

# JUSTICE MATTERS

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

FALL 2016

## Social Justice Over Profit

Fierce Advocacy  
Meets Entrepreneurship

**2020 VISION:**  
John Jay unveils new  
\$75M campaign

*See Page 6.*



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JAY** COLLEGE  
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CRIMINAL  
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All donations from our *Annual Day of Giving* will provide direct support for John Jay students through the Student Emergency Fund and 2020 Scholarship Fund.

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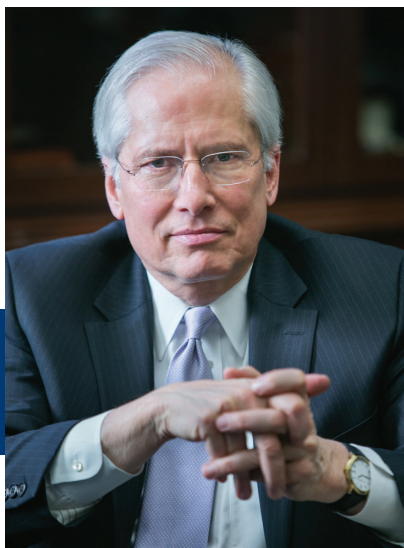
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# JOHN JAY

COLLEGE  
OF  
CRIMINAL  
JUSTICE





# FROM THE PRESIDENT JEREMY TRAVIS

*Dear Friends,*

**T**wo years ago, we successfully concluded the ambitious Campaign for the Future of Justice, which raised \$50 million in conjunction with John Jay's 50th anniversary. Now, building on that unprecedented effort, we have embarked on Campaign 2020, an initiative aimed at raising \$75 million to support scholarships and other important student-centered needs. I am fully confident that with so many friends of John Jay who are very generous with their time, their inspiration and their financial support, we will once again meet and surpass our goal.

The new goal will require our full energy and attention if we are once again to cross the finish line with vigor and with pride in our achievement. Even at this early stage, just a few short months since the campaign was formally unveiled at our 2016 Educating for Justice Gala, the extended John Jay community has shown its customary willingness to come together to make this effort a success. From our worldwide ranks of alumni, to our Foundation trustees, to our productive, research-driven faculty, the generous support for our Campaign 2020—in the form of gifts, pledges and grants both large and small—is already affirming the aspiration that a broad array of constituencies would rally round and recognize the unique value of John Jay to our students and the world at large.

A few examples, explored in greater detail elsewhere in this issue, help to underscore the importance of this effort. Foundation trustee Ron Moelis, a longtime advocate of social responsibility in the business sector, has donated \$500,000 to create the Ron Moelis Social Innovation Fellowship Program, which will help students combine their passions for justice and social entrepreneurship and apply their talents to the private sector. This issue's cover story describes three such bright, ambitious young people who are already doing just this, and the Moelis Fellowship will help to open doors for more to come.

The Petrie Foundation's commitment of more than \$300,000 will expand the pipeline program in computer science and information security that enables community college students in the CUNY Justice Academy to enter John Jay and prepare to join the professional cybersecurity world. As this issue describes, there is a great and growing need for talented individuals in this field, a need that the Petrie Foundation's gift will allow us to address.

Then, of course, there is the combined gift of \$2.5 million from the Ford Foundation and the Atlantic Philanthropies that has allowed the College to create our first-ever named faculty chair—the Franklin A. Thomas Professorship in Policing Equity. The professorship is held by the eminent social psychologist Dr. Phillip Atiba Goff, who has brought the nationally regarded Center for Policing Equity with him to John Jay. He discusses the important work of the center in a lively interview elsewhere in this issue.

This level of investment in the College and our students was affirmed in a recent ranking by the Chronicle of Higher Education, which listed John Jay seventh among more than 600 universities nationwide in terms of the 10-year increase in research spending for the fiscal years 2005–2014, and 12th in the increase in federal research dollars for the same period. John Jay College was the only senior college in the City University to make this list of growing research institutions.

As we have grown over the past 52 years, John Jay is now at a different place, but all the while we have remained true to our important mission of Educating for Justice. We are strong, we are vital, and we will remain tireless in our efforts to seek the support of friends of the College in carrying out our important work of developing future “fierce advocates for justice.” I am proud to be a part of this amazing community, and I'm confident that you are, too.

Sincerely,



# Campus NEWS .....

## Research on the Rise

John Jay College of Criminal Justice ranks seventh among more than 600 universities nationwide in terms of greatest increase in research grant dollars for the fiscal years 2005–2014, according to The Chronicle of Higher Education's 2016 Almanac. John Jay College is the only senior college in the City University of New York to make the list of growing research institutions.

The Chronicle also listed John Jay 12th in terms of greatest increase in federal research dollars for the same 10-year period.

Dr. Anthony Carpi, Associate Provost and Dean of Research, said: "The increase in research awards to John Jay faculty and staff is an outstanding acknowledgment of the work of our scholars and the important and noteworthy contributions they've made, and continue to make, in their respective fields."

The College's Office for the Advancement of Research, created in 2006, expands the scope of institutional support for faculty research through grant-seeking assistance, workshops, one-on-one mentoring, collaboration, and internal professional-development programs. During the 2014–2015 fiscal year, John Jay faculty members were awarded \$23.3 million in grants, exceeding the previous year's total by more than 35 percent.

The Chronicle counted money from federal, state and local governments, businesses, nonprofit organizations and the institutions themselves in its rankings. John Jay's research spending increased by 556 percent over the period charted.

## Welcome to the Board

Gerry Byrne, a veteran media executive, entrepreneur and community leader, is the newest trustee of the John Jay College Foundation. Byrne, who is vice chairman of PMC (Penske Media Corporation), officially joined the foundation board at its May 2016 meeting.

Byrne, who served as a Marine captain in Vietnam, has an abiding interest in veterans' activities. He has been involved with the John Jay Foundation's veterans' roundtable and serves on the boards of numerous nonprofits, including Veterans Advantage, Veterans Healing Initiative, the Intrepid Museum, and the New York City Police Museum. He also chairs the Reisenbach Foundation, an organization with longstanding ties to John Jay.

In November 2015, Byrne met with John Jay President Jeremy Travis, foundation trustee Peter Beshar and others to



Gerry Byrne

discuss strategies on higher education for veterans, including the creation of a coalition of public and private colleges and universities in New York to support veterans.

As vice chairman of PMC, a leading digital media, publishing and information services company, Byrne guides business initiatives across the company's entire portfolio of media brands. Previously, he was publisher of Variety, the entertainment trade newspaper, and publisher of Electronic Media and Crain's New York Business. He also led a division of Nielsen that included The Hollywood Reporter, Billboard and ADWeek.

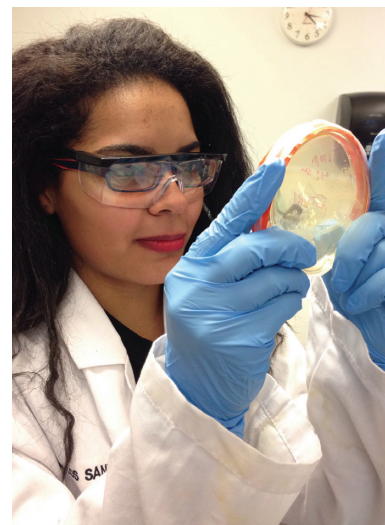
## The PRISM Effect

Undergraduates who participate in John Jay College's Program for Research Initiatives in Science and Math (PRISM) graduate more often with science degrees and attend graduate school and pursue STEM careers at higher rates, according to a new study in the Journal of Research in Science Teaching.

The study, led by Professor Anthony Carpi, John Jay's Dean of Research, shows that graduation rates among John Jay science majors have nearly tripled since the implementation of PRISM in 2006. The extensive case study also found that the number of students pursuing graduate degrees has grown nearly tenfold and that students receive author credit on journal articles more often than students do at other institutions. Furthermore, John Jay has seen growth in both external funding and full-time faculty focused on STEM (science, technology, engineering and mathematics) research.

Established in 2006, PRISM enables undergraduates to carry out scientific research under the guidance of faculty mentors. "We were delighted to see the impact that undergraduate research experiences have on our students' career plans," said Carpi. "John Jay has a robust and diverse pipeline of students moving on to post-graduate professional careers in STEM fields, and it is exciting to see these students becoming skilled scientists."

Using institutional and program data collected over three years, interviews, focus groups, and surveys, researchers found that PRISM positively affected students' decisions to pursue graduate degrees and STEM careers, impacting black and Hispanic participants more significantly.



PRISM—fast track to science degrees, graduate school and STEM careers.





Professor Delores Jones-Brown

The PRISM program, according to one study reviewer, “has produced extremely compelling results and it serves as an impressive model for other universities.”

## Monitoring in Missouri

Professor Delores Jones-Brown of the Department of Law, Police Science and Criminal Justice Administration, and the founding director of the College’s Center on Race, Crime and Justice, is part of an eight-member team monitoring a federal consent decree for the city of Ferguson, Mo.

The monitoring team was approved July 25 by U.S. District Judge Catherine D. Perry of the Eastern District of Missouri. Jones-Brown said of her selection: “After more than eight years working on research related to police reform in New York City, and nearly two decades of writing about police officers who engage in the unwarranted use of force, this appointment represents the premier opportunity to engage in work that can make a difference in the lives of real people.”

The consent decree that the team will oversee was reached between the City of Ferguson and the U.S. Justice Department in March 2016 after a federal investigation revealed a pattern and practice of unlawful police conduct, including civil rights violations such as stopping and searching people without reasonable suspicion and arresting people without probable cause. The August 2014 shooting death of Michael Brown, an unarmed black teenager, by a Ferguson police officer helped fuel the national #BlackLivesMatter movement.

The reforms called for by the consent decree are aimed at bringing about constitutional and effective policing, promoting officer and public safety, fostering greater trust between police and the community, and ensuring fundamental fairness and equal treatment regardless of race in the municipal court.

Jones-Brown is a former Monmouth County, N.J., prosecutor.

## It Takes a Network

Dr. Meredith L. Patten has been appointed executive director of the Research Network on Misdemeanor Justice (RNMJ), a planned multi-city partnership based at John Jay that will focus on misdemeanor arrests, summonses, enforcement actions, and offender mobility, with the goal of shedding light on the challenges facing law enforcement today.

Patten has nearly two decades of experience in the criminal justice and security fields, including consulting for such organizations as the Office of Court Administration of the New York State Courts, the U.S. Department of Homeland Security, Interpol, the United Nations, and Amnesty International.

