



CENTER FOR JUSTICE & RECONCILIATION

Assessment report Center for Justice & Reconciliation July 2023 – June 2024

Note: please read this assessment report in conjunction with CJR's FY 23-24 annual report.

I. Purpose of PLNU Academic Centers and Institutes

CJR has two emphasizes to accomplish PLNU's mission to complement and extend its academic programs: A) Serving external constituents and/or connecting them to PLBU in mission-driven ways; and B) Horizontal (interdisciplinary) facilitation with faculty, staff and students on contextual education

A. Serving external constituents and/or connecting them to the University in mission-driven ways.

CJR partners with external constituents and connects them to the University's mission to complement and extend academic programs and build goodwill with PLNU. We make these connections through three main programs:

Beauty for Ashes scholarship fund. CJR connects with survivors of human trafficking and provide financial scholarships and support to obtain a college education.

kNowMORE. CJR connects and educates 8th – 12th grade students on how to identify and respond to risks of exploitation and trafficking through a drama-bases curriculum. CJR relies on relationships with high schools and middle schools in San Diego County school districts to host kNowMORE performances.

HT RADAR. A CJR-led community collaboration that conducts and distributes research, communicates issue-related news and updates, and organizes meetings to support multi-disciplinary professionals in the anti-trafficking field.

CJR staff regularly attend meetings to build support for carrying out our anti-trafficking programs—kNowMORE, Beauty for Ashes scholarship fund, and our human trafficking research project. HT-RADAR deliverables—research briefs, newsletters and coalition meetings—are also intertwined with the Advisory Council's objectives.

Currently, Senior Research Dr. Carli Richie-Zavaleta sits as the HT Advisory Council co-chair for the Data and Research subcommittee. Dr. Carli's position gives her credibility as she engages members regarding CJR's research on human trafficking, which the Council will use to make recommendations to the San Diego Board of Supervisors.

B. Horizontal (interdisciplinary) facilitation with faculty, staff and students on contextual education

Student Initiatives. Educates, equips, and engages PLNU students in the work of justice and anti-human trafficking efforts. CJR campus events—Cup of Culture, Roots of Giving, and Live Justice—raise awareness about justice-related issues within the PLNU community.

The Justice Cohort, comprising 10 students, participate in a year-long program that meets weekly and explores topics of individual and systemic injustice.

Three student workers join the CJR staff and provide support in carrying out CJR's programs. Currently, we have four student workers: Justice Cohort student lead; a Justice Events student lead; 3) Marketing and Communications student lead; and 4) Research Support.

Faculty connections in applied research. CJR faculty member Dr. Carli Arduizur Richie-Zavaleta is on CJR as Senior Research Associate to conduct research projects related to human trafficking.

See the attached annual report for more details about CJR's connection with PLNU's mission.

II. Alignment of the Center/Institute with the University

CJR's work is clearly aligned with the University's mission to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith.

See CJR's FY 23-24 annual report to learn how CJR's justice-focused lives into PLNU's mission.

III. Advisory Council

Currently, CJR does not have an active advisory board. In the coming fiscal year, CJR will establish an advisory council that supports and provides guidance for CJR leadership on organizational direction, strategy and sustainability. Advisory Council members will have the following expectations:

- Monitor and provide support to CJR leadership for fulfilling strategic plan commitments
- Use networks and influence to help build constituencies that support CJR's overall strategy
- Support CJR finance needs by individual giving, connecting CJR with funding opportunities and/or being ambassadors for CJR's work within their networks
- Review quarterly progress reports and financial updates to stay updated on CJR operations
- Provide technical expertise on programs (Beauty for Ashes Scholarship Fund, Research, new programs, etc.) and operations functions (strategic planning, development, finance, etc.)

CJR plans to have the advisory board formed and operational in January 2025.

IV. Report to the Faculty

CJR has not communicated to all faculty about our work in the last year. In the coming year, we will circulate our annual report and impact report.

