

Dear Friends and Colleagues:

I always look forward to this time of year when our College community takes a moment to pause from the hustle and bustle of our classes, research projects, community service engagements, lab experiments, club activities and team practices to come together to talk about John Jay – our past, our present and our future. This is a remarkable institution in so many ways – and one of our distinguishing characteristics is our strong sense of community. We are all very aware of the unique power of the John Jay idea of “educating for justice” – of the proud history of our college that now approaches its 50<sup>th</sup> anniversary – and the enormous potential for this institution, through the students, faculty, staff and alumni of John Jay, to make a positive difference in the world.

As we look back on the past year and assess the State of our College, we can justifiably take pride in the progress we have made toward realizing our high ambitions for John Jay. Let’s be clear: this progress is the result of a lot of hard work. Before celebrating our successes, we should pause a moment to recognize the dedication and creativity of our remarkable faculty and the outstanding contributions of the Higher Education Officers and other staff who are -- without a doubt -- the best in the university. We are truly blessed to be working with such a talented and professional team of colleagues. Day in and day out we count on you – and you always come through.

Let me give you some indicators of the strength of our College:

- We had a very successful visit from the Middle States Commission team last year. In highly unusual language, the Commission commended John Jay on the “quality of the self-study and the self-study report.” In a moment I will discuss some of the work that lies ahead, but the very good news is that we passed Middle States with flying colors and our accreditation has been reaffirmed. I wish to thank Provost Bowers, Associate Provost Llana, and Faculty Senate President Kaplowitz for guiding our Middle States efforts-- and the many faculty, students and staff who worked on the Middle States Working Groups. Our college put its best face forward in an honest and thoughtful manner and I am grateful for your service.
- We successfully completed 33 searches for new faculty, bringing to our campus a new cohort of teacher-scholars who are credentialed at some of the best universities in the world. When we welcomed you in this room a month ago, we got a good sense of your energy, your commitment to our students, and your excitement about your new professional home. With these new hires, our headcount of full-time faculty stands at 421, only 10 short of our 2009 high of 431. With another 26 searches now underway, we expect to have 434 full time faculty on staff in fall 2014. Many thanks to our current faculty for their careful recruitment and mentoring of the faculty who will build the John Jay of the future.
- This fall we successfully launched our new General Education program that we had been designing for four years. We watched with excitement as thousands of students enrolled in 160 new Gen Ed courses. This is a great tribute to the faculty at John Jay. You get the credit for designing new courses that are quite simply sizzling with intellectual energy ....

It is no wonder that our students are responding to these opportunities in such great numbers!

- Last year, our students voted to approve a 56 percent increase in their student activity fee, which brought another \$1.1 million to support student life on our campus. What a difference this has made. These new funds have supported our first new student convocation, improved mental health services, a student travel fund, and a grants program that funds faculty-student interaction outside of the classroom, just to name a few improvements. These activities support the ambitious and lofty goal of Lynette Cook-Francis, our new Vice President for Student Affairs: 100 percent engagement of all students! We are grateful to the leadership of last year's student council that spearheaded this initiative, and the students who recognized the importance of the student activity fee for a vibrant and constructive student life at John Jay.
- We can also celebrate another successful recruitment cycle. Our fall enrollment met and exceeded our target – 15,030 students are enrolled at John Jay this semester, a slight increase over the 14,897 enrolled a year ago. We are also pleased to report that the high school averages and SAT scores of this incoming class are the highest ever. I wish to thank Vice President Richard Saulnier and his staff for this achievement, and we owe particular thanks to Professor Dara Byrne for launching John Jay Macaulay in such grand style. Finally, we enrolled our first class in the Macaulay Honors College, twenty outstanding students who are attracted to the John Jay mission and intend to major in subjects ranging from English to Science to Psychology.
- Finally, what a spectacular year it was in terms of faculty scholarship! Look at the diversity of topics among the two dozen books published by John Jay faculty – John Matteson on Margaret Fuller; Evan Mandery on the death penalty; Lucia Trimbur on Gleason's boxing center and the dynamics of urban life; Claudia Calirman on Brazilian Art; Michahit Bilici on Islam in America; Roddrick Colvin on Gay and Lesbian Cops and Allison Pease on Modernism, Feminism and the Culture of Boredom – to name a few. Our faculty continue to rack up awards (e.g., Jock Young was presented a lifetime achievement award by the British Society of Criminology; in two weeks, Cathy Spatz Widom will receive the prestigious Sutherland Award from the American Society of Criminology; Jana Arsovska received the W.E.B. DuBois Fellowship from the National Institute of Justice, lead our scholarly professional associations (e.g., Alisse Waterston is the president-elect of the American Anthropological Association; Patricia Zapf is president of the American Psychology-Law Society), edit prestigious journals, and receive substantial funding from foundations and federal research institutes. This is abundant evidence that John Jay faculty are highly productive and highly respected scholars.

