



# NJCU

**All Campus Gathering**

**June 25, 2015**

# Our Moment of Opportunity

- National Trends
- What We've Done
- Where We Are Going
  - Enrollment
  - Retention & Graduation
  - Internationalization
  - Facilities
  - Fundraising



# WHAT DEFINES QUALITY?

## Washington Monthly

### *Definition of Best Value*

- At least 20% students must receive Pell Grants
- Graduation rate at or above 50%
- Graduation rate must be greater than statistically expected for the student demographics
- Loan default rate of 10% or less

## Forbes Magazine

### *'Best Value' Criteria*

- Student Satisfaction
- Graduation Rates
- Career Success
- Student Debt



# THE CHALLENGES TO REACHING THE GOAL

- Costs of quality education
- Lack of state support
  - Data on state support nationally
- Current education policy and practices inhibit rather than promote upward mobility-the stratification of higher education
- The track record is not good
  - Consider typical graduation rates
  - Gallup-Purdue survey



# WHAT DOES IT TAKE TO THRIVE?

## GALLUP PURDUE STUDY

- What does a great life look like?
  - Purpose, liking what you do each day-
  - Social – having strong and supportive relationships
  - Financial- effectively managing your economic life
  - Community – sense of engagement in the community
  - Physical – having good health and energy



# GALLUP PURDUE STUDY

My professor made me excited about learning	63%
My professor cared about me as a person	27%
A mentor encouraged me to pursue my goals	22%
A project that took a semester to complete	32%
An internship that applied classroom learning	29%
Active in extra-curricular activities	20%
Percentage that experienced all six factors	3%



# AMERICA'S FUTURE IS NOW

## Georgetown University's Center on Education and the Workforce

- By 2020, 65% of jobs nationwide will require post-secondary education
  - ✓ Will be higher in 27 states and District of Columbia
- Level of post-secondary education required
  - ✓ 33% some college/associate's degree
  - ✓ 23% bachelor's degree
  - ✓ 11% master's degree or better
- Almost all states have current attainment below future required levels



