1. **Provide Every Student with the Foundations for Life-Long Success**

“The College’s liberal arts curriculum equips students to pursue advanced study and meaningful, rewarding careers in the public, private, and non-profit sectors.” Mission Statement

The John Jay Mission Statement also recognizes that our students are “passionate about shaping the future,” but to productively engage the future passion must be channeled through a carefully planned program of learning, both in and out of the classroom. The College must position students—one at a time—for life-long learning and professional success along various paths into careers and graduate study. Some elements of that positioning are common to all students, whatever their passions, and some reflect particular interests.

A recent poll conducted by the Chronicle of Higher Education\(^1\) revealed that employers look at job candidates first for internships, followed by employment during college, college major, volunteer experience, and extracurricular activities, in descending order of importance. At the bottom of the list were relevant coursework, college GPA, and college reputation. The list varies somewhat depending on the industry in question, but the importance of experiential learning stands out across the board for students headed in any direction. As they focus on particular post-graduate pathways, John Jay students must be able to count on a robust program of internships, volunteer work, research, and paid employment, to understand literally how the world works in their chosen field.

It is also true that in every endeavor, John Jay graduates will require practical skills of the kind recommended by the American Association of Universities and Colleges in its “Liberal Education and America’s Promise” (LEAP) program: written and oral communications, critical and creative thinking, teamwork and problem-solving, quantitative thinking, personal/social responsibility, and inquiry and analysis. Some of these skills are part of the General Education program at John Jay, but we must fill the gaps where they exist.

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On a personal level, all John Jay students should work toward an understanding of their aspirations and values that ultimately give meaning and direction to life; self-awareness—a fundamental purpose of education—is essential to finding a satisfying fit in a community, in a career, and in the world at large. The arts and humanities have perhaps special contributions to individual growth. While the aim is personal, social interaction is indispensable, as our Mission Statement suggests: “The breadth of our community motivates us to question our assumptions, to consider multiple perspectives, to think critically, and to develop the humility that comes with global understanding.” Educating for Justice takes place best in a community of diverse learners, at the intersection of personal and intellectual development.

The College does an excellent job in every aspect of positioning just described. In addition, since 2008 we have added learning communities, first-year seminars, a common intellectual experience through the Justice Core, writing-intensive courses, undergraduate research, and courses and programs that emphasize diversity and/or global learning. However, too many students miss important learning opportunities because they are unaware of them or because they are not presented often enough or prominently enough. This goal aims to embed those opportunities systematically in all academic and extra-curricular programs in order to touch every student. Through a rigorous liberal education, John Jay is committed to graduating students who are positioned for success, professionally and personally, and poised to make a positive difference in the world.

Objectives for Life-Long Success:
• Increase post-graduate satisfaction and success as evidenced by two-year alumni surveys.
• Increase the number of graduates who attend graduate and professional schools
• Ensure that all students have systematic exposure to the knowledge and skills incorporated into AAC&U’s LEAP Employer-Educator Compact².
• Quadruple the rate of formal participation in faculty-sponsored student research.

Examples of possible strategies to achieve Objectives:
• Provide the robust faculty development programs needed to fully support these student learning endeavors and increase support for the Center for the Advancement of Teaching.
• Engage students in exploration of career options early in the freshman year.
• Infuse quantitative literacy across the curriculum.
• Expand internship programs through new partnerships with public and private-sector organizations
• Establish an office of Graduate School Preparation that will engage students from the beginning of their careers at John Jay.

• Make problem-solving, teamwork, and other forms of active learning an important part of pedagogy across the College.
• Incorporate service learning opportunities into the college experience of every John Jay student.
• Establish an Office of Applied Research for all Master’s Degree Students (OARMDS).
• Create research-intensive courses for undergraduates and appropriate faculty development to support them.
• Ensure that all students who graduate from John Jay have had at least one writing-intensive course by making all 300-level Justice Core courses WI. Support the development of Writing Intensive courses across all disciplines and provide appropriate faculty development to support them.
• Tap “communities of practice” systematically for information and advice on entering fields of interest to John Jay students. Make results of those conversations easily available to current and prospective students on the College website.
• Expand Career Services for all master’s degree and certificate students and develop a comprehensive career development co-curricular program for all master’s students.