We should also recognize some of the challenges we faced last year. For a variety of reasons, we experienced significant budget shortfalls that required us mid-year to cut back on our expenditures. I thank everyone for your dedication and hard work as we had to tighten our belt. In a moment I will discuss our financial health in greater detail, but now I am pleased to note that, with this year's good enrollment numbers and our successful efforts to generate savings, we will soon be able to restore some of the cuts we experienced last year. We should also acknowledge that our multi-year building program now centers on the renovation of Haaren

Hall, which required academic departments and other offices to relocate temporarily to North Hall. I appreciate everyone's patience as we complete this renovation program. Finally, I wish to take note of the continuing concern on the part of our faculty regarding their teaching load. I am pleased to see the progress that Provost Bowers has made in designing a policy and identifying resources to support the targeted use of reassigned time for all newly tenured teaching faculty, beginning in fall 2014, for senior scholars to take advantage of opportunities for professional advancement, and for all faculty to reinvigorate their teaching.

We also have some important work ahead to meet the expectations of the Middle States Commission. In essence, the Commission encouraged us to complete the Critical Choices agenda that was stalled due to the recession. This means completing the development of our new majors. On that front we have good news: Thanks to Interim Chancellor Kelly, the pipeline for our new majors is moving once again. At the October 16, 2013 meeting of the College Council, we approved our impressive new Anthropology major. Coming right behind are proposals for majors in Latin American & Latina/o Studies and Sociology – and others are in development. When these new undergraduate majors have been added to our offerings, we will be well on our way to realizing the vision of John Jay as a true liberal arts college.

The Middle States Commission also encouraged us to bring our faculty hiring levels up to the average of CUNY senior colleges. I am pleased to note that Interim Chancellor Kelly has asked us for an analysis that links our academic plans to our faculty hiring proposals; that analysis will be forwarded to him shortly. The Faculty Senate has prepared its own analysis which it shared with Chancellor Kelly. I thank Professors Kaplowitz and Benton, and the Senate, for a very sophisticated and persuasive document. Finally, the Commission noted the reality that is all too obvious to our community – that we need more space. I am pleased to note that Senior Vice President Pignatello has commissioned a consultant to assess our space needs; that assessment will get underway during the winter break and will provide the basis for a constructive discussion with the University about the best way to accommodate our growth. These needs become even more urgent as the time for movement out of North Hall draws closer.

We should be grateful to the Middle States Commission for providing a useful roadmap for completing our Critical Choices agenda. We should be mindful of this progress as we begin to develop the Master Plan that will guide the development of the College over the next five years. I have asked Associate Provost Llana to begin that process in the coming months – by engaging the entire community in planning the next chapter of our history, building on the success of the current Master Plan.

Yes, it is true that we have much to celebrate in our progress over the past few years. This year also provides a uniquely appropriate time to think carefully about the road ahead. I would like to share my perspectives on this moment in the history of John Jay. Looking forward, I believe we need to address three realities:

**I. Reality Number One: We are straining our ability to increase undergraduate enrollment.**

Because of our successful transformation to a senior college with liberal arts majors, John Jay is now operating in a very competitive environment – the market place for well-prepared students.