Supported by a \$3.2-million grant from the Laura and John Arnold Foundation, Patten will spearhead the development of the Research Network on Misdemeanor Justice in six new cities to replicate research currently being done in New York City.

“It’s a really exciting time in terms of criminal justice and law enforcement reform around the country,” said Patten, “and given the number of incidents we’ve seen in the news lately, these reforms couldn’t be more urgent.”

Research conducted by the Misdemeanor Justice Project in New York City has informed significant policy initiatives like the Criminal Justice Reform Act signed by Mayor Bill de Blasio in June. The new law focuses on increasing transparency, reducing the number of arrests, and decreasing incarceration in the city.

The six new partner cities have yet to be selected, but Patten said she hopes to eventually expand the research network nationwide.



Dr. Meredith L. Patten



# CONGRATULATIONS, Class of 2016!

## John Jay's Newest Alumni



Ready to "Be the change you want to see in the world."



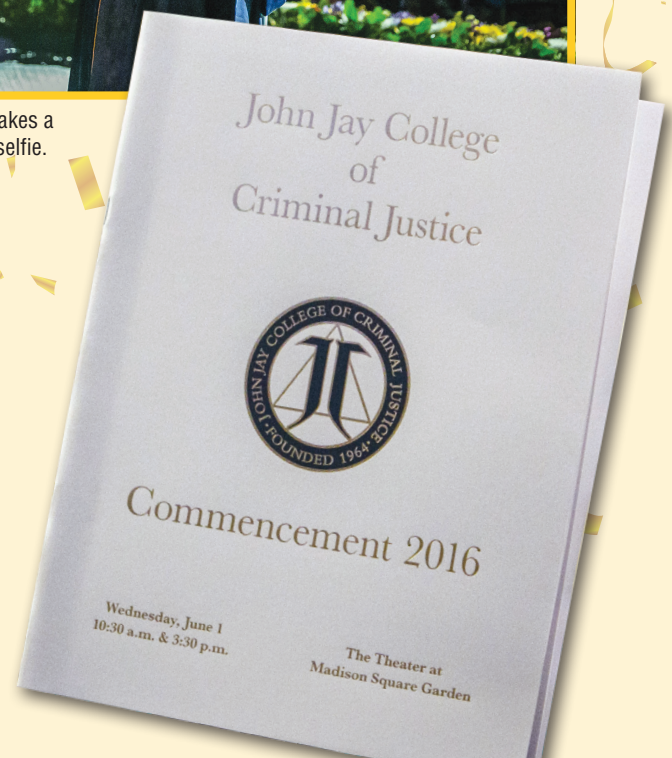
Smiles four years in the making.



President Travis takes a Commencement selfie.



Doctoral honorees Kimberlé Williams Crenshaw and Eve Ensler.







# VISION:

*By Peter Dodenhoff*



John Jay Honors Program students will be among the beneficiaries of the latest development campaign.

**“When you think about investing in the students of John Jay, you are really investing in a global future.”**  
**—President Jeremy Travis**

Following on the success of the Campaign for the Future of Justice that raised \$50 million in conjunction with John Jay’s 50th anniversary, College officials in May announced the launch of a new \$75-million campaign, to be co-chaired by John Jay Foundation trustees LaBrenda Garrett-Nelson and Arthur J. Mirante II.

The John Jay 2020 Campaign will be focused on supporting student success, to ensure that students are able to overcome adversity, shatter expectations, and strive for more. More than \$37 million in grants and pledges has already been tallied.

“When you think about investing in the students of John Jay, you are really investing in a global future,” President Jeremy Travis said in a video to launch the campaign. “And the donors who have come forward over the years, and who we hope will come forward in years to come, are really sensing that they’re making a difference in the lives of our students.”

As campaign co-chair, Garrett-Nelson, a 1975 graduate of John Jay (B.A., Government), is leading by example, having given the College \$250,000 to support the John Jay Children’s Center, including need-based student scholarships, professional development, equipment purchases and the creation of an emergency fund for students and children.

# New Campaign Eyes \$75 Million Goal

Steady hands on the tiller: Campaign 2020 co-chairs  
LaBrenda Garrett-Nelson and Arthur J. Mirante II.

“I decided to support the Children’s Center here because I know the struggles of being a student and a young parent,” said Garrett-Nelson, who retired in 2013 as Partner/Principal with the leading accounting firm of Ernst & Young.

Another recent gift from a Foundation trustee has come from Ron Moelis, the co-founder and CEO of L+M Development Partners, a leader in developing affordable, mixed-income and market-rate housing. A commitment of \$500,000 will create the Ron Moelis Social Innovation Fellowship Program, an initiative aimed at taking advantage of the emerging trend of social responsibility in the business sector.

An overview of the program notes that students at John Jay likely have only a limited understanding of how they might take their education to a socially innovative and responsible company, which limits their future career opportunities to do well while they are doing good. For socially responsible companies, meanwhile, John Jay students represent an untapped resource of analytical skills, ethical principles and diversity.

The Moelis Social Innovation Fellowship Program will provide 10 students a year with stipends, structured internship placements and mentoring, focused classroom learning, and other support. The program will be under the direction of Professor Heath Brown of the Department of Public Management.

One of John Jay’s longtime philanthropic partners, the Carroll and Milton Petrie Foundation, has stepped up to the plate once again with a commitment of \$300,000 to support and expand the CUNY Justice Academy’s pipeline in computer science and information security. The program seeks to serve approximately 1,000 students per year over the three years of the grant period, providing comprehensive academic advisement, a spring and summer enhancement



program to foster deeper engagement in cybersecurity studies and the profession, and a variety of career preparation and development opportunities that will be aligned with the curriculum and the needs of industry to ensure work readiness.

A recent combined gift of \$2.5 million from the Ford Foundation and the Atlantic Philanthropies has helped bring the nationally regarded Center for Policing Equity to John Jay and create the Franklin A. Thomas Professorship in Policing Equity, to be held by social psychologist Dr. Phillip Atiba Goff.

John Jay Foundation trustee Jim McCann (B.A., 1975), the founder and chairman of 1-800-FLOWERS, summed up the underlying ethos of the fundraising campaign in a videotaped interview: “The mission of inspiring and inciting justice, and the pursuit of justice in so many ways—that’s bigger than all of us.” **JM**

***Note: John Jay’s Annual Day of Giving is scheduled for Nov. 29. Don’t miss out on this opportunity to support your alma mater and future “fierce advocates for justice.”***





*Interview by Peter Dodenhoff*

**Phillip Atiba Goff** was just in his late 20's—an up-and-coming social psychologist with degrees from Harvard and Stanford—when he created the Center for Policing Equity, a research and action organization that works collaboratively with law enforcement, communities and political stakeholders. Now, not quite a decade later, he is widely regarded as one of the nation's foremost experts in contemporary forms of racial bias and discrimination, and the intersections of race and gender, particularly as they apply to police practices.

*In March of this year, John Jay College created the Franklin A. Thomas Professorship in Policing Equity, with \$2.5 million in funding from the Ford Foundation and the Atlantic Philanthropies. The first scholar to occupy that chair, to no one's surprise, would be Dr. Goff. In addition to joining the John Jay faculty, he brought with him the Center for Policing Equity and its formidable resources in applied research. Shortly after his arrival at the College, Dr. Goff sat down with Justice Matters for the candid, insightful conversation that follows.*

**JUSTICE MATTERS:** Can you trace the scholarly path that led from your undergraduate African-American studies to social psychology to critical issues in American justice, and how that path led to the creation of the Center for Policing Equity?

**GOFF:** What really started the academic trajectory was an experience in high school. At the beginning of senior year, I had mono and hepatitis at the same time. I finally started

feeling well enough that I could get up at all for a couple of hours at the end of the day. It was a performing arts high school at the time, and I was cast in a play. The AP English instructor saw me and said, “If I catch you out here at rehearsal and you didn’t come to my class in the morning, I’m going to start docking a portion of your grade.” It was a very odd feeling. I was a very strong student, and I just hadn’t been treated like that by teachers before. When I got into the class

# Questions of Equity

"It is a pleasure for me to help them go to work and do their jobs better, to make sure their organizations police in ways that are more consistent with their values."

and finally started going, we started talking about race issues, and he got very defensive, very hostile, and turned friends I'd gone to school with for 12 years against me. All this was very confusing, because I didn't have a good language for what the heck was going on. There were three black faculty members at the high school who said there had been major problems with all the other black students who'd ever been in his class, but "he's not going to be able to mess with you because you're too smart, and you're too loved by the other faculty and your family is well respected, so you're going to be the person who finally gets this fixed."

It would not have occurred to me that it was about race until these folks told me that it was. Then afterward, I started arguing with him a little bit more. He would call me opinionated, he would silence me in class, he would try and attack me and the other students. It was incredibly rough, but what was roughest about it is I had always thought that racism was this thing that stupid people had, and if you were smart enough, you could always cut them down. I was a pretty smart guy, but I just didn't have the words to explain why the things he was saying were just wrong. It's because I lacked a deep understanding of how race functions. So it was that experience of not having a language for it and feeling like I had really been poorly prepared for the world where race is one of the fundamental discourses that shape not just my life, but everybody's life.

**JM: And that was an epiphany for you?**

**GOFF:** It really was. Then I was at the Russell Sage Foundation, and I got asked to write a policy proposal for candidate Barack Obama. I was going to home in on racial disparities and police brutality. I started looking for the statistics and I was really frustrated that nobody could find me stats because they didn't exist. I said how is this possible, when we measure everything that matters, but we have no measurements on the behavior of police officers? So on the way home, I was like "Oh, I'm gonna do this until I die." Because when you have a gap of knowledge that large, there's no way that even a generation's efforts can fill it sufficiently. So you put those two things together and that really does get at a line of where I am now, running the justice database, trying to lead the way regarding analytics on this stuff, trying to provide a language for the life experience of vulnerable populations.

**JM: In terms of the Center for Policing Equity, it seems there are two core constituencies at work here. There are the minority communities who are victimized by injustices, and the police who, while not universally, are inflicting the injustices. So how do you bring both parties into the tent?**

**GOFF:** I get a version of that question a lot, and I would say that if we had two constituencies, the job would be too hard and I would just quit and give up. We have one constituency, namely,



people who are concerned with improving the correlations between American values and the delivery of American policing. It turns out that many communities are really heavily invested in that, and many police departments, executives and line officers are invested in it as well. I would never have thought the impatience for the National Justice Database would come from chiefs, but it did. There was a room full of 36 chiefs at a Department of Justice event we co-hosted, and there was a chief who said, “Look, we don’t know where we stand on racial profiling because we’ve been cowards about this; we’re scared to see where we stand compared to other people. We don’t trust the federal government to do the analysis, and we can’t be trusted to do the analysis ourselves because we don’t have the capacity. We need an independent body to do this.” And he turns and says, “Phil, will you guys do that for us?” It took me five minutes to get myself together and ask, “Did you just say put together a justice database?” And he said yeah, and everybody in the room said we need one of those.