Source: Recovery, Job Growth and Education Re-Development

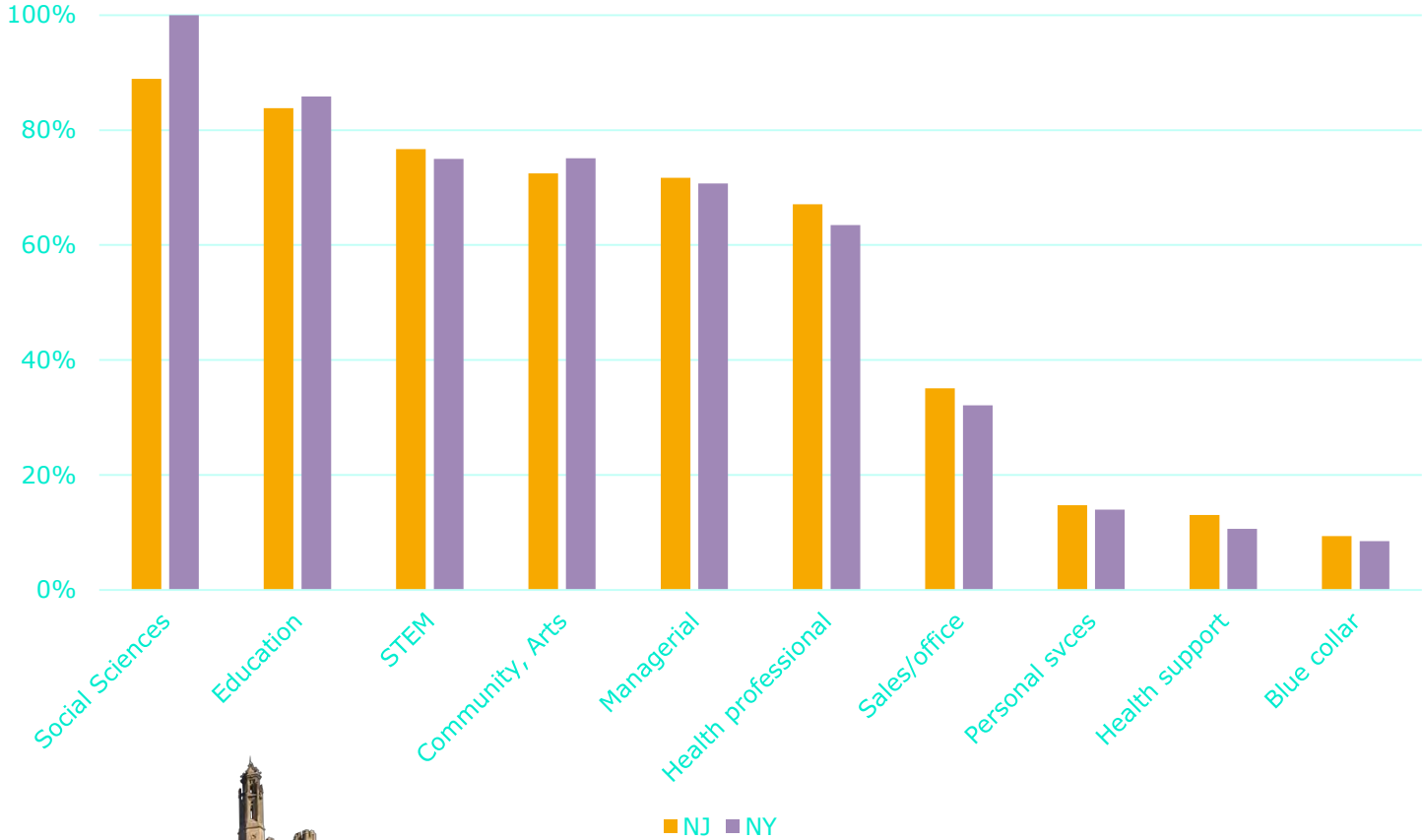


# 2010-2020 Projected Growth NJ and NY

	New Jersey		New York	
	Projected growth	Openings requiring bachelor +	Growth	Openings requiring bachelor +
Social Sciences	22%	89%	18%	100%
Education	16%	84%	16%	86%
STEM	11%	77%	12%	75%
Community, Arts	17%	72%	16%	75%
Managerial	20%	72%	18%	71%
Health professional	18%	67%	16%	63%
Sales/office	12%	35%	9%	32%
Personal services	14%	15%	16%	14%
Health support	26%	13%	29%	11%
Blue collar	6%	9%	4%	9%