Those students have many options – other senior colleges in CUNY, colleges in the SUNY system, and high quality colleges here and across the country, many of which will offer generous financial packages. Two years ago in the State of the College address I announced a series of steps – called the Strategic Positioning Initiative – designed to achieve our enrollment goals. We have a lot to be proud of. We have retooled our recruitment practices, totally revamped our marketing, and engaged our faculty in innovative outreach efforts. These strategies have paid off handsomely. Right now, the yield rate at John Jay - -the percent of admitted students who come to the college – is the highest of any college in CUNY. And of all the students applying to CUNY, the highest percentage rank John Jay as their first choice. But these successes have made it more difficult to achieve the next level of success.

As we look forward, we need to take a fresh look at ways to increase undergraduate enrollment. We should continue our effort to recruit more well-prepared freshmen and more freshmen interested in our liberal arts majors. But we should recognize that, as we become more selective in freshman admissions, our freshman class will shrink somewhat. To offset this reduction, we plan to increase our transfer enrollment. Our residence hall in the New Yorker has helped us recruit students from outside New York City -- a crucial market for enrollment growth – as well as New York City students who might go elsewhere for a residential life experience. To be competitive in this market, John Jay should ultimately have a dorm of our own, and I am pleased to note that we are in discussions with developers who want to partner with us. We also need to redouble our efforts to increase winter and summer enrollment. Compared to other CUNY colleges we enroll far fewer students in these intersessions. Accordingly, I will authorize the recruitment of an individual whose sole job will be to increase enrollment in winter and summer.

Most importantly, we need to focus laser-like on initiatives that will increase rates of retention and graduation. I am pleased to note that we have made progress in this regard. Over the past few years, we have seen increases in our one-year retention rate as well as our four year and our six year graduation rates. Many reasons can be cited for these successes, but I want to give special credit to the College's academic advisement initiatives. I wish to applaud the work of the Academic Advisement Center, under the inspired leadership of Dr. Sumaya Villanueva. In the years ahead, we will continue to invest in this office. I also thank the faculty in the departments of English, Science, History, and affiliated with the majors in Humanities and Justice, and Law and Society that are participating in the advisement pilot program. You are helping our students succeed on their academic journey. It is also true that these efforts help our bottom line. Moving forward, we should find new ways to involve our faculty in promoting our exciting academic programs to students with lots of choices and helping retain those students who have chosen John Jay.

## **II. Reality Number Two: We are likely coming to the end of the era of tuition increases.**

Over three and a half years ago, Governor Cuomo and the State Legislature agreed on legislation, promoted by CUNY's chancellor Matthew Goldstein, to raise student tuition at CUNY (and SUNY) in small increments over a five year period. That tuition increase has allowed CUNY – and, by extension, John Jay – to recover from the harsh cuts we experienced

during the recession. But this five-year period of tuition increases is now coming to an end. I would hope that our state leaders would allow us to continue modest tuition increases, with adequate protections for our students who cannot afford to pay more. But if you read the political tea leaves in Albany the way I do, I think there is little appetite for taking this on ... at least in the short term.

The net effect of these two realities is that we need to engage in the following budgeting exercise: we need to imagine a “steady-state” budget. This involves creating a budget scenario with flat undergraduate enrollment, flat revenue, and flat rates of expenditures in all categories. I have asked Senior Vice President Rob Pignatello, and Executive Director Patricia Ketterer, to create such a budget. My executive team and I reviewed this budget at a half-day retreat last week and I have asked Rob and Pat to present this document to the Budget and Planning Committee at an upcoming meeting. As I noted a moment ago, I do not foresee any further budget reductions this year. In fact, I anticipate we will be able to restore some funding to those academic departments that were hardest hit last year and I have asked Provost Bowers and Senior Vice President Pignatello to develop a plan for my consideration.

But let’s keep this positive assessment in proper perspective and ask the tough question: if future undergraduate enrollment growth is modest at best, and additional revenue from tuition increases, state aid, or University support is unlikely, should we conclude that John Jay College cannot continue to grow as an institution? I firmly reject this conclusion. On the contrary, I see enormous opportunities ahead ... which brings me to the third reality.