**JM: Who was more stunned by the chief’s admission and his request, you or the other chiefs?**

**GOFF:** The chiefs all bought in 100 percent from the very beginning. There is a kind of moral leadership among police chiefs that is often unacknowledged in the given moment that we’ve got. I’ve been black my whole life, and before I started doing this work, I would never have suspected that’s the truth. But these are people who fundamentally got into their business because they want to do the right thing for a living. It is a pleasure for me to help them go to work and do their jobs better, to make sure their organizations police in ways that are more consistent with their values. And there is not a second constituency out there because communities want exactly the same thing.

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**“I think we’re making giant leaps and massive falls backward all at the same time. When you have a message that gives voice to something that’s been felt for some time, it resonates with people.”**

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You can’t tell me there aren’t legions of police working to make this stuff better, trying to be innovative, listening, and having hard conversations that are personally challenging for them. There are. The overriding obstacle is that they lack the tools and the information. They struggle with being an overtaxed and fundamentally under-resourced arm of the state to deal with a vulnerable population. If my job as a sworn officer is not just to learn how to take down somebody who’s an aggravated danger to other people, but also to act as a social worker, a drug addiction specialist, a job placement person, and a school counselor, tell me who is capable of doing that for \$40,000 a year, on a GED? If you’re trying to solve the problem with policing, and you imagine it begins and ends with the chief or the general orders manual, please go to bed so the adults can have a conversation.

**JM: Is that message getting across in your various site visits? Do you have a sense that you’re making progress?**

**GOFF:** I think we’re making giant leaps and massive falls backward all at the same time. When you have a message that gives voice to something that’s been felt for some time, it resonates with people. What we find frequently is that, given a fertile soil, we talk about the work we do at the Center for Policing Equity and we get standing ovations from line officers and community members. We also get people who feel like it is a threat to the way they’ve been trying to do business. To the extent that our research, our models and our methods are getting broader penetration into the marketplace of racial justice and police accountability and reform, they’re not easily displaced once they’re there. When we’re making a difference, I think it’s lasting. And when we take steps backward, it’s because we’ve entered into a place that wasn’t interested in making the real change. But we’ve been so frustrated by the path we’ve been taking as a nation and in policing now for a couple of generations, people are open to a much more fundamental message about what’s wrong and a much more difficult message about what it’s going to take to fix it.

**JM: President Obama focused on the policing equity issue with the creation of the National Initiative for Building Community Trust and Justice. Do you think that this focus will survive the forthcoming change of administration?**

**GOFF:** That’s a hard question! I think that it will in the sense that communities are going to keep the pressure on for the reality on the ground to change. I think there’s community momentum and public opinion momentum that will survive the election. I don’t know what federal-level structures will survive, much less what new initiatives will come along.

But it’s a policy issue too, and I don’t know what it will look like. I’m usually fairly nonpartisan on this stuff, but these are not equal candidates for the things that I care about in this job.

**JM: Given what you’ve said in an earlier interview about New York being the “beating heart of police reform,” what brought you and the Center for Policing Equity to John Jay?**

**GOFF:** I’d been in conversations with John Jay for quite some time because the fit is obvious. Academia is not good at figuring out how you take smart writing and turn it into smart doing, and John Jay is based around the idea that those two things shouldn’t be separate, when you talk about the mission of educating for justice. I’ve already been in two faculty meetings and the justice ethic is not lip service. My faculty colleagues are about what do we do to make sure the undergraduates are served, and how we are preparing them to do good in the world. This felt like the right space, especially as to what we’re trying to do in terms of figuring out ways to scale up our capacity to know what’s causing police behavior and what police behavior causes. This seems like the right home for that. **JM**

*To view Professor Goff’s inaugural lecture, “Justice as a Second Language,” visit <https://youtu.be/UZS4DLuUSNc>*

A photograph of two young women with dark hair looking directly at the camera. They are positioned behind a surface that appears to be shattered glass, with numerous sharp, white, angular cracks radiating from the center, creating a web-like pattern over the image. The woman on the left is wearing a white top, and the woman on the right is wearing a blue patterned top. The background is a neutral, light gray.

# TAKING ON THE CLASS CEILING

by  
Sam  
Anderson

In 2016, for the first time in U.S. history, a woman was chosen as the nominee for President by a major party. In Congress, women currently hold 104 seats, an all-time high. In the workforce, women now hold 51.5 percent of managerial and professional positions. But in other sectors of the economy, similar progress is less evident. Only 4 percent of CEO positions at S&P 500 companies are held by women, and while women are well represented in the public sector, they still tend to hold lower-grade and lower-paying positions.

At John Jay College, associate professor Maria D'Agostino and assistant professor Nicole Elias of the Department of Public Management are working to change this through Women in the Public Sector (WPS), an initiative they co-founded in 2013 to

raise awareness and provide opportunities to address gender inequality in public service.

"Through conversations with each other, and with students both within and beyond the classroom, we saw a lack of attention given to the unique role women occupy in the public sector," said Elias, "and what was really missing on the topic was scholarship and classroom material, as well as practical tools for the workplace."

They began by creating a series of workshops aimed at examining the unique roles women occupy in the public sector. Initial workshops emphasized leadership, mentorship, pay negotiation, and the ways in which women experience these interactions. Since 2013, they have expanded the scope of WPS





Natalie Wenzler, associate director of employer engagement, Indiana Department of Workforce Development

significantly, going beyond the John Jay community to work with academic institutions and individual practitioners across the United States and internationally.

Part of the process involves bringing in high-achieving women to inspire John Jay students and show firsthand that gender barriers in the workplace can be overcome. New York State Lieut. Gov. Kathy Hochul was one such speaker who appeared at an event last fall, and this past February, Melissa Brand of the U.S. Equal Employment Opportunity Commission was the keynote speaker for a three-part workshop series.

WPS also has a thriving student team, which D'Agostino and Elias say has been absolutely vital to the program's growth. Natalie Wenzler was the very first graduate assistant to be hired, and today she is associate director of employer engagement for the Indiana Department of Workforce Development. Wenzler said WPS was instrumental in informing the way she views her workplace experience. "I'm much more conscious of who is in the room, who is raising their hand, if men are talking more than women, and how gender plays a role in this conversation," she said, "and being mindful that these forces are present has been invaluable to the work that I do."



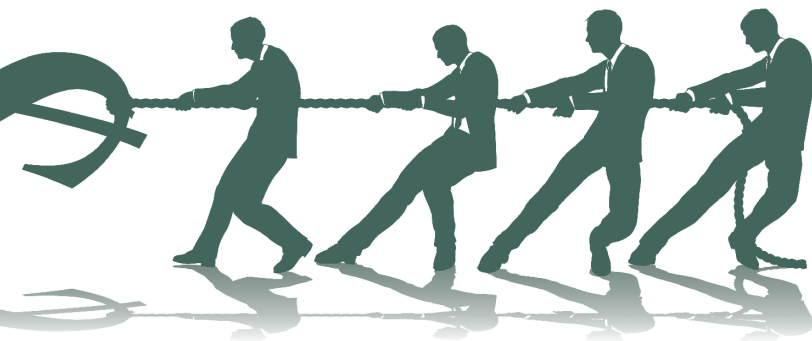
Wenzler said that before she worked with WPS, she wasn't particularly knowledgeable about gender politics, echoing D'Agostino and Elias's claim that these topics are under-emphasized in modern education. "I talk to some students who don't know they can negotiate or ask for a pay raise," noted D'Agostino, who chairs the Public Management department. "By bringing awareness to our future leaders, we can show them that these gender roles exist, and that you can break out of them."

The two faculty members see hope and progress in the younger generation, to whom they say gender equality comes more naturally. Elias recalled the inspiration she felt at a WPS event held in the spring of 2015 in conjunction with the Girl Scouts of New York. "They really loved themselves and they knew that they could be leaders or anything they wanted when they grew up," she said. "That was so different from how I grew up in the 90's. It really opened my eyes to the ways in which socialization impacts the individual."

This type of positive socialization has been proven effective in D'Agostino's own research. In a recent study, she conducted interviews with New York City women in leadership roles such as commissioners, directors of public agencies, and other high-ranking positions in public administration, to discover how they perceived themselves and their gender.

"One thing that comes up a lot is that women in these positions were socialized to believe they could do anything they wanted and be whoever they wanted," she said. "That's how they approach their work. But at the workplace they learn that you can't have it all, and that these double standards exist." As a consequence, even if the individual is fully aware of her gender equality, inequities at the institutional level prevent the glass ceiling from being truly shattered.

Paid parental leave is one example of an ongoing debate that has polarized working families across the United States. The U.S. lags behind European nations as the only first-world nation that does not mandate paid sick or maternity leave for families, and has the "least generous maternity leave policy of any wealthy nation," according to a report from the Save the Children organization. This reinforces the notion that women



*“By bringing awareness to our future leaders, we can show them that these gender roles exist, and that you can break out of them.”*

**—MARIA D’AGOSTINO**

must work harder to achieve the same level of success as their male counterparts.

Elias said the expectations of the workplace trace back to traditional notions of success, which revolve around holding a 9-to-5 job and bringing home a decent salary. As women gained increased access to higher-level positions, they were often forced to prove to their coworkers that they can handle the work/life balance.

“Sometimes it feels like everything you do as a woman is under a spotlight,” noted Teri Coaxum (B.A. ’94, M.P.A. ’08), who is Region II Advocate for the U.S. Small Business Administration. “Women work twice as hard because they’re trying to strive for a work/life balance that doesn’t exist. It’s like being on a teeter-totter.”

Coaxum, who previously worked as deputy state director for U.S. Senator Charles Schumer, was raised in South Carolina by her grandmother, an African-American woman who was never taught to read or write and was taken advantage of because of it. But Coaxum went on to become the first in her family to graduate from high school and college. “I try to mentor young women because I want them to have access to the things I didn’t have growing up,” she said, “and mentorship matters. It’s about taking the time to encourage those who are interested in your field.”

Wenzler, the former WPS graduate assistant, underscored the importance of mentorship. “I had two fantastic women mentors,” she said of D’Agostino and Elias. “They are such knowledgeable individuals and so approachable at the same time. They complement each other really well.”