2. **Foster a Supportive Environment for Faculty**

“Our faculty members are exceptional teachers who encourage students to join them in pursuing transformative scholarship and creative activities. Through their research our faculty advances knowledge and informs professional practices that build and sustain just societies.” Mission Statement

In the past decade, the college has prioritized the hiring of faculty, increasing the professoriate from 319 to 402. These new faculty were selected for their promise to advance the college and to realize the aspirations of John Jay @ 50 as an all-baccalaureate institution, dedicated to student success, effective pedagogy, and excellence in research, scholarship, and creative work. Newly hired faculty joined veteran faculty in activities intended to achieve the goals of the Critical Choices agenda and the Master Plan: development of new curriculum; extensive revision of existing curriculum, including a revised general education; honors education; online education; advisement in the majors; undergraduate research and other extra-curricular mentorship of students in experiential learning; and increased grant activity, scholarly productivity, and global engagement. Faculty also assume leadership and service roles that facilitate the forward momentum of change at the college.

As our faculty aspire to national and international prominence in their endeavors, the College has an obligation to increase the resources available for faculty development, support, and recognition. As we look toward the next five years and beyond, it is clear
that our success and the achievement of the institutional objectives of John Jay 2020 will depend on the dedication of our faculty to our shared goals. Accordingly, we must make a substantial and sustained investment in the faculty so that they are successful in advancing their careers, teaching and mentoring our students, and pursuing scholarship and creative activities that have the potential to transform the world.

Objectives for Fostering a Supportive Environment for Faculty:

• Create a $2 million endowment to generate funds that enable faculty to focus their time on being highly productive in their core academic activities (research, scholarship and creativity, teaching, and public engagement)

• Provide annual funding for the Center for the Advancement of Teaching to support a program of adjunct development for 30 faculty, including stipends for participants.

• Develop future leaders from among the faculty through a Faculty Fellows program in which faculty on full release will serve as associates of an administrative officer (e.g. Dean of Undergraduate Studies) for a three-year period.

Examples of possible strategies to achieve Objectives and Goal.

• Maintain and selectively strengthen, in cost-effective ways, the core infrastructure that supports faculty, including the library, research space, departmental staffing, and administrative services.

• Create a naming opportunity for the Center for the Advancement of Teaching and name the faculty fellows who receive awards from the endowment after the benefactor.

• Develop student recruitment materials around faculty research.

• Increase visibility of faculty research in all disciplines to external audiences.

• Offer incentives to departments that engage their faculty in mentoring students in research and reward the faculty who provide mentorship.

3. Promote Student Access Through Scholarships

“We foster an inclusive and diverse community drawn from our city, our country, and the world.” Mission Statement

An important tool in building the student mix we seek is scholarship aid. The College distributes nearly $1 million in scholarships and fellowships at the present time, but most of it goes to continuing students. Our ability to offer merit scholarships will be key to attracting freshmen, transfers, and graduate students with the academic backgrounds to match our increasing expectations for credit accumulation and timely graduation, intellectual engagement, independent and faculty-guided research, and experiential learning both on and off-campus. At the same time, maintaining a diverse student body is of paramount importance.
Objectives for Promoting Student Access through Scholarships:

- Working primarily through the John Jay College Foundation, the College will create a significant endowment fund for scholarships by 2020.
- Not only will the College increase its aid considerably for new students, but scholarships will be deployed more strategically to achieve enrollment targets for various populations.
- Alumni donor participation rate will be 10%.

4. **Extend the Reach of the John Jay Education Through John Jay Online**

   “Our professional programs introduce students to foundational and newly emerging fields and prepare them for advancement within their chosen professions.” Mission Statement
In the course of a generation, online learning has opened a universe of knowledge to learners across the globe, revolutionizing educational access and profoundly altering how teaching and learning take place. By the end of the decade, half of all college instruction in the world will be delivered online. Today’s college students—predominately a mix of traditional age students, young adults and working professionals—were born into the digital age. They thrive on technologically-assisted learning and benefit from the flexibility and intellectual excitement that web-based instruction and digital learning environments can provide. Because they came of age during the technological revolution, when the nature of work and the concept of a career were also transformed, they need to become true life-long learners, adept at using the tools and opportunities of the internet for learning, credentialing and continuing education over the full course of their professional lives.

John Jay College currently offers about 2% of instruction online, a level well below what our students want and need to succeed. To catch-up with the digital age, provide our current students with the learning opportunities they seek, and expand access in the global age—a principle that undergirds our justice-focused mission—we need to advance our work in online programming. By accelerating the pace of our effort and aligning it with our mission, we can educate our students and transport our college into the future of teaching and learning. We can bring the world’s rich diversity into the classroom and provide our students with the educational experiences they need to launch and further their careers in our global world.

Objectives for Extending the Reach of the John Jay Education:
- Offer all market-viable current masters programs online.
- Put all new masters programs online.
- Establish an array of professional studies online programs in mission-critical areas
• Develop outstanding marketing, recruitment, and student support service capacity for John Jay Online.
• Establish an online General Education program and one undergraduate signature program.
• Establish online degree completion programs in key undergraduate and graduate programs.