### **III. Reality Number Three: John Jay has untapped potential to generate more revenue.**

If one looks at John Jay College in terms of its potential to generate new revenue, we see immense, untapped potential. Let’s break down this potential into three categories – graduate and professional programs, online education, and external sources.

#### **A. Graduate and Professional Programs.**

Over the past several years, I have noted in this annual address that the College has experienced a declining enrollment in our graduate programs. To some extent, our experience at John Jay simply reflects the state of graduate education across the university. But our decline has been steeper – over the past four years, graduate enrollment at CUNY is down by nearly six percent; but at John Jay it has dropped by 12.9 percent. We need to reverse this trend – and I think we can. I have charged Anne Lopes, our new Associate Provost for Strategic Initiatives and Dean of Graduate Studies, with developing a multi-year plan to expand our graduate enrollment significantly. We need first to strengthen our existing programs, where needed, and then market them more effectively. We must develop new programs that meet the needs of the market place. We should experiment with new ways to deliver those programs – on weekends, in executive and accelerated, intensive formats, and online – to bring new students to John Jay. I have no doubt that our faculty can design and offer a number of high-impact, high-quality masters degree programs that meet the needs of ambitious young people and mid-career professionals who wish to improve their skills and enhance their competitiveness.

In building this portfolio, we need to work even more closely with communities of practice to ensure that we develop programs that are up-to-the-minute and help our students succeed in their chosen careers. Close alignment with the needs of practice communities will help give our students the competitive advantage they seek when they enter their chosen careers. Market research tells us that employment placement and potential income are among the most important indicators potential graduate students use to select master's programs. Today I ask our faculty to work closely with Associate Provost Lopes on this initiative. We need to bring to bear the same creativity and ambition that you brought to the task of designing our new majors and our Gen Ed courses. Our students will benefit, and the revenue potential is significant.

At the same time, we should aggressively develop advanced certificate programs. As you know, a certificate program is a set of linked courses, typically 12 credits, offered at the undergraduate and master's levels. We now offer undergraduate certificates in Addiction Studies, Dispute Resolution, and three certificates in Spanish language interpretation or translation. We offer Graduate Certificates in Crime Prevention and Analysis, Forensic Accounting, Applied Digital Forensic Science, Computer Science for Digital Forensics, Terrorism Studies – just approved by New York State Department of Education for online delivery -- and Forensic Psychology, with a new certificate in Criminal Justice Informatics in development. With the creativity and scholarly expertise of the John Jay faculty – and careful market research -- we should be able to expand the list of certificates considerably. In recent conversations, a number of our faculty have told me, with a sense of excitement, that they are working on new certificate programs. It is wonderful to see the energy and creativity of our faculty responding to these opportunities.

Finally, we need to systematically develop an expanded program in professional studies. Those of you who were at the college before the recession of 2008 will recall that we started to develop an office of professional studies, but it was cut back to bare bones during the fiscal crisis. Now we have an opportunity to build this capacity in new and exciting ways. Two months ago, the College submitted a funding proposal to the University under the “CUNY2020” initiative. This proposal would link a number of our centers into one umbrella entity – which we would call the “John Jay Institute for Justice, Safety and Security.” The Institute would bring together faculty, researchers, and practitioners to develop educational programs, professional training and technical assistance in a wide array of mission-related areas, including crime prevention, prisoner reentry, alternatives to incarceration, research and evaluation, cybercrime, emergency management, and private security. We hope that we will be successful in securing this funding – a decision is expected next month – but the mere exercise of preparing the proposal has shown us the exciting potential for a John Jay presence in this particular marketplace. The Institute would open new opportunities for our College to generate revenue, create career opportunities for our students, support faculty research and engage more effectively with our communities of practice.

## **B. Online Education.**

Over the past few years, John Jay has deliberately, and systematically, prepared itself to enter the market of online education in a purposeful way. Building on the recommendations of two task force reports, we have created the Office of John Jay Online, hired Dr. Feng Wang as its director, provided start-up funding, and developed a policy framework for online education

approved by the College Council last semester. With this firm foundation in place, and building on our existing distance learning initiatives, we are now prepared to launch John Jay Online in the Spring of 2014.