In addition to mentoring the female leaders of the future, WPS is trying to break down the conventional definition of success and reevaluate what it means to be a successful modern woman. “I think we have to change the way we structure our organizations, and the meaning of success in general, because these concepts are created by men,” said D’Agostino. Elias added: “Should women have to work twice as hard to meet the same levels of success? The obvious answer is no. But pragmatically, how do you achieve a balance?” **JM**



Teri Coaxum, Region II Advocate, U.S. Small Business Administration

**Learn more about John Jay’s  
unique Gender Studies major—visit  
[www.jjay.cuny.edu/gender-studies-ba](http://www.jjay.cuny.edu/gender-studies-ba)**



# A SEASON OF CHANGE:

## Behind the Scenes of Presidential Transitions

by Sam Anderson

**T**he billion-dollar, two-year Presidential election campaign that Americans have come to know all too well is a phenomenon unique to the United States. It is all-consuming in its thirst for attention, and even those who don't watch the news, refuse to take sides, or neglect to visit the polls on Election Day can't help but be at least marginally aware of who is running and what they stand for. Then, on Election Day, everyone breathes a sigh of relief because, regardless of the outcome, the campaign is over and people can go about their business with one less decision to worry about.

But what happens during the interval between Election Day on Nov. 8 and Inauguration Day on Jan. 20? This period of Presidential transition, while only infrequently producing headline-generating developments, is nonetheless a time of extraordinary change for Americans, whether they realize it or not.

Heath Brown is an assistant professor of Public Policy at John Jay College, and his book, *Lobbying the New President: Interests in Transition*, published on the heels of President Obama's reelection in 2012, has made him something of an expert on the topic.

"I'm interested in the transition because it happens in secrecy," said Brown. "There are all sorts of opportunities for influence that we can't see, and I think that anytime important decisions are made beyond the eye of the general public, it's worthy of heightened interest."

The important decisions Brown refers to primarily concern government personnel and Cabinet appointees—the key decision-makers who will work alongside the President and help shape the administration's direction. They include the heads of each of the 15 executive departments—some of the most powerful positions in government, including the Secretaries of Defense, State, Homeland Security, and Treasury. Other appointees, such as the National Security Advisor, will quite literally be at a President's side as he or she makes world-changing decisions. The process of deciding who occupies these positions happens almost entirely behind closed doors.

The lack of transparency during a Presidential transition has created what scholars refer to as an "open policy window."

"Whether you want to create change or you're worried about the possibility of change, this is a period of great opportunity," Brown explained. "If you're involved in politics and you have supported the person who has just been elected, this when you



Assistant Professor Heath Brown

call in that favor. That could mean an opportunity to meet with the transition team or make recommendations for the person you want to fill certain appointments. And this is all perfectly permitted by law."

The open policy window has become a time of paramount importance to political lobbyists, who understand that the right person holding the right job could have far-reaching implications for their own political agenda. One such lobbyist was attorney Clark Clifford, who served on President-elect John F. Kennedy's transition team following the 1960 election. Before working with Kennedy, Clifford had been an advisor to President Harry Truman and was involved in key diplomacy decisions, like the 1948 recognition of Israel as the new Jewish state. Upon Kennedy's victory, the incoming President asked Clifford if he was interested in serving on his Cabinet. Clifford said no, turning down a position in the White House in favor of running his private law practice. Yet despite his lack of an official position in the White House, Clark Clifford went on to become one of the most powerful lobbyists in America, joining the ranks of those who realized that it's possible to have more influence from outside the White House than from within.



# PRESIDENTIAL ELECTION 2016



Assistant Professor Brian Arbour

Lobbyists following in the footsteps of Clifford saw a continued increase in power throughout the 1960's and 70's. "As they grew in professionalism," said Brown, "they recognized the transition period as an opportunity, but they also recognized it as a time of hazard, because at the end of the day, lobbyists primarily want things to remain the same. So it becomes difficult to observe the effect of the lobbyist; if they're successful, the status quo often remains unchanged."

One example of just how powerful a lobbyist can become during a Presidential transition is J. Steven Griles, the senior vice president of a large coal company, who became involved in a firm that lobbied on behalf of the energy industry. During the 2000 Presidential transition, George W. Bush named Griles Deputy Secretary of the Interior, the second highest-ranking position

in that department. According to *The Washington Post*, "Griles effectively was Interior's chief operating officer between 2001 and 2005 and its top representative on Vice President Dick Cheney's energy task force," meaning that he was in charge of regulating the same industry he profited from.

Griles later served 10 months in prison for his involvement in the 2005 Jack Abramoff scandal.

"Part of what happens in the transition process is that interest groups lobby for their favorite candidate," said Brian Arbour, an assistant professor of Political Science, "So a lot of this ends up being an insider game. Few people among the public pay attention to the machinations of who gets what job."

During the 2008 Presidential transition, however, the process became slightly less insider. It was this transition that Brown explored for his book. "The Obama transition team mandated that if you wanted to send advice, such as appointment recommendations, to the new President, you had to upload it to a public website," he observed. "No President had done that before. As a result, I could put together a new data set of official advice given to Obama."

Brown referred to the transparency of the 2008 Obama transition as "unprecedented and groundbreaking," although he also noted, "there were still plenty of opportunities for lobbyists to have a major say."

Brown and Arbour agree that these transparency measures have set a precedent that is highly likely to be followed during the 2016 transition, regardless of whether Hillary Clinton or Donald Trump is elected President. Arbour points out that there is a bipartisan incentive for smooth turnovers. "We have a broad competency argument," he explained, "that government needs to operate at the same capacity on Jan. 21 as it did on Jan. 20. We would like competent and intelligent people to be running our government, so we should have an interest in that as citizens."

John Jay President Jeremy Travis, who has firsthand experience gained from serving on Bill de Blasio's mayoral transition team, echoed the professors' views, stating: "The process of leadership transition is critically important to

our democracy. Done well, political transitions strengthen our democracy; done poorly, they can weaken the public's confidence in our elected officials." **JM**



Moving day at 1600 Pennsylvania Avenue.



# Student Entrepreneurs: Social Justice Over Profit

*by Sam Anderson*



*“You grow up learning that in a democracy, justice is fair.*

*But in class when you’re educated, you learn that this isn’t always the case.”*

—Nuno Pereira

**A**n entrepreneur is typically thought of as a person who starts a business, offers a product or service for sale, and accepts the inherent risk in doing so. The goal of the entrepreneur—to generate wealth—is so widely accepted that billionaire business leaders like Bill Gates, Mark Zuckerberg or Richard Branson are frequently viewed as heroes of the modern age. But there is a less familiar class of entrepreneurs who are helping to shape the future of their generation, and society as a whole. Emphasizing social justice over profit, these social entrepreneurs don’t easily fit into the traditional definition, but they are visionaries nonetheless, and in increasing numbers, they can be found right here at John Jay College.

### Learning by Teaching

During a trip to Washington, D.C., where he represented the Union County College Board of Trustees, **Nuno Pereira** met with New Jersey’s U.S. Senator Cory Booker and Representative Leonard Lance to petition for their continued support of Pell grants and Perkins loans. Before that, he was in Trenton testifying at the State House before the Committee on Homeland Security in support of Make the Road New Jersey, an immigrant and workers’ rights organization. And most recently, in his hometown of Hillside, N.J., Pereira sat down at a table of young people from his community to host free tutoring sessions provided by Educate the Future, a nonprofit educational organization he founded and serves as president.

Nuno Pereira is not a professor. He is a 20-year-old junior at John Jay.

As is often the case with bright young people, Pereira feels pulled in several directions at once. He is a Forensic Psychology major who entered John Jay with the idea of going into public service. But after traveling to Trenton and Washington, he became inspired by the idea of creating change on a larger scale through politics.

“You grow up learning that in a democracy, justice is fair. But in class when you’re educated, you learn that this isn’t always the case. I credit John Jay with changing my mind about that,” Pereira said.

Though he plans to run for office one day, his efforts are currently focused on Educate the Future, which he launched in February 2016. With a smile he shared the fact that “one of my girls went from failing in math to getting a perfect score in the marking period.”

Nuno Pereira reflects on creating change through his Educate the Future tutoring service.

In the beginning, Pereira was the head tutor himself, but as the organization has grown, his role has expanded into an executive one, a fresh challenge he’s taking on with tenacity.

With a recent fellowship, he has moved forward with plans to hire six new administrative positions and expand the free tutoring services to include “college-ready” workshops over the summer. He is planning to expand operations to neighboring Newark, Elizabeth and Union, and said, “My hope is that within the year we’ll expand to all of New Jersey.”

The biggest challenge is keeping up with the growth. Educate the Future currently has four tutors, and Pereira says he needs to increase that number substantially. He has a plan in mind. “Say there’s a small town with one library—I’ll ask the mayor if we can use it. Then I’ll get the tutors who live in that town and match them up with families. The beauty and pain of this is that it’s volunteer work,” he explained. He’s currently in talks with Union County College to recruit certified tutors for the program, and is also hoping to partner with Kean and Rutgers universities.

Said Pereira, “Being an entrepreneur is a learning experience. As I teach my kids, I’m also learning and growing, and I encourage people to get out there and start an organization. When you’re doing community work, the only thing it takes is your time. Just go for it!”

### Beating the Odds

**Orayne Williams**, a 24-year-old alumnus (B.A. ’15), has long had the odds stacked against him. He grew up in Kingston, Jamaica, with a big family in a small house, where he was raised by his grandmother. His mother was incarcerated, and they did not meet until he was 8. Around that time his grandmother moved to the U.S. and Williams was forced to move in with his father in a house without a roof or running water. He used candles for light and stole water from the neighbors to wash his clothes.

When he then moved to New York City with his mother, Williams suddenly knew the comfort of a warm bed and a proper house, but at the expense of physical and verbal abuse. Nonetheless, he made it to high school, and sensed that learning was the only way out of poverty.

Williams was homeless and living in a shelter for two and a half years during high school, but his studies never suffered: he maintained an A average and was always in the top 10 percent of his class. “I could have dropped out,” he said, “but I pushed myself through without lunch money, wearing the same clothes for a week. It was a difficult time, but no one



*“I had this dream where it was a group of young people going through the city, feeding the homeless, going into prisons, advocating for juvenile delinquents, and so forth.”*

*—Orayne Williams*



knew my story until the end of senior year, when it came out in a Daily News article.”

The story of the homeless teenager with a 91 average drew the attention of his school, Bedford Academy, and an assistant principal there who stayed late to let Williams finish his homework and apply for college on the office computer. Entering Manhattanville College on a full scholarship, where he pursued a self-designed major in youth study and social work, Williams says his future literally came to him in a dream.