V. Capacity and Resources

A. Resource allocation

The below table lists CJR's FY 23-24 revenue and expenses

	FY 23-24
Revenue	
CJR revenue	255,679
PLNU CC-5149 (personnel)	213,359
PLNU CC-5149 (non-personnel)	88,147

Total Revenue	505,609
Expenses	
CJR expenses (personnel)	599,499
CJR expenses (non-personnel)	184,906
Total Expenses	784,404
Net balance	(278,795)
CJR project fund reserves	278,795
Balance	0

The table below gives a more detailed picture of how CJR expenses, broken down by staff salaries (program and non-program and program and non-program related expenses).

FY 23-24 CJR Expenses	
Staff salaries (salary + 28% benefits and payroll tax)	
Leadership and organization support staff (ED, Director-Ops, Coordinator, and Director-Comms)	234,361
Program staff (Beauty for Ashes, kNOWMORE, Research, Student Initiatives)	365,138
Total Staff and student worker salaries	599,499
Program Costs (excluding salaries)	
Beauty for Ashes scholarship Fund. Scholarships and scholar support (books, aid above tuition, celebrations, etc.)	62,759
kNOWMORE drama-based program. Adecco contract services and performance related expenses (printing and copying, gifts and incentives, equipment, etc.)	68,833
Research. HT-RADAR and other research conferences (food, honorariums, supplies, etc.) and research study publication	9,429
Community Engagement (across programs). Student led initiatives (student workers, printing, supplies, service trip support, meals, gifts	18,084
Total Program Costs (excluding salaries)	159,105
Non-program Costs	
Communications and donor relations. Constituent communications (graphic design, video, printing, supplies, promotional materials) and constituent events (facilities, food, gifts, donor networking)	7,070
Staff care and administration. Staff care and development (training resources, team meals, staff appreciation) and office admin (copying/printing, supplies, software, snacks, online campaign fees)	18,731
Total Non-Program Costs (excluding salaries)	25,801
TOTAL BUDGET	784,405

B. How are monies used to achieve the Center's outcomes

See CJR's FY 24-25 annual report to learn how CJR uses resources to accomplish its objectives.

VI. Effectiveness: Service and Community Engagement

A. Name and describe the CJR's programs and activities in the past academic year.

See CJR's FY 24-25 annual report to learn how CJR uses resources to accomplish its objectives.

B. Describe the Center's assessment plan and activities. How they link with CJR's objectives and with PLNU's academic programs

FY 23-24 was a year of transition for the Center, so we did no formal assessment of our programs and how they link with academic programs. Before the end of the calendar year, CJR will evaluate how our current programs connect with PLNU's core objectives, their impact, and their long-term sustainability.

As part of the evaluation, we will determine how to strengthen or modify the programs/initiatives for our 3-5 year strategic plan starting in FY 25-26.

We will evaluate current and potential programs based on four main factors: 1) Need; 2) Impact efficiency; 3) Aligns with PLNU's and CJR's vision and strategic objectives; and 4) Sustainability.

- 1. Need.** The program meets an expressed and clear need.
 - Does the program meet an expressed and clear need within PLNU?
 - Does the program meet an expressed and clear need within the local community?
 - Does the program connect with collaborative efforts within PLNU, local or national communities?
- 2. Impact efficiency.** The program impacts the people or systems as intended at a reasonable cost.
 - Does the program clearly impact the people or systems intended in a measurable way?
 - What is the program's impact in relation to its overall cost?
- 3. Aligns with PLNU's and CJR's vision and strategic objectives.** Does the program:
 - Fit well within CJR's mission and core objectives?
 - Complement student's academic learning?
 - Connect with and engage faculty and staff?
 - Align with issues or programs PLNU faculty and staff are already engaged?
- 4. Sustainability.** The program is financially sustainable. Does the program:
 - Resonate with potential individual donors?
 - Resonate with churches and the Christian community?
 - Align with local, state or federal government initiatives?
 - Align with issues or initiatives important to private foundations?

Submitted in August 2024
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