The launch will show John Jay at its best. First, to draw attention to the online offerings of the College, and to celebrate our faculty, we will launch our first MOOC – or Massive Open Online Course – featuring Professor John Matteson of our English Department, one of our two Pulitzer winning scholars. Professor Matteson will offer a course entitled “Literature and Law of American Slavery”. Other MOOCs will follow in the years to come. At about the same time, we will announce the availability of a new online masters program in Security Management and our first online certificate program in Terrorism Studies. These will join our Masters in Public Administration for Inspection and Oversight, which represented our first foray into the world of online graduate programs. Over the coming years, we intend to bring other masters and certificate programs online – including Criminal Justice Informatics, Evaluation Studies, Homeland Security, Emergency Management, and Community Corrections.

The revenue potential for John Jay Online is enormous. Dr. Wang estimates that in four years, John Jay will realize about \$2.8 million in revenue, for a net gain after expenses of nearly \$700,000. John Jay Online will also expand our reach geographically. In years to come, we will have John Jay students all around the world. This new reality will require us to think carefully about how we create a John Jay identity, how we provide support services to our online students, and how we track our alumni. But these are creative challenges and ones we can certainly master.

In exciting ways, the launch of John Jay Online combined with our new focus on graduate and professional programs, will allow us to engage with universities and government partners in other countries that are eager to access the scholarly excellence of John Jay faculty. One simple example will make the point: thanks to the creative advocacy of Prof. George Andreopoulos of our Political Science Department, we are exploring the possibility of offering masters programs to students in Greece. In one possible scenario, these John Jay students would take some of their courses online, come to New York City to take other courses, and then take concentrated courses offered in January or in the summer by John Jay faculty and Greek colleagues in Athens. With some creative thinking, some innovative technology, and the requisite institutional support, we can expand our horizons in very exciting ways. When we create our new Office of International Programs next year, we will be poised to take advantage of these possibilities.

But we should not think for a moment that John Jay Online is only about expanding our reach around the nation and the world. Online education is closely linked to our goal of improving undergraduate retention and graduation rates. It provides the kind of flexibility today’s students want and need. We now offer 122 undergraduate course sections entirely online. They represent nearly five percent of all of our undergraduate courses, the second highest percent in the university. So as we develop a more robust and professional program of online instruction, we need to pay attention to the benefits for our undergraduate students, particularly those who are having difficulty completing their degrees because of competing demands of work, family or distance. This is a very exciting new frontier for the entire college community.

### **C. External Revenue Sources.**

Finally, when we think of new ways to generate revenue for the college, we should pay special attention to external sources, including support from foundations, research institutes, private philanthropy and fees for services. As you may know, John Jay faculty and center directors have been enormously successful in raising money from foundations and government entities. In fact, over the past six years, we have more than tripled the funding coming from these sources. We have had similar success in our private fund-raising efforts. A year and a half ago, we announced a \$50 million Campaign for the Future of Justice, the first capital campaign in the history of John Jay College. And today I am pleased to announce that we have just passed the \$47 million mark. At this rate, we will reach our goal way ahead of schedule. In fact, our Board of Trustees will be meeting next month to set a new target for the next phase of our campaign. Let me take this opportunity to thank Vice President Jayne Rosengarten and her team for this amazing achievement. Finally, as everyone on our campus is aware, we have been very successful in securing rental fees from companies and agencies that have rented our facilities -- for everything from a meeting of the United States Sentencing Commission to the filming of the movie *Annie* starring Cameron Diaz and Jamie Foxx. We have raised hundreds of thousands of dollars this way and those funds have been plowed back into the college -- supporting student activities, scholarships and improvements in North Hall. Rob Pignatello and Nancy Marshall deserve our thanks for their creativity and professionalism in creating this new and robust revenue stream for our community.