“I had this dream where it was a group of young people going through the city, feeding the homeless, going into prisons, advocating for juvenile delinquents, and so forth.”

He couldn’t get it out of his head, so he decided to do something about it. Thus was born the Progressive People Movement (PPM). “I created a board of directors from my mentors, and then I created a large network of student volunteers,” he said. Williams and his volunteers began going to high schools and homeless shelters to conduct workshops, organize food and clothing drives, and mentor at-risk youths, all the while maintaining a 3.5 GPA.

In 2013, Williams transferred to John Jay, where he majored in English, became a mentor with the Urban Male Initiative and continued his work with PPM, which by this time was registered as a 501(c)(3) nonprofit. “What makes PPM unique,” he said, “is the idea of young people working with other young people. Some say that we are the problem, but I want to show that young people can also be part of the solution.”

Williams graduated in 2015 and took a job as a caseworker at the Women in Need shelter in East Harlem, while continuing to run his nonprofit. Recently, he’s been hosting and facilitating “overcoming obstacles” workshops at local high schools and homeless shelters, teaching young kids communication, decision-making and other important life skills not taught in the school system. Other PPM initiatives include a Christmas gift drive, motivational speaking, an annual scholarship, and an advocacy component that connects people in need with legal services.

“I think everything worked out how it’s supposed to,” he said. “I remember being 12 years old living in Jamaica, thinking I wanted to be an activist, when I didn’t know what the word meant. I had to leave my country of origin to come to a different country and go through that struggle to be able to serve the population that I wanted to serve. That’s what makes my experience unique.”

Orayne Williams has “been there, done that,” and now helps others in difficult straits.



Skylar Ganz, co-creator of the Freshman15 blog and apostle of “body positivity.”

## Food for Thought

In Boca Raton, Fla. in the summer of 2014, as **Skylar Ganz** and four of her best friends were about to split up to start college, they decided to create an Instagram account called Freshmen15, with the idea of simply keeping in touch. Primarily posting images of delicious food, a popular trend on the social media service, they would tag the college closest to where it was purchased with the idea of engaging college students in that area. But there was a subtle message behind this group of young girls posting high-resolution photos of gooey pizza slices and melting chocolate treats: Don't be afraid of food, and don't be afraid of your body.

Today, Freshmen15 has over 160,000 followers, and has become a powerful tool in promoting body positivity among young adults. “So that's how it started, and it just blew up so fast,” said Ganz. “We're not encouraging overeating, but the idea is to not make food off limits.”

For the 20 million women and 10 million men in this country who suffer from an eating disorder at some point in their lives, the message promoted by Freshmen15 is vital. “For many years, I struggled with an eating disorder,” said Ganz, a junior majoring in Law and Society, “and the account helped me because I saw my friends letting themselves eat food, and it encouraged me. Going to college, you're going to gain weight regardless, so you might as well embrace it.” By the summer of 2015, she was able to overcome her eating disorder behaviors, and through the popularity of the Instagram account, was able to share her message with young people nationwide.

This past May, Freshmen15 was profiled by the New York Times, and the exposure gave its creators a chance to profit from their efforts for the first time through product promotion and advertising on the account. “We have a lot of different partnerships going on now,” said Ganz, “and the next step is really to expand this beyond food.” In addition to registering the account as an LLC, picking up sponsors and hiring interns, Ganz is planning a webinar series on the subject of body positivity. “The first topic is shopping, which can be stressful when you feel uncomfortable in your skin,” she said.

Her latest goal is also the most ambitious: using the Instagram account to build a college news and media outlet. Still in the works, it's a development that started when an entertainment lawyer and a social media manager picked up on Freshmen15's popularity among college students and reached out to strike a deal. “I never thought it would get this big. Honestly, it's an incredible opportunity we were offered,” Ganz commented.

This past summer has been rife with challenges for the young entrepreneur. “Getting on all these conference calls and



*“I never thought it would get this big. Honestly, it's an incredible opportunity we were offered.”*

—Skylar Ganz

writing contracts have showed me how much work it takes to start your own business, but also how fun and exciting it is.” One of the biggest difficulties, she says, is getting her friends to agree on all of the new decisions to be made. “There's a fine line between having your friends and your business partners, and it's not always so clear,” she said.

Ganz says she plans to go to law school, but remains optimistic about her opportunities in the business world. “I've always wanted to be my own boss, I never wanted to work for someone else,” she said, “and when I'm really passionate about something, I'll do everything to make it work.” **JM**



A man with short dark hair and a goatee, wearing a dark blue suit, a white shirt, and a striped tie, stands in a server room. He is looking directly at the camera with a serious expression. His left hand is in his pocket, and he is wearing a watch. The background is filled with server racks and cables, creating a high-tech environment.

# As the Cybercrime Problem Grows, So Do Cybersecurity Opportunities

**T**he most expensive and arguably the most sophisticated weapons system in United States history is the F-35 Lightning II, a fifth-generation fighter jet with advanced stealth capabilities that to date has cost the military a staggering \$400 billion to produce. On Aug. 2, after more than a decade of development, the Pentagon declared that the first squadron was finally ready for combat. But the F-35 no longer represents a clear military advantage. The reason: In April 2009, several terabytes of highly classified data, including engine schematics and radar design, were stolen by a unit of China's People's Liberation Army. Today, the Chinese J-31 fighter jet has capabilities nearly identical to those of the F-35, with one Chinese official claiming, "The J-31 will finish it off in the sky."

"This is the best plane we've ever developed," said Adam Wandt, an assistant professor of public policy and a faculty member in John Jay's cutting-edge Digital Forensics and Cyber Security program. "We developed it to keep us safe, and before you know it, everyone's got it."

## Unaware of Vulnerability

Cybercrime, a phrase that once evoked images of teenage hackers stealing credit cards from the safety of their bedrooms, has now become one of the greatest security threats to individuals, businesses and governments. "In 2016, the single most important thing is not money, it's not power, it is simply information," said Wandt, "and through information, we can get anything we want, including money and power. It's information that cybersecurity helps us keep guarded and secure."

But the problem with guarding information begins with the simple fact that cybercrime remains misunderstood—most technology users are completely unaware of just how vulnerable they are.

During a recent interview, Wandt took the reporter's iPhone 6 in his hand and started waving it around. "Literally every single place you go," he said, "your phone is screaming, 'Hey, it's Sam's iPhone, these are my home connections, this is my Wi-Fi network. Cybercriminals are starting to learn to take advantage of that and do serious amounts of damage.'"





Ina Wanca, head of cybercrime prevention with the Citizens Crime Commission

Abraham Rivera, cyber-forensic executive with Barclay's

by Sam Anderson

That damage might be personal, but a cell phone can have far-reaching consequences if that phone is used for work. Every year, foreign nationals or governments steal billions of dollars in intellectual property by hacking into the infrastructure of various organizations, usually through private contractors that work with the government, like Lockheed Martin in the case of the F-35. And because major companies today employ advanced cybersecurity teams, hackers target the most vulnerable part of the system: the individual.

## The Human Factor

"People are the weakest links and always have been because they're easy to manipulate," observed Ina Wanca, director of cybercrime prevention at the Citizens Crime Commission of New York City and an adjunct professor in John Jay's Department of Security, Fire and Emergency Management. "Ninety-five percent of data breaches occur because of human error. These criminals are not sending bulk e-mails; they are doing their due diligence, personally targeting people, and crafting the message very well," she said.

The e-mails she is referring to are phishing attacks, one of the most common and effective forms of cybercrime. A recent example was the breach of Democratic National Committee e-mails by Russian hackers in July. According to Abraham Rivera, an adjunct lecturer at John Jay and the Vice President for Cyber-Forensic Investigations for the Americas at Barclay's Investment Bank: "It's as simple as sending a fake e-mail with a link to click. And the irony is that sometimes you don't even need to click the link; often if you just open the e-mail it's enough for them to embed some kind of code to gain access."

Wanca's latest project addresses this by personalizing the training process for avoiding phishing attacks. She has been working on an intelligent tutoring system called Cyber Smart, which analyzes a user's risk behavior and creates a cybercrime prevention curriculum according to his or her level of knowledge and experience. "Most schemes work on trust, greed, and fear," she said. "These are the elements that criminals use to embed in e-mails. People can protect themselves if they understand these tricks."

Rivera, who earned an M.P.A. in Inspection and Oversight from John Jay in 2014, works to prevent cybercrime from a different angle, as part of a diverse six-member team that conducts both proactive and reactive investigations. As a forensics specialist, he collects evidence of a break-in to discover how the breach was made. "When you need to piece together the hacker's movements from beginning to end, track how they got in, and what they're removing from the network, that's where forensics comes into play," he said.

Although Rivera's team is constantly on guard against external threats to the bank, such as hackers stealing account numbers or other sensitive information, they are also looking out for what he calls "the inside threat"—employees stealing information from within. "Let's say you have a client list of all the billionaires in the firm who like to invest their money," Rivera explained. "That list is valuable because an advisor can use it to solicit them individually and make a large profit instead of just getting a cut from the firm." To combat such a threat, security teams like Rivera's constantly scrutinize employee communications utilizing software that monitors internal networks as well as the Internet at large, including sites like YouTube, Facebook and other social media platforms, looking for specific keywords, like the name of the company.

## The Newest and Greatest Threat

While the pursuit of illicit wealth may be at the heart of most cybercrime, the greatest cybersecurity threats today come not from individuals, but from nation states and terrorist





Peter J. Beshar, Executive Vice President and General Counsel, Marsh & McLennan

groups seeking to weaken or destroy the infrastructures of entire countries.

“If you think of data breaches like stealing credit cards from retailers or Social Security numbers from health care providers, those are the traditional forms of hacking,” said Peter J. Beshar, Executive Vice President and General Counsel of the Marsh & McLennan Companies and a trustee of the John Jay College Foundation. “But the larger-scale attacks can either be launched by groups like ISIS, or by nation states that have a broader perspective. These are attacks on physical assets, as opposed to digital.”

Marsh & McLennan grapples with some of the biggest challenges that confront society, including natural disasters like hurricanes and earthquakes, along with issues like health care and retirement security. Beshar’s focus first turned to cybercrime and cybersecurity following the hack of Target stores in December 2013, when 40 million credit card numbers were stolen. “I was asked to testify before the Senate, and the nature of that hack was searing and sobering for me. It really raised my consciousness to the importance of this issue, and motivated me to look for an opportunity where I could contribute in a meaningful way,” said Beshar.

