



Karol V. Mason
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November 4, 2019

Re: 2019-2020 Strategic Planning Process

To the John Jay Community,

At John Jay College, our mission goes beyond providing the finest justice-oriented education in the nation—we are also deeply committed to helping shape a society at large that is reflective of those principles and delivers upon the promise of equity. But such high ideals are not accomplished without commitment and planning. To be a great institution, one that safeguards its future, we must re-invigorate our mission by setting priorities for how we can continue to be the College we want to be.

This year, as we create a strategic plan that will guide the College for the next five years, I invite all of us into honest and imaginative dialogue about what we can and cannot do, those things we hope for and need to see, and those things we can let go. Then we must set about holding ourselves accountable, not just for creating a plan, but for executing it.

Why Does John Jay Need a Strategic Plan?

The 2025 Strategic Plan will allow all parts of the college to align their work around shared priorities and goals. Further, this will guide us in allocating resources where they can be most effective, and, yes, to eliminate those things that no longer serve the future we collectively determine. Strategic plans help us communicate our priorities to external stakeholders, but they also help shape us as a community, and keep us moving forward in the same direction.

You are all aware that after two years of deep community engagement we created the 2019 [Vision for Undergraduate Student Success](#). This is an important part of our work and future: we set ambitious goals for student retention, graduation, and post-graduate success by 2025 – and are already seeing dramatically positive results! – as well as expressed our belief in the tenets of a strong and supported undergraduate education for our students. This Vision should undergird and be an explicit part of the overall strategic plan; however as our mission encompasses more than the undergraduate student experience, so must our strategic plan.

In addition, you may have seen my [message](#) last week sharing the [Climate Review Report & Recommendations](#) that we received from our external partners at Working IDEAL, and outlining our plans for implementation, further study, and tracking progress on the recommendations. Fostering equity and inclusion among our diverse community is crucial to

advancing our broader organizational mission, and our work on the Climate Review recommendations will similarly inform our work on the Strategic Plan.

How Will We Create the Plan?

The College is under all of our care and so together we must create the plan. I do not say this lightly – I am counting on students, faculty, staff, and executives to participate in at least one if not more than one of the four phases of the year-long planning process.

With this letter we are entering the second phase of the planning process, in which we determine our list of goals on which to focus. Your feedback at this point is crucial. Attached to this email is a Briefing Book researched and written by sixty-four people comprising eleven groups of students, faculty, staff and executives. Using this research, our mission and basic principles of strategic planning, the Strategic Planning Subcommittee has drafted a list of proposed goals for our next planning period, 2020-2025. They are:

1. Advance undergraduate and graduate student success through a holistic, student-centered educational model.
2. Promote diversity, inclusion, equity, access, and cultural competence in the classroom, across the campus, and in post-graduate contexts.
3. Build financial stability and sustainability including a focus on enrollment, the environment, and space.
4. Be a leader in justice education, research, and public engagement.
5. Improve organizational capacity, effectiveness, and excellence by investing in staff, faculty and infrastructure.

An effective plan will prioritize only four or five eventual goals; otherwise we risk a lack of focus. But are these the right goals, with correct emphasis? Please keep in mind that our top-level goals will be necessarily broad and should correspond to [our mission](#). Once we have these set, we can then begin to set strategic priorities within each goal, and then set targets and outcomes for meeting those goals.

All divisions, academic departments, and governance bodies should discuss this. I also encourage you to participate in the Community Conversations scheduled as follows:

- Wednesday, November 6, 1:40-3:00 p.m. in NB 1.99
- Thursday, November 14, 1:40-3:00 p.m. in NB 1.99
- Monday, November 25, 1:40-3:00 p.m. in NB L2.85 (Faculty Only session)
- Wednesday, December 4, 1:40-3:00 p.m. in NB 1.99

Please provide written feedback to the Strategic Planning Subcommittee either via the feedback form on the Strategic Plan website or to the SPS chair, Associate Provost Allison Pease (apease@jjay.cuny.edu) so that the Committee can make a recommendation to me as to a final list of goals.

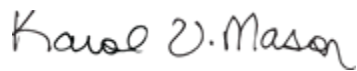
Visit the [Strategic Planning website](#) on Inside John Jay for a complete description of the planning process, those involved at each stage, the Briefing Book, and to provide your feedback at any stage.

What Will Happen with the Plan After We Create It?

The 2025 strategic plan will serve as the road map for what we do, and how we do it, for the next five years. Each Vice President and each member of the division s/he leads will be responsible for contributing toward our goals.

As you can see, the stakes are high for getting this right. I look forward to discussing this plan-in-process with all of you over the coming year as together we shape the future of John Jay.

Sincerely,



Karol V. Mason
President

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