-funded federal student aid.

As part of the accreditation process, MSCHE sets seven comprehensive standards covering an institution's mission, planning, ethics, student learning, financial condition, governance, and other core dimensions of institutional performance. The first step in our accreditation process was, with the assistance of about 80 members of the College community, writing our self-study, which documents John Jay's compliance with MSCHE standards. The final step is the visit of the MSCHE Evaluation team to John Jay from March 12-15, 2023.

The completed John Jay Middle States Self-Study can be accessed here: <http://www.jjay.cuny.edu/john-jay-college-middle-states-accreditation>

A successful reaccreditation is more broadly a statement of quality about every aspect of our institution gives our community, our students, the public, and external partners confidence in what we do. At John Jay, we embrace the reaccreditation review as one of the best opportunities we have to examine our performance, to reflect on our goals, values and vision, and to identify opportunities for improvement as we plan for the future.

Site Visit Expectations - plan to be on campus on March 13 and 14

Schedule at a glance

- March 12, 2023 – Informal reception for Evaluation Team and John Jay Steering Committee
- March 13, 2023 – Meetings with groups of students, faculty, staff, and administrators
- March 14, 2023 – Meetings with groups of students, faculty, staff, and administrators
- March 15, 2023 – Middle States' Evaluation Team oral report to John Jay Community

Your Role During the Visit

If you are a student, faculty, or staff member you should:

- Read this site visit preparation guide and the Introduction (pp. 6-14) of the [Middle States Self-Study](#) so you are familiar with basic facts about John Jay.

If you are unit head, you should:

- Read this site visit preparation guide, the Introduction (pp. 6-14) of the [Middle States Self-Study](#), and any chapters relevant to your unit (e.g., department chairs should be familiar with chapters 3, 4, and 5; Financial Aid office should be familiar with chapter 4; Compliance and Diversity should be familiar with chapter 2)
- Prepare a two-minute “elevator speech” that summarizes what your unit does and how you have used data/assessment results to make improvements
 - Review your unit’s mission and goals
 - Review the assessment activities that your unit has undertaken to collect evidence to determine the effectiveness of programs and services and how that information has been used to make improvements
- Be prepared to discuss your two best examples of using data/assessment to make improvements. Be prepared to answer “what did you learn from the process?”

John Jay College Strengths and Opportunities as they pertain to the MSCHE Seven Standards

The self-study submitted to MSCHE sets out John Jay's strengths under each of MSCHE's seven standards of reaccreditation and the College's opportunities for improvement and innovation moving forward. Some actions to address these opportunities have been taken since the drafting of the self-study began. All of this, as well as the MSCHE standards are set out below.

Standard 1: <i>The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are linked to its mission and specify how it fulfills its mission.</i>		
Strengths	Opportunities for Improvement and Innovation	Actions Taken Since Drafting Self Study
<ul style="list-style-type: none"> • The College’s justice-focused mission animates all dimensions of the College and orients students, faculty, staff, and administrators around shared principles and priorities. 	<ul style="list-style-type: none"> • Continue to build on the College’s efforts to become a more intentional Hispanic-Serving Institution by pursuing the <i>Seal of Excelencia</i>, a comprehensive certification for institutions that develop programs, practices, and strategies prioritizing 	<ul style="list-style-type: none"> • Three Programs identified and will submit applications to Examples of <i>Excelencia</i> spring 2023 • Ran focus groups of Hispanic/Latinx staff and faculty to inquire about campus climate

<ul style="list-style-type: none"> • The College’s mission, goals, and values are clearly defined and align with each other, with CUNY’s mission and goals, and with MSCHE’s expectations. • Each step of the strategic planning process is collaborative and inclusive of students, faculty, staff, and administrators from all divisions of the College. • Strategic planning goals are operationalized through a series of quantifiable measures, using data to gauge and improve performance. 	<p>Hispanic/Latinx student success.</p> <ul style="list-style-type: none"> ○ Track Latinx student success in enrollment, academic degree programs, specialized programs, internships, graduation, and post-graduate success ○ Prepare three programs to submit as “Examples of <i>Excelencia</i> in 2023” ○ Create interventions in areas where Latinx students do not succeed ○ Apply for the <i>Seal of Excelencia</i> in 2025 	<ul style="list-style-type: none"> • Created report on steps to improve campus climate for Hispanic/Latinx faculty and staff based on common themes emerging from focus groups and previous college reports and initiatives. Recommend using this report as basis for next strategic plan
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Standard 2: *Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.*