To illustrate his point, he brought up a case in Ukraine in December 2015, in which attackers accessed the computers controlling a regional power plant. Once they breached the system, hackers made it appear as if everything was running smoothly, when in reality they were shutting down the entire plant by disabling trunk lines that carry power to its substations, thus depriving 230,000 residents of light and heat. Plant operators were completely unaware of any change in function—until it was too late.

A similar attack in the U.S. could be far worse. “If the power grid in North America was knocked out for a reasonable period

of time, it would cause an estimated \$1 trillion in damages,” Beshar noted. “These are macro threats to the functioning of our society.”

## Rising to the Challenge

Cyber attacks are occurring all the time, and will continue to increase in frequency and complexity, so the response to large-scale attacks is less about prevention than about resilience. “We say we’re engaged in a race without a finish line,” said Beshar, “and that we’ll be grappling with the challenges of cybersecurity for the rest of our careers. The question is, who is going have the skill sets to enable us to make our organizations as resilient as they can be?”

It’s a potent question, and that’s where John Jay’s Digital Forensics and Cyber Security program comes in. According to the security news source CSO Online, the number of cybersecurity jobs will increase to 6 million by 2019, with an estimated shortage of 1.5 million workers needed to fill those positions. “There is a lack of qualified information technology experts and information security experts in this country,” said Wandt. “When my students graduate they make more than me, period.” He added that New York City is the second most important technology hub in the U.S., and possibly the world.

Beshar corroborated this, “Coming through John Jay, if you can position yourself to develop these skills, you can become a CTO or CIO and play an outside role as a 25- or 30-year-old in terms of the contribution you’re making, whereas if you went the financial route you have to wait much longer to have the same level of influence.”

He continued: “If cybersecurity represents a threat to the way we live, and we at John Jay can make a contribution to mitigate or lessen that threat, then that’s what you aim for in life.” **JM**

Assistant Professor Adam Wandt of John Jay’s Digital Forensics and Cybersecurity program







Silvia Montalban, Jessica Greenfield and Kevin Cassidy spearhead the multipronged approach that has made John Jay one of the nation's safest campuses.

*by Peter Dodenhoff*

# Safety FIRST

**How John Jay Creates a Safe and Secure Academic Environment**

**O**n March 30, 2016, Brock Turner was convicted on three counts of felony sexual assault of an unconscious, intoxicated woman on the campus of Stanford University. His subsequent sentencing to six months in the Santa Clara County, Calif., jail ignited a nationwide firestorm of outrage over what was seen by many as judicial bias and leniency, and raised new and important questions about campus safety and security. The case also helped to underscore the significance of John Jay College being rated among the safest campuses nationwide in a recent online ranking.

"They take matters about safety very seriously," said one John Jay student in the survey by Niche.com, which ranked John Jay 18th nationwide, well ahead of the only three other CUNY schools to make the Top 100 list. Said another student,



“I have not heard of any reported cases of sexual assault, and the security is great.”

That John Jay ranks so highly as a safe campus is no accident or coincidence. It's due in significant part to a three-pronged effort involving the College's Department of Public Safety, the Office of Compliance and Diversity, and the Women's Center for Gender Justice and Counseling Services Center. Between them, they have created a holistic approach to safety that involves training, prevention, response and after-care. Sexual assaults, intimate-partner violence, active shooter awareness, and stalking are just some of the concerns addressed by the College's campus-safety triad.

funds. Discrimination on the basis of sex can include sexual harassment and sexual violence.

“We have to be cognizant of on- and off-campus scenarios,” said Greenfield, who is a licensed clinical social worker. “A lot of work is done to empower students to make informed decisions.”

Training and awareness, coupled with a visible, campus-wide security presence, are the foundations of John Jay's enviable record as an institution where students can feel safe and secure as they pursue their academic dreams. “The current mandate is to train all new students and employees,” Montalban noted. The Women's Center sponsors information



**Jessica Greenfield, Women's Center Gender-Based Violence Prevention and Response Advocate**



**Kevin Cassidy, Director of Public Safety**

“Can it happen here? Absolutely,” Director of Public Safety Kevin Cassidy said of a Brock Turner-type scenario. “If it did, it would be the role of my office to make an arrest and notify the NYPD immediately. I would also contact Jessica Greenfield and Silvia Montalban.”

Greenfield is the Women's Center's Gender-Based Violence Prevention and Response Advocate. Montalban is the Director of Compliance and Diversity who, among other duties, monitors compliance with Title IX, the civil rights component of the federal Education Amendments of 1972, that prohibits discrimination on the basis of sex in education programs and activities at universities receiving federal

sessions and produces printed handouts on sexual assault, domestic violence and other relevant topics. The Office of Compliance and Diversity does extensive outreach on sexual harassment and discrimination. Public Safety, frequently in conjunction with the NYPD, offers regular training on active shooter awareness, suspicious packages and mail, crime prevention, emergency preparedness and more.

“All three of us have conducted aggressive training campus-wide,” said Montalban, referring to herself, Cassidy and Greenfield. Training also includes videos on the Public Safety website and simulations. In addition, all campus security personnel are thoroughly trained in Title IX concerns.

The fruits of these efforts are borne out in concrete terms by the annual security report the College produces in accordance with the Clery Act, the 1990 federal law that requires all colleges and universities that participate in federal financial aid programs to maintain and disclose information about crime on and near their respective campuses. The most recent report, a comprehensive 55-page document, includes not only crime statistics but policies, procedures, terms and definitions, directories of key security and safety personnel, and more.

The statistics for 2015 show a near-absence of reported offenses that may qualify as serious crimes—only a single



**Silvia Montalban, Director of Compliance and Diversity**

robbery taking place on public property and one reported instance of fondling on campus. There was a single reported case of dating violence on non-campus property, and roughly a dozen reports of stalking, which represent increased awareness and reporting. The statistics represent matters reported that qualify as Clery offenses. Victims are offered assistance in filing complaints with law enforcement.

Clery reports, Cassidy noted, include no opportunity for explanation of incidents, but the Department of Public Safety provides this just the same. "Reporting under Clery has increased," he said, "but that's because we want our officers to take reports."

An important part of John Jay students' sense of safety and security is the College's emphasis on providing a response to off-campus and home-neighborhood victimization as well. "Our training programs cover off-campus behavior, they cover retaliation against victims who report, they even focus on study-abroad programs," said Montalban. "We practice 'due diligence,' and we make it clear to students that they do have recourse."

Where victimization does occur, whether on or off campus, Greenfield's role as the lead advocate in the Women's Center comes into play. "We explain what sexual violence is, and what to do if you've experienced it," she said. "Sexual violence is a form of discrimination." As for providing counseling services for victims of off-campus behavior, Greenfield said simply, "We do, absolutely."

College-wide town hall meetings are an important part of raising awareness when it comes to safety and security, even though heightened awareness may lead to increased reports of incidents. "The philosophy we try to build is empowering students," said Montalban. "We've always tried to have a three-pronged approach, and we're big on explaining processes."

Student satisfaction with campus safety is pervasive in the addenda to the Niche.com rankings. Nearly half of the students who were surveyed said they had no safety concerns on campus, and 65 percent said they felt "extremely safe and secure on campus." The overwhelming majority said they "strongly agreed" with statements that included "campus administrators work hard to actively prevent sexual assaults on our campus"; "campus administrators provide a supportive environment for victims of sexual assault"; and "our campus has easily accessible support in place to address sexual assaults."

Individual statements by students included in the Niche.com report only serve to amplify the sense of well-being. "I leave class late since I take night classes, and I have never felt insecure," said one. "John Jay cares greatly about students," added another. Still others noted: "Security on campus is great because they are there when you need help and answer any questions you have," and "Peer groups and counseling [are] provided for those who may feel unsafe or have been victims of crimes."

Could a well-above-average situation be improved? Of course, Montalban, Greenfield and Cassidy agreed. They all said that, given additional resources, they would focus on increased staffing and training. "We need more staff to do specialized, focused work," said Greenfield. "We do need more extensive resources for training," added Montalban.

Nonetheless, Cassidy concluded, "I'm very happy with the ranking, especially as a reflection of what we do and what we've accomplished." **JM**

*Editor's Note: Cassidy, who holds bachelor's and master's degrees from John Jay, stepped down as Public Safety Director on Oct. 28 to take a position in the private sector.*

**More information on Title IX and campus safety can be found on the campus Web page:**

<http://www.ijay.cuny.edu/campus-safety>





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Another jewel in the crown for honoree Lin-Manuel Miranda.



NYPD Deputy Commissioner for Collaborative Policing Susan Herman, City University Chancellor James B. Milliken and Maria Cuomo Cole.



Lin-Manuel Miranda, one-on-one with Soledad O'Brien.



# Educating for Justice

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 MONDAY, MAY 23, 2016



Honorees and honored guests (l-r): Peter J. Beshar; John Jay Foundation chairman Jules Kroll; Luis A. Miranda Jr.; Soledad O'Brien; Lin-Manuel Miranda; Dr. Luz Towns-Miranda; Emily Tow Jackson, executive director and president, The Tow Foundation; Leonard Tow, founder and chairman, The Tow Foundation; President Travis.



Foundation board chairman Jules Kroll with New York Secretary of State Rossana Rosado.



President Travis (r) with Kenneth Cole and Maria Cuomo Cole.



# FACULTY PROFILE



Duchess Camilla greets Professor Mangai Natarajan.

## Mangai Natarajan

Professor Mangai Natarajan has been teaching at John Jay for 22 years, and as founding director of the 600-student International Criminal Justice major, her research interests have a decidedly world view. Her most recent article, for example, focused on domestic violence prevention in London, but shortly after it was published she found herself in the forests of India, tracking conflicts among humans and elephants.

“My interest is to prevent or reduce crime and its consequences,” she said. “That’s the main goal of any research I do. It’s not just understanding the problem or studying who the criminals and victims may be, but building measures to reduce or prevent crime.”

One of Natarajan’s most important focuses of late has been evaluating domestic violence prevention methods across cultures, using research conducted in locations like India, Brazil, Sweden, and Great Britain. In London, Natarajan evaluated a plan implemented by the Metropolitan Police Service in which those with a history of domestic abuse victimization were given cell phones with an alarm system that directly connects them to a police station. “This is effective in apprehending offenders on the spot, it helps with collecting evidence, and it helps with the victim’s quality of life,” she said.

In July, these efforts earned her a place at the side of Camilla, Duchess of Cornwall—wife of Prince Charles, heir to the British throne—who gave an address to victims of domestic

violence at her home in London. The high-profile event was attended by police, politicians, and celebrity supporters of the cause like actor Sir Patrick Stewart.