# 2010-2020 Jobs Requiring Bachelor Degree or Better, NJ and NY

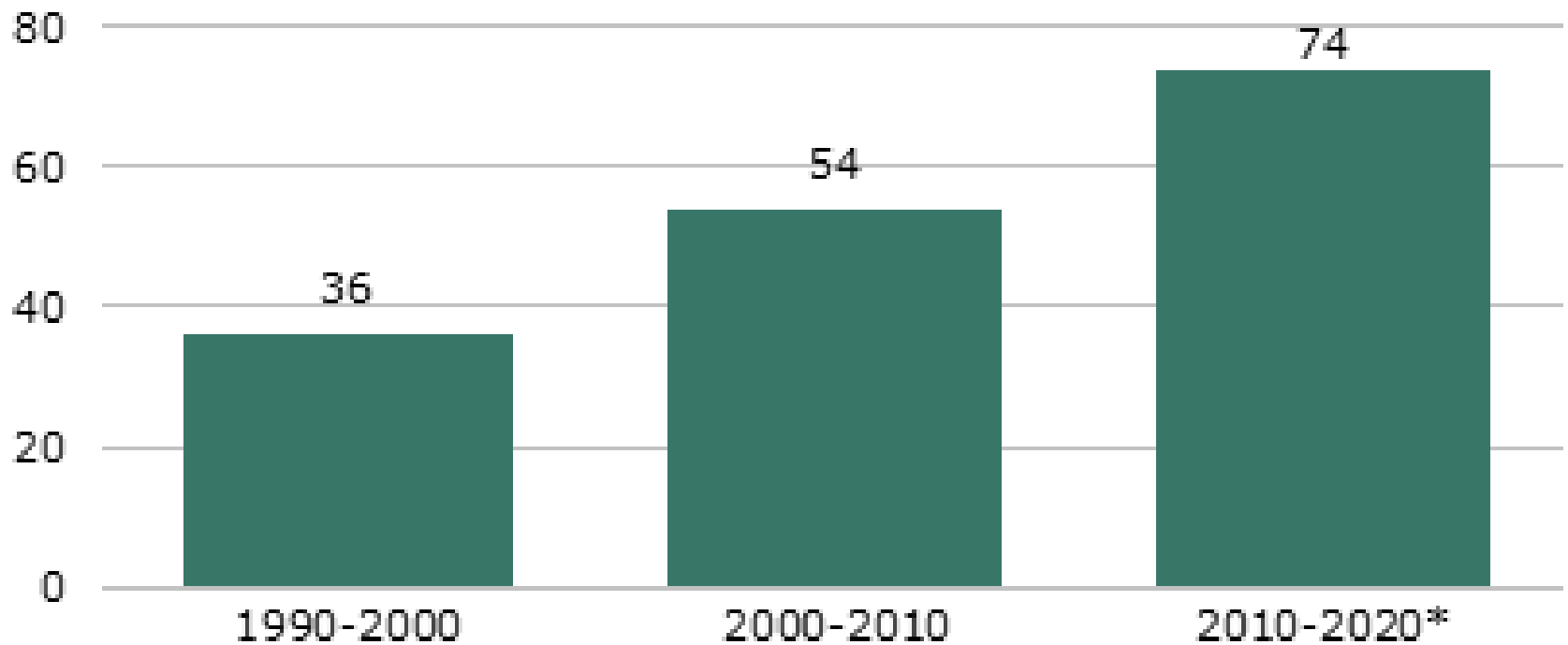


Source: Recovery, Job Growth and Education Re-Development



# HISPANICS ACCOUNT FOR GROWING SHARE OF LABOR FORCE GROWTH

*% Actual and Projected*



\* Projected



# Decline in State Funding

Figure 1

## States Have Cut Higher Education Funding Deeply in Recent Years

Percent change in state spending per student, inflation adjusted, FY08 - FY13



Source: CBPP calculations using data from Illinois State University's annual Grapevine Report. Illinois data is provided by the Fiscal Policy Center at Voices for Illinois Children. Because enrollment data is only available through the 2012 school year, the enrollment data for 2013 used in these calculations is estimated based on enrollment trends from past years.

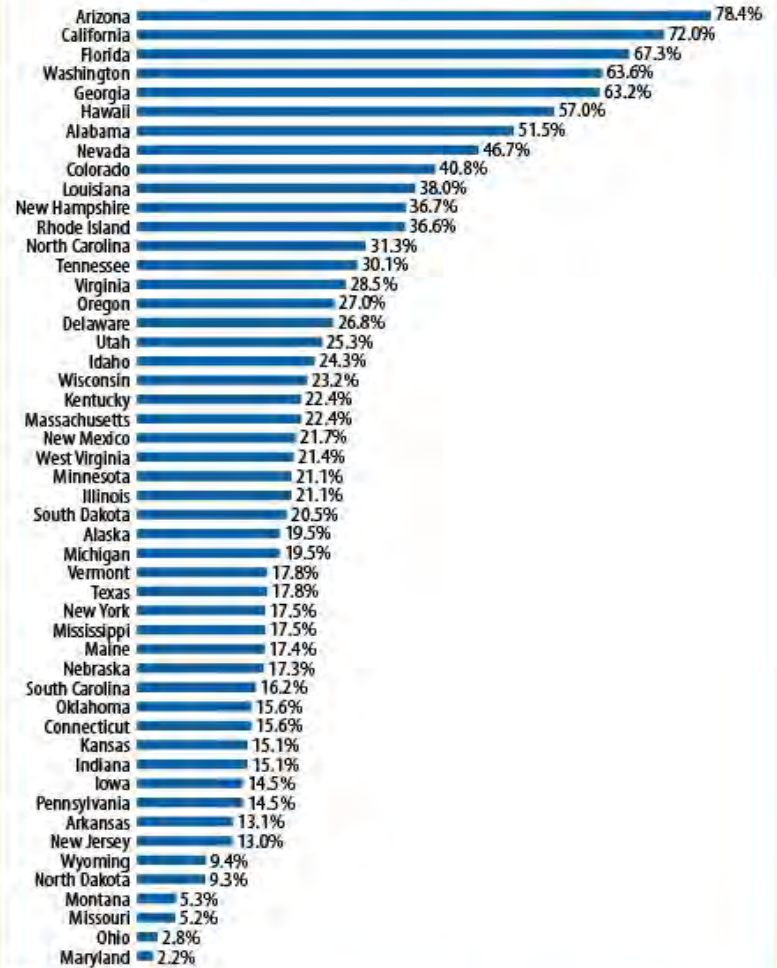
Center on Budget and Policy Priorities | cbpp.org