5. Enhance John Jay’s Identity as an Hispanic-Serving Institution

"We are dedicated to educating traditionally underrepresented groups and committed to increasing diversity in the workforce.” Mission Statement

Hispanics comprise 42% of the student population at John Jay College, giving it the largest Hispanic student population of any four-year college in the Northeast. As a federally designated Hispanic-Serving Institution, John Jay is eligible for federal funding, and the College will continue to take advantage of that revenue stream, but more importantly the College will build its identity as a Hispanic-Serving Institution through its comprehensive support of access and success for Latino students and thereby strengthen its commitment to diversity for the benefit of all students.

Objectives for Enhancing John Jay’s Identity as a Hispanic-Serving Institution:
• Expand the reach of student success programs, such as the Adelante! First Year Seminar, to a greater number of Latino students.
• Provide Spanish-language versions (print, oral, electronic) of recruitment, financial aid, and orientation events and materials for prospective students and their families. Translate key content of the website into Spanish.
• Recognizing the importance of family buy-in for Latino student success, conduct Latina/o Family Orientation Sessions for the families of newly admitted students and generate an ongoing communications channel for those families.
• Develop the capacity for bilingual and bicultural student support services.
• Increase the number of Latino faculty and staff [target to be determined].
• Create academic success targets for Latino students related to credit accumulation, retention, advising, gateway course completion, and graduation.
• Institutional Research will define, track, and report on metrics for Latino student success, benchmarked against appropriate internal and external standards.

Examples of possible strategies to achieve Objectives:
• Expand the college’s course offerings in Latina/o studies across the curriculum.
• Increase support for programs that raise awareness of the College in Latino communities.
• Develop and promote Hispanic-based campus programming and events, under the aegis of a funded Hispanic/Latino Cultural Center.
• Make explicit reference to John Jay’s Hispanic-Serving Institution status in appropriate parts of the College communications plan.

6. **Develop Health-Related Academic Programs and Comprehensive Pre-Health Advisement**

“The College’s liberal arts curriculum equips students to pursue advanced study and meaningful, rewarding careers in the public, private, and non-profit sectors.” Mission Statement

John Jay will leverage its faculty and facilities in the natural sciences to develop health-related programs of study and to build a comprehensive pre-health advisement program, goals which can powerfully support the broader goal (Number 1 above) of life-long success for students. Pre-professional study in healthcare, public health, and related fields is attractive to many of the most academically talented students entering college today, and career prospects are strong for the foreseeable future. A credible, visible initiative in healthcare would open new opportunities to recruit students who would otherwise not consider John Jay, and it would encourage strategic partnerships with organizations and agencies across the city and region. Moreover, as an Hispanic-Serving Institution, John Jay’s development of professionals in the healthcare and public health areas would honor our Mission Statement’s commitment to “increasing diversity in the workforce.”

An “education for justice” aligns naturally with a consideration of healthcare issues, given the fact of often scarce and always costly public resources distributed inequitably across the population. In 2010 the Agency for Healthcare Research and Quality (part of Health and Human Services) carefully documented the healthcare disparities in America through its “National Healthcare Disparities Report” with respect to certain services, race, income, and other populations (rural/urban). In global terms the disparities are larger, and as John Jay redefines and extends its international reach, the opportunities to include health and healthcare within our justice mission are more obvious than ever. Even criminal justice harbors important healthcare issues, from health in prison populations to the causes of crime rooted in mental and physical health. There are as well many regulatory and compliance health issues subject to judicial review, especially in environmental health and policy. Healthcare and justice are inseparable.

**Objectives for Health-Related Academic Programs and Pre-Health Advisement:**
• John Jay will prepare competitive applicants for health-related professional schools—including public health—through comprehensive individual support and advisement starting with recruitment in high schools and continuing to graduation.

• Based on a reputation for student support and success, John Jay will be able to recruit significant numbers of students committed to careers in the health and health-related professions.

• Develop and staff a public health undergraduate degree and collaborate with the CUNY School of Public Health (SPH) on a Master of Public Health in Criminal Justice

• Create a comprehensive pre-health website to inform current and prospective students

• Institutionalize PRISM (Program for Research Initiatives for Science Majors) and expand its reach.

• Develop an extensive network of clinical opportunities for students at healthcare organizations and agencies, both domestically and abroad.

Examples of possible strategies to achieve Objectives:
• Create a “pre-med institute” along the lines of the “Pre-Law Institute.”
• Pre-Health advisors will serve as liaisons with health professional programs.
• Pre-Health advisors will belong to and participate in relevant national pre-health organizations.
• Assemble a library of MCAT-related and other reference materials.
• Create program to develop in students the soft skills needed for application to health programs.
• Become an active participant in CUNY SPH Consortium.