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January 27, 2020

To: The John Jay College Community  
RE: Welcome Back

Welcome back and Happy New Year to our returning students, faculty, and staff. I hope everyone had a relaxing break and you're refreshed and ready to start an outstanding spring semester. I also want to welcome our new students and transfer students. You're now officially Bloodhounds, and we're proud to have you as members of our John Jay family.

We have some exciting news to share with our entire community, the first being the considerable progress we've made with our [2025 Strategic Plan](#). Through extensive dialogue, feedback, and assessment, we've collectively selected four goals that truly demonstrate our College's values and dedication to educate fierce advocates for justice. Throughout the spring we will develop detailed plans to act on these goals, which will guide our actions moving forward to 2025, and they will continue to elevate our College as an engine for social mobility and a center for world-class research.

**2025 Strategic Plan 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.

This year, the 2020 Davos World Economic Forum—a convening of the world's top leaders, luminaries, and innovators to discuss global challenges—featured a video that highlights the cutting-edge way in which our community is using data to inform and support student success. Leaders at Davos watching the video saw how John Jay's Completion for Upper-division Students Program (CUSP) has used “predictive modeling” data—established through a partnership with the MasterCard Center for Inclusive Growth, The Rockefeller Foundation, DataKind, and The Price Family Foundation—to identify students needing additional support. These strategic initiatives significantly boosted our graduation rates. Without any intervention, a predicted 54 percent of rising seniors with 90-plus credits would graduate within two years. By using predictive analytics, and providing additional support, 73 percent of those same students graduated within one year in 2019, the pilot year of the CUSP program. This incredible outcome demonstrates our College's ability to effectively leverage data and

technology, and our ability to impact more students at a greater scale. At John Jay we're not afraid to take a risk and try something new, and with impressive outcomes like we've had with CUSP, we plan on building upon those results.



Our latest issue of *Justice Matters* is now available online. Each feature, profile, and article perfectly illustrates the strength of our community and our deep commitment to creating a fairer, more just world. The entire issue emphasizes the resourceful ways in which our students, faculty, staff, and alumni are working to confront some of our communities greatest struggles, and I couldn't be prouder of our collaborative efforts.

In the coming months we have a lot to look forward to. We have started the search for two new leadership positions, Vice President for Enrollment Management & Student Affairs and Vice President for Diversity, Equity, Compliance & Inclusion. Please see my [announcement](#) for more information about these exciting opportunities. Several events have been planned to celebrate Black History Month and Women's History Month, and projects are underway to make sure that everyone is counted in our 2020 Census. I look forward to working alongside you to make this semester extraordinary. Here's to a great 2020.

Thank you,

Karol V. Mason  
President