# Tuition Increase at Public Institutions

Figure 3

## Tuition Has Increased Sharply at Public Colleges and Universities

Percent change in average tuition at public, four-year colleges, inflation adjusted, FY08 - FY13



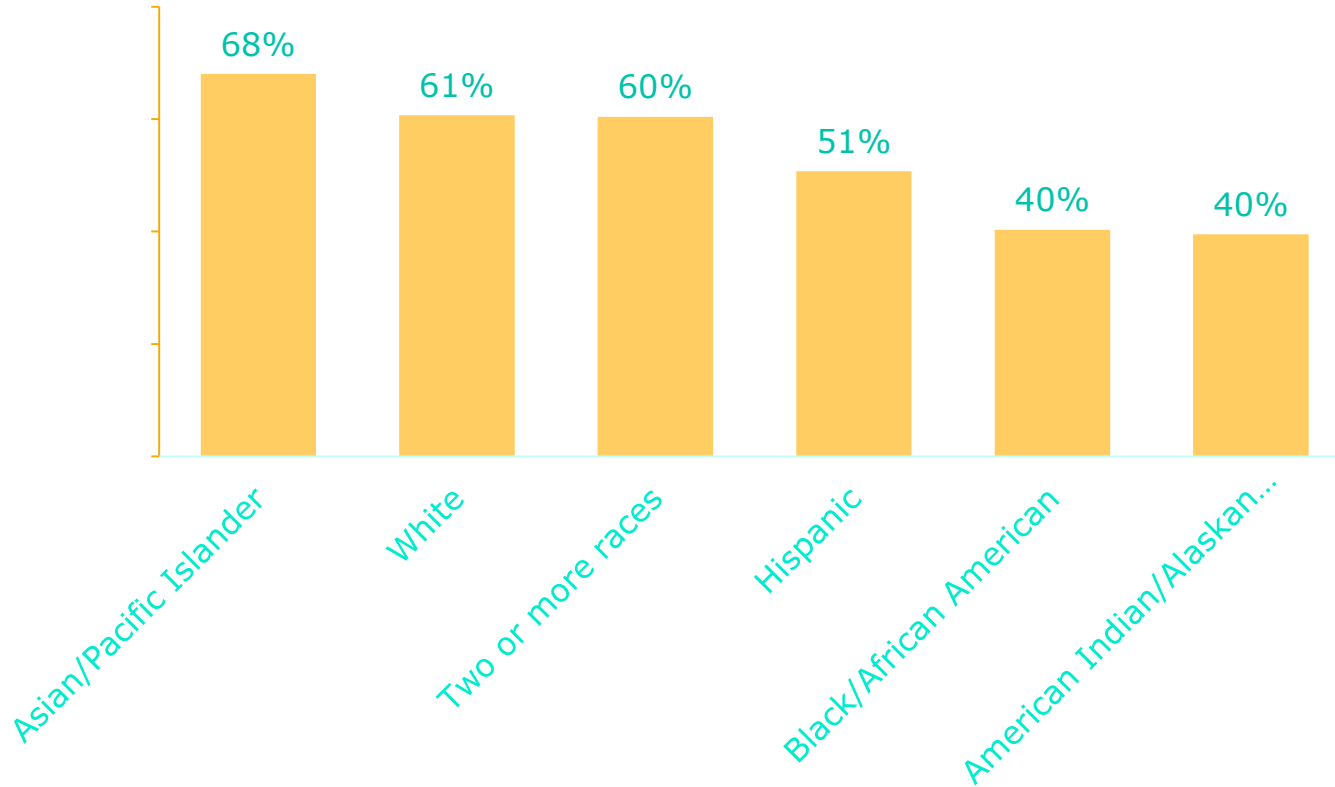
Source: College Board