As we think of ways to continue the forward momentum of John Jay – and creative ways to generate new revenue – I would recommend that we consider these three areas of focus – graduate and professional studies, online education and external funding sources. These opportunities are within our reach and we should seize them. At the same time we should continue to make our case for additional funding with the University and the State legislature. Very importantly, we should urge the legislature to increase the Tuition Assistance Plan funding for our poorest students. You have my commitment that I will continue to advocate on our behalf in these forums.

As we look at the progress at John Jay over the past several years, we can see the fruits of our labor. We can see an institution transformed – because we decided to take on the challenge of creating a new John Jay that respects our past and is true to the enduring mission of educating for justice. There is no better tribute to our progress than our amazing students.

Let me share a few examples. Today, as we meet here in New York City, Jose Javier Castro, a John Jay senior who transferred to our college to study International Criminal Justice, is interning with the U.S. Embassy in Warsaw Poland, learning about the nexus of diplomacy and security. Two of last year's graduates are now in England -- Popy Begum, who came to John Jay as a SEEK student, is now deeply engaged in her masters studies at Cambridge, and Nicolas Montano, our first Marshal Scholar, starts his studies at the London School of Economics. Earlier this year, Melissa Manrique, a forensic psychology major, and Sabina Jimenez Pestel, an Economics major, participated in the Harvard Latino Leadership Initiative, a program that selects only 42 students across the country. Two forensic psychology students – Arianna Castillo from Bayonne NJ and Jessica McFadzean from Queens, wake up at 6 AM three days a

week to travel to 125<sup>th</sup> Street in West Harlem to spend four hours at PS 154 tutoring fifth grade elementary students in Math and English. They do this because their professor – Professor Jama Adams -- told them that if they wanted to work in the forensic psychology field they should first work with at-risk young people. These young people – and so many others -- are simply exemplars of that special brand of student – the John Jay student: motivated, energized, and deeply committed to making a difference. As fierce advocates for justice, they inspire us every day.

Next year we will celebrate our 50<sup>th</sup> anniversary. In many ways, the kick-off celebration will be our 11th Biennial International Conference in Athens, Greece, the birthplace of the idea of democracy, where we expect more than 300 scholars from three dozen countries to talk about the pressing issues captured in the conference title: “The Rule of Law in an Era of Change.” The New York City kick-off event will be our Convocation, held at the beginning of the fall semester to bring our community of students, faculty, staff and alumni together to celebrate the rich history of this institution. The 50<sup>th</sup> Anniversary Planning Committee, chaired by Dean Allison Pease, has put together an amazing series of events, ranging from an exhibit on the history of John Jay College, to a student-run community service initiative called “Acts of Justice”, to a spring-time program of events across the City called “Justice Weekend.”

This will be a great moment in the life of John Jay – the institution founded in the Police Academy five decades ago, fighting to stay alive in the 1970s, moving uptown to North and South Hall, then into a refurbished Haaren Hall in 1988, marking its 40<sup>th</sup> anniversary with a Convocation featuring Justice Ruth Bader Ginsburg, triumphantly opening the New Building in September 2011 with a stirring speech by Secretary of State Hillary Rodham Clinton and cutting the ribbon on the Jay Walk last September to celebrate our new campus. Ours is a great story!

To continue this tradition, I am pleased to make a special announcement, just confirmed last week. I am thrilled beyond words to share this news: following the lead of Justice Ginsburg and Secretary Clinton, our 50<sup>th</sup> Anniversary Convocation will feature another great New Yorker, someone who has graciously agreed to share with us her vision of justice, her stirring story of accomplishment, and her inspirational example for our students, Supreme Court Associate Justice Sonia Sotomayor. Imagine the excitement when Justice Sotomayor comes to our campus! What a perfect way to launch our celebration.

As we approach our 50<sup>th</sup> anniversary, we should take this opportunity to call all members of our extended family back to campus. I hope everyone takes time in the coming months to reach out to former students, contact your former co-workers, and ask everyone you know who is a member of our family to come back ... come back to mark this moment in the history of John Jay. Let’s all share in the excitement of celebrating this great institution that has made – and continues to make -- an enduring mark on the world.