But Natarajan stressed that the prevention methods used in London are far different from those in India or Brazil, for example, which do not have the resources to implement such large-scale programs. In these countries, all-women police units are common, due to the social stigma of reporting domestic violence cases to male officers. Natarajan’s experience studying women police units in India goes back 25 years, and she has found them to be effective within India’s cultural context. “The culture-specific and gender-specific measures are very important in dealing with domestic violence issues,” she said.

Natarajan hopes to evaluate a wide range of different cultures’ approaches to dealing with domestic violence, so that police forces around the world might use her research to implement their own programs. “I’m trying to look at models of different measures as a platform for police forces to look at, and see the feasibility of those measures in their own countries,” she said.

Closer to home, Natarajan has been conducting research on sexual harassment in New York City’s public transportation system, for which she has enlisted the help of her John Jay doctoral students. By evaluating their own experiences dealing with sexual harassment on trains, buses, or subways, Natarajan and her students hope to compile different preventive measures and develop a training program that can be used to avoid or deter sexual harassment. Students’ recommendations will also be given to the MTA and NYPD to aid in their own prevention efforts. “There are so many different types of violence against women, and for each we need practical and immediate solutions to deal with them,” she said. “That’s what makes life interesting, doing something meaningful with your academic research.”

# ALUMNI

## PROFILES

### Claudia Espinosa (B.A./M.A.'10)

#### The Power of L.O.V.E.

For some people—certainly for many John Jay alumni—the idea of giving, and giving back, can be a powerful force in helping to shape one's career track. There is something energizing and appealing in the realization that, whatever one's own background or circumstances, others have it just as bad, if not worse.

**Claudia Espinosa** came to John Jay in 2004 with the intention of becoming a forensic psychologist and agent with the FBI. A native of Cali, Colombia, she excelled in her studies—“I was a good student because I love it”—and especially enjoyed learning from Professor Louis Schlesinger, an expert in the psychology of serial killers. But, she recalled, “It was toward the end of my six years here that I started getting interested in something different, namely human rights.”

Espinosa had come to the U.S. with the need to learn English as a second language, which she accomplished through two years of study at Queens College. From her own experience, including periods spent working with the nonprofit Latina Institute and the suicide-prevention program Life Is Precious, she became well acquainted with the array of challenges facing young Latinas. Before long, she came up with the idea for L.O.V.E.—Latinas On the Verge of Excellence—the nonprofit mentoring initiative she created in 2012. “L.O.V.E. came to me one night while I was thinking about what I could do to help troubled young people,” Espinosa said.

Since its humble beginning on a pilot basis with 10 girls in a single Harlem school, L.O.V.E. Mentoring now operates in seven schools citywide, serving 150 students in 9th through 12th grades. “We’ve grown slowly and gradually because it’s important that we know what we’re doing,” Espinosa noted. The curriculum-based program focuses on three core components: personal empowerment, study skills, and college access.

Principals and teachers at the host schools help identify potential student participants, who then self-select to be part of the program. Mentoring sessions are 90 minutes long, once a week, and are led by mentors recruited from colleges and universities, including several each year from John Jay.

“Stephanie Colon, who graduated from John Jay this past June, started as a mentor and is now our full-time program coordinator,” said Espinosa. “And Madelin Henriquez, a senior, was a mentor and is now part-time staff.”



The need that L.O.V.E. seeks to address could not be more pressing, Espinosa maintains. She pointed out that 41 percent of Latina high school students do not graduate on time with a standard diploma, more than half of Latinas give birth at least once before age 20, and Latina adolescents attempt suicide at twice the rate of non-Hispanics. “Dropout, pregnancy and suicide are not a linear situation,” she noted, “but there is a connection.”

Espinosa, who plans to go back to school to pursue a doctorate in education, hopes to launch a three-year research project to determine why Latinas face these problems. “It’s important to understand the needs of these girls,” she said. “That’s where my psychology training is extremely important.”

To learn more, visit [www.lovementoring.org](http://www.lovementoring.org)



# ALUMNI PROFILES

## Robert J. Turner II (B.A.'12)

### Still a Uniform Man

As First Deputy Fire Commissioner, John Jay alumnus **Robert J. Turner II** holds the second highest civilian rank in the FDNY. But despite his new post, he says he still considers himself “a uniform man,” and for good reason. Turner has nearly 40 years of experience as a firefighter serving in Manhattan, Brooklyn and Queens, and although he’s swapped his fire gear for a suit and tie, his most important years of service may be yet to come.

Turner’s career began in Bedford Stuyvesant in 1978 when he was assigned to Engine 222, just up the street from the firehouse where his father was serving as a battalion chief. Describing him as “a very strong leader,” the younger Turner says that his dad played a big part in getting him to join the department.

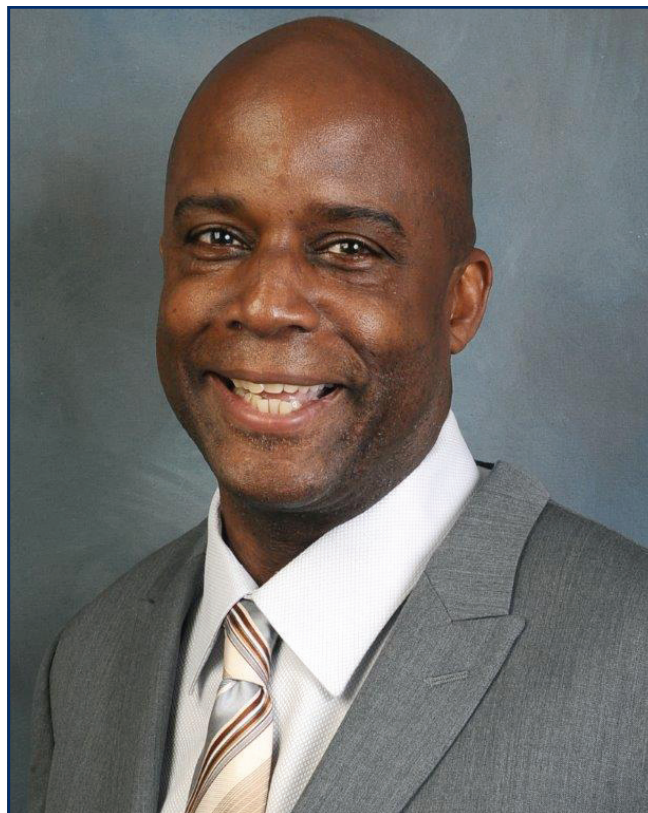
“My father was big in the community, and working in Bed-Stuy was like being home to me in a sense. There were many fires back then, it was a busy time, and a great place to learn firefighting,” he said.

The years spent “riding on the backstep,” as they used to describe going on fire calls, paid off for Turner, and he soon found himself rising through the ranks. In 1992, after serving in East New York and Midtown, he was promoted to captain, and found himself right back in Bed-Stuy at Engine 214, the same firehouse that his father had commanded back in the 70’s. He said there were a few men left who had served under his father and could compare their different leadership styles.

But firefighting was not the only passion in Turner’s life. Although he earned his bachelor’s degree in 2012, the first time he attended John Jay College was actually in 1983, and he discovered then that he had quite an intellectual appetite. He left school to study for a promotional exam, but resolved that one day he would return. And he did, in 2009, as a Fire Science major before switching to Public Administration.

“I approached it as a way to open up my mind, to broaden my understanding of public government and learn as much as I could,” he said, “and I really enjoyed the experience.”

In addition to public administration, Turner took classes in Spanish, literature, philosophy and history of music, and found the whole experience deeply satisfying. “I always have a thirst for something new and different,” he said.



The decision to go back to school has paid off, with Turner noting that many of the skills he learned in class at John Jay, such as policy analysis, human resources administration, and labor management relations, are ones he is using today in his new post.

Turner encourages young people to take Civil Service exams and to consider career opportunities at the FDNY. “This organization is over 15,000 people,” he said. “We have attorneys, engineers, physicians, public administrators, press—so many people from different professions work in the Fire Department.”

He added, “Work hard when you’re young so when you get older, you can enjoy the fruits of your labor.”



## 1980s

**Alan G. Petersen** (M.A. '87) is a crime scene analyst with the Las Vegas Metropolitan Police Department. He has been certified as a Forensic Photographer by the International Association for Identification.

**James P. O'Neill** (B.A. '88, M.P.A. '93) is the new Commissioner of the New York City Police Department. John Jay alumni now hold the top two spots in the NYPD, with **Benjamin Tucker** (B.S. '77) serving as First Deputy Commissioner. O'Neill is the fourth John Jay alumnus to serve as New York City Police Commissioner, following in the footsteps of Michael J. Murphy (M.P.A. '61), Donald F. Cawley (B.S. '71), and **Richard J. Condon** (M.A. '78).



James P. O'Neill

## 1990s

**Giovanni Veliz** (B.S. '92) is the first immigrant police lieutenant in the Minneapolis Police Department. Thanks to his winning a Bush Fellowship, he plans to enroll in an executive education program at Harvard University's Kennedy School of Government to deepen the strategic skills he needs to design solutions for improving youth health, development and leadership.

**Michael D. Pal** (B.S. '93) has risen to the rank of Assistant General Manager with the Metropolitan Transportation Authority and is in charge of one of the MTA's 28 bus depots.

**John H. Frazer** (B.S. '94) is now a detective sergeant with the Bergen County, N.J., Prosecutor's Office Major Crimes Unit Homicide Squad. Frazer, who started his law enforcement career with the NYPD, noted, "John Jay provided me with an education that is essential to achieving goals in law enforcement."

**David R. Embden** (M.P.A. '95) is on a three-year assignment as the Foreign Service/Regional Security Officer for the American Embassy in Bangkok, Thailand. His previous overseas assignments have included Cairo, Egypt, and Windhoek, Namibia.

**Larry Cunningham** (B.S. '97), a professor at St. John's University School of Law, was recently appointed Associate Dean for Assessment and Institutional Effectiveness. He recently concluded a three-year term as Associate Academic Dean.

**Liz (DeFranco) Martinez** (B.A. '97) began her Ph.D. studies in fall 2016 on a full scholarship at Arizona State University. She is the author of several books, including *The Retail Manager's Guide to Crime and Loss Prevention*, and is the editor of the forthcoming nonfiction anthology *The 3 Cs: Cops, Courts and Corrections Plus Private Security*.

**Marc J. Monte** (B.A. '98) was selected as General Counsel for Clean Air Car Service & Parking Corporation/Bynfor, Inc. in Flushing, N.Y.