Center on Budget and Policy Priorities | cbpp.org

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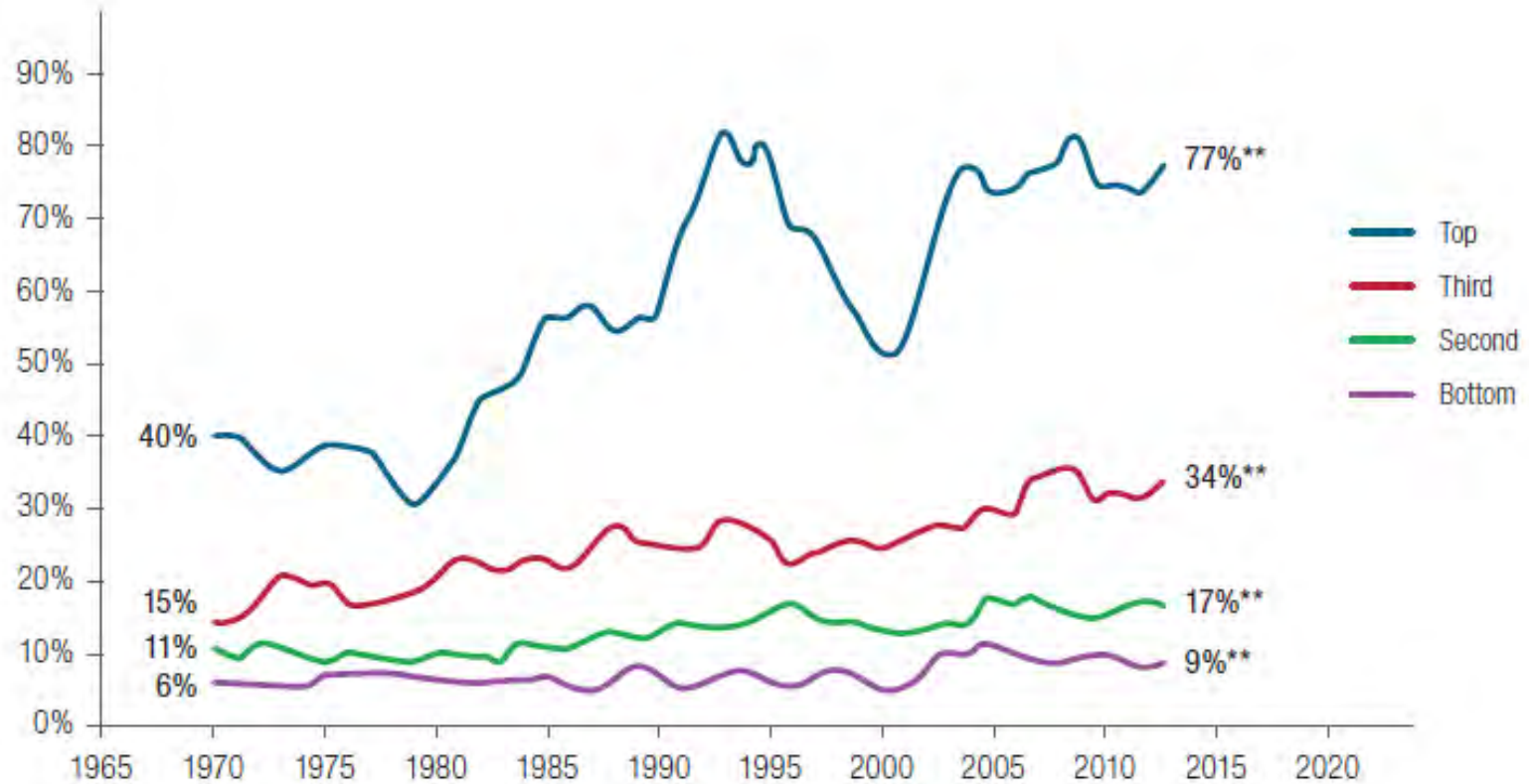


# 6-Year Graduation by Ethnicity, Public Institutions, 2007 Cohort



Source: Digest of Education Statistics

# Pell Institute: Bachelor