<ul style="list-style-type: none"> • The College places a clear and consistent emphasis on diversity and equity, and is dedicated to and actively seeking to hire, retain, and support diverse faculty and staff. • The College challenges its members to think deeply and critically in an inclusive and respectful climate through ongoing conversations and community initiatives. • The College has extended its commitment to diversity, equity, and inclusion to its curriculum with the adoption of its Seven Principles for a Culturally Responsive, Inclusive and Anti-Racist Curriculum. 	<ul style="list-style-type: none"> • Improve the College website to create a more navigable, accessible source of up-to-date College information. <ul style="list-style-type: none"> ○ Website redesign project announced November 29, 2022 ○ Design and web-frames completed ○ Old content to be updated and migrated in phases. Project complete September 2023 • Centralize access to policy information for constituents, and create a streamlined process for the intake and triage of policy violation complaints to facilitate prompt, fair, impartial, and equitable resolutions. <ul style="list-style-type: none"> ○ Create policy hub on updated website ○ Assess the effectiveness of the new CUNY-wide reporting system and consider expanding its use. (At launch, that system is for reporting only complaints 	<ul style="list-style-type: none"> • Website redesign is in phase 1 of 3 and will be complete by fall 2023
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	about discrimination, no other complaints.)	
<p>Standard 3: <i>An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.</i></p>		
<ul style="list-style-type: none"> • The College has a clear vision for sustainable growth of its academic programs, with each promoting excellence and diversified experiences in justice-related work. • The College has a strong corps of faculty whose scholarship and creativity help support students in working to achieve their academic and professional goals. • The College has well-developed, high-impact, and specialized cohort programming and integrated academic supports for first-year and second-year coursework in English, science, and mathematics courses. • The College has a substantial breadth of general education course offerings, including a robust College Option curriculum that aligns with the justice mission of the College. 	<ul style="list-style-type: none"> • Increase the ratio of full-time faculty to students, bearing in mind the importance of tenure-track faculty to the College’s research mission. • Further prioritize the hiring of a diverse full-time faculty that more closely reflects the students we serve. <ul style="list-style-type: none"> o Leadership repeatedly messages importance • Increase the percentage of part-time faculty who receive formal mentoring. <ul style="list-style-type: none"> o Increase awareness of and access to our membership with National Center for Faculty Development and Diversity 	<ul style="list-style-type: none"> • Via 2022 New York State funding and salary accruals from retirements, John Jay is hiring 24 tenure-track and 19 Lecturer faculty this year, a 10% increase in full-time faculty • Hiring Departments asked to advertise in six venues, three of which must reach specifically minority populations • Search committees charged with emphasis on eliminating bias in searches • Chief Diversity Officer ensures search committees are diverse and applicant pools have a minimum 40% minority applicants.
<p>Standard 4: <i>Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.</i></p>		
<ul style="list-style-type: none"> • The College provides a comprehensive support network in recognition that students require assistance both in and out of the classroom to succeed. • The College has raised retention and graduation rates thanks in large part to a focus on advisement, tailored interventions, and cohort-based academic support 	<ul style="list-style-type: none"> • Extend peer coaching and co-curricular support to 3,000 transfer students by 2025, in keeping with the College’s strategic plan. <ul style="list-style-type: none"> o Raise funding to support additional student success peer advisors for all transfer seminars • Invest in the staffing needed to provide increased access to mental health services to students when they need them. 	<ul style="list-style-type: none"> • Provided mandatory academic advising to all transfer students starting Fall 2022 • Funding raised to add two mental health counselors in 2022-2023

<p>services, which now cover all first-year students.</p> <ul style="list-style-type: none"> The College quickly pivoted to a remote learning and support community when the COVID-19 pandemic forced the closure of campus. Services continue to be in person and online to assist students wherever they are. 	<ul style="list-style-type: none"> Develop additional telehealth and group models 	
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Standard 5: *Assessment of student learning and achievement demonstrates that the institution’s students have accomplished educational goals consistent with their program of study, degree level, the institution’s mission, and appropriate expectations for institutions of higher education.*

<ul style="list-style-type: none"> The College provides extensive support, tools, and professional development for evaluating and improving educational effectiveness. The College is piloting an assessment framework that puts equal focus on AES units, general education, and student learning, and facilitates smoother alignment of assessment, budgeting, and planning processes. 	<ul style="list-style-type: none"> Further refine and solidify efforts to ensure follow-through on action items for improvement. 	<ul style="list-style-type: none"> Dean of Academic Programs now summarizes the action plans from five-year self-studies with a memo Assessment Committees will incorporate follow-up into annual reporting Assessment Committees will provide follow-up reports to SPS
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Standard 6: *The institution’s planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.*

<ul style="list-style-type: none"> Planning and budgeting decisions are driven by and made in accordance with the College’s mission, values, and ongoing assessment results. The College creates opportunities for input from students, faculty, and staff throughout all aspects of planning and resource allocation. The College has demonstrated its ability to achieve more in terms of student success and research productivity with comparatively lower levels of funding than other CUNY and benchmark colleges. 	<ul style="list-style-type: none"> Expand the use of the all-funds budget to make projections into future years, allowing for more targeted revenue-generating efforts in the face of state funding shortfalls. Work with CUNY to develop a long-term space plan, using lessons learned from the pandemic to explore how hybrid work environments might address space shortages. <ul style="list-style-type: none"> Assess workload policies Determine which areas to devote to swing-sites 	<ul style="list-style-type: none"> Three-year budget projections using all funds begun 2022-2023 Space plan for fall 2023 almost complete CUNY has issued RFP for North Hall Development Site and has allocated John Jay College 50,000 square feet in the development Three DoIT positions to be filled this spring
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	<ul style="list-style-type: none"> • Continue to advocate for equitable state funding and CUNY allocations of resources • Increase DoIT staffing to improve delivery of services and prevent cyber-attacks. 	
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Standard 7: *The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.*

<ul style="list-style-type: none"> • Governance structures at the College and University levels are clearly defined, transparent, and independent of external interference. • The College’s governance processes emphasize inclusion and justice, consistent with our mission. • Key leaders and administrators are highly experienced, skilled, and qualified for their positions. • Academic Affairs restructured and staffed to align resources with student and faculty success priorities. 	<ul style="list-style-type: none"> • Consistently communicate assessments of the effectiveness of John Jay governance, leadership, and administration to the broader College community. <ul style="list-style-type: none"> ○ Create annual Institutional Effectiveness report with basic measures of success • Continue to solicit and incorporate broader College input regarding the Academic Affairs realignment, with an emphasis on accountability for student success and improvement of departmental administrative operations. <ul style="list-style-type: none"> ○ In addition to institutional effectiveness measures, keep holding open forums for feedback on processes and personnel. 	<ul style="list-style-type: none"> • Academic Affairs Open Forums 2022-23 to determine needs and solicit feedback on how new structures are and are not serving community
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