**Paula Howell Anderson** (B.A. '98) and **Shauna-Kay Gooden** (B.A./M.A. '04) were both recently selected for The Network Journal's annual "40 Under Forty Class." They were profiled in the journal's summer 2016 issue and honored at the 19th annual "40 Under Forty" Achievement Awards Dinner on June 23. Anderson is a Litigation Partner with Shearman & Sterling LLP, while Gooden is Associate Counsel for the Metropolitan Transportation Authority. Gooden is also president of the John Jay Alumni Association's executive board. They both serve as trustees of the John Jay College Foundation.

## 2000s

**Latreva Mumford** (B.A. '00), a Senior Police Administrative Aide at NYPD headquarters, was honored in May for her role in helping to save the life of a police sergeant who collapsed and went into cardiac arrest in 2015 at 1 Police Plaza. Mumford performed CPR on Sgt. Frank Tamburrino until emergency medical technicians arrived and used a portable defibrillator to restore his heart rhythm.

**Lovely Warren** (B.A. '00), the Mayor of Rochester, N.Y., was honored as a Distinguished Alumnus by the City University of New York at the annual CUNY and Black, Puerto Rican, Hispanic and Asian Legislative Caucus Luncheon/Program on February 13. Warren, who holds a law degree from Albany Law School, was sworn in as Rochester's first female mayor in 2014, and only its second African-American mayor.

**Michael Nardiello III** (B.A. '03) celebrated 30 years with New York City Civil Service on September 14. He is currently with the Department of Environmental Protection's Fleet Services Division. Said Nardiello: "Not bad achieving the American dream of a college education and a spectacular job with the NYC Civil Service. Great college, John Jay!"

**Michael R. Rosas** (B.A. '05) recently formed the law partnership Rosas & Cirigliano, with offices in Staten Island and East Brunswick, N.J. He specializes in criminal and DWI defense.

**Hernando Martinez-Sacristan** (M.P.A. '07, M.S. '08) recently earned his Ph.D. in Public Administration from Atlantic International University. He is the author of two forthcoming articles on the topic of progress in medical geology, and is a frequent exhibitor at national and sectional meetings of the Geological Society of America.

**Lynn Ray** (M.P.A. '08) is a lieutenant colonel in the U.S. Army and was recently named commander of the newly formed "Pioneer" Regimental Engineer Squadron, part of the 3rd Cavalry Regiment of the First Cavalry Division based at Fort Hood, Texas. Ray, a 29-year Army veteran, will have 760 soldiers under her command.

**Teri Coaxum** (M.P.A. '09) is a contributing author to *Soul Sisters Devotions*, a book by and for African American, Latina and Asian women from the tristate New York area.

## 2010s

**Michael V. Costello** (B.A. '10), who has been with the Atlanta Police Department since 2011, was recently admitted to the Georgia State University College of Law. He works with the Atlanta Police Foundation's Secure Neighborhoods Initiative to help repair the disconnect between communities and police.

**Andrea (Hewish) Guse** (B.A./M.A. '10) is a mental health-specialized parole agent with the Pennsylvania Board of Probation and Parole. She was recently assigned to supervise the first "juvenile lifers" to be released after decades of incarceration.

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Our grads make us proud, so please share your story with our community!

<http://www.jjay.cuny.edu/alumni-class-notes>

**Louie Liang** (B.A. '10) has been named Manager of Global Resource Center Investigations for Toys R Us. Liang was previously a corporate fraud analyst for Century 21 department stores and a risk specialist for Con Edison.

**Joseph T. Antonelli** (M.P.A. '12) was recently appointed as Assistant Commissioner for Financial Management and Budget Administration with the New York City Department of Correction.

**Jeffrey Deskovic** (M.A. '12), who with the help of DNA evidence was freed from prison and exonerated in 2006 after serving 16 years for a rape he did not commit, is now a first-year law student at Pace University's Elisabeth Haub School of Law.

**Jessica Downes** (B.S. '12) has been admitted to the New York State bar. She earned her J.D. from Brooklyn Law School, along with a certificate of International Law and Silver Public Service Award. Downes was director of social media for the school's Environmental Law Society, and earned praise from the Environmental Protection Agency for work she did on the Tappan Zee Bridge project.

**Alden Foster** (B.S. '12) was promoted to Deputy Director of Youth Services and Community Engagement with the New York City Police Department on Aug. 30.

**Soanny M. Sanchez** (B.S. '13) previously assisted pro se litigants in Bronx County Civil Court (Housing Part) and now works in the Law and Regulation Department of Allstate Insurance, handling cases that will be resolved by settlement, resolution or mediation in civil court.

**Kryzia Molina** (B.A. '14) has been hired as a case manager by the U.S. Court of Appeals for the Second Circuit.

**Kareema Watkins** (B.A. '14) was recently promoted to Assistant Program Director at Good Shepherd Services at Essence Community School and is pursuing her master's in Security Management at John Jay College.

**Helene I. Elle Akono** (B.A. '16) is now a mediator with the office of the New York State Attorney General.

## In Memoriam

**William "Billy" Jones** (B.S. '80) died Aug. 9, at age 73. The brother-in-law of fellow John Jay alumnus Rodney Jackson (A.A. '75, B.A. '77), Jones had a distinguished career with the New York City Housing Authority Police Department, retiring as a detective in 1993 after 20 years on the job. He then moved on to a second career in homeland security with the U.S. Immigration and Naturalization Service.

**Lynn (Silber) Grefe** (M.A. '80), a forceful advocate for those with eating disorders, died April 28, 2015, of lung cancer at age 65. In 2003, inspired by her daughter's struggles with an eating disorder, Grefe became president and CEO of the National Eating Disorders Association.

**Kenneth Thompson** (B.A. '89), who made history in 2014 with his election as Brooklyn District Attorney, died of cancer on Oct. 9, at age 50. Thompson was a founding member of the Advisory Board for John Jay's Pre-Law Institute, and the PLI honored him as Outstanding Alumnus at Law Day in 2006. Prior to his inauguration as Brooklyn's District Attorney in 2014—the first African American to hold that office—Thompson was an Assistant U.S. Attorney for the Eastern District of New York, where he helped prosecute the New York police officer convicted of torturing Haitian immigrant Abner Louima in 1997. As special assistant to the Undersecretary of the Treasury for Enforcement, he helped investigate the 1992 federal raid on the Branch Davidian compound in Waco, Texas. As District Attorney, Thompson launched a unit to examine past criminal convictions with an eye toward exonerations, and also organized a Violent Criminal Enterprises Bureau to dismantle violent, armed drug gangs and other criminal enterprises.



Kenneth Thompson

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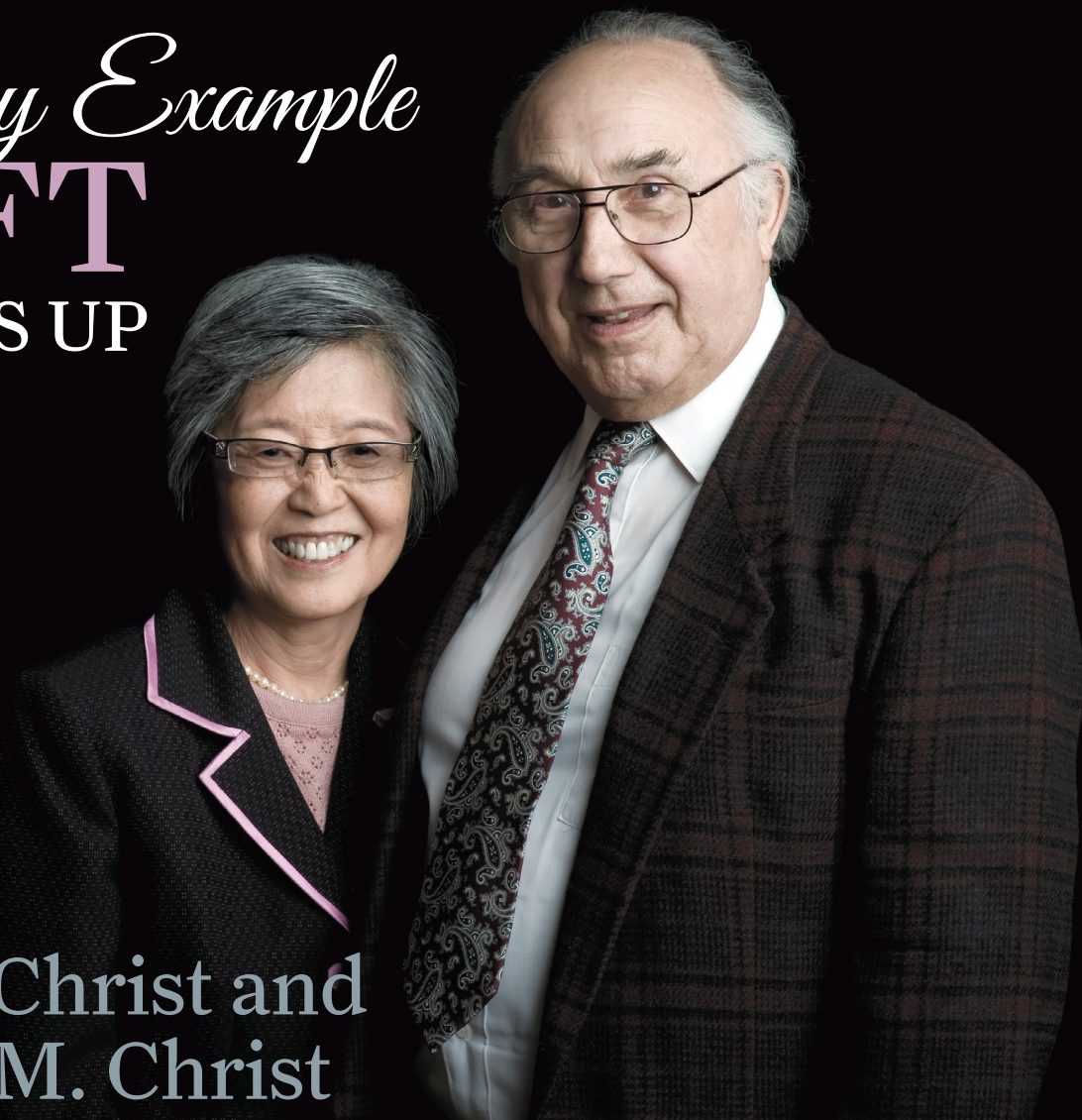
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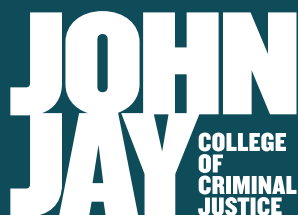


**Dr. Lily E. Christ and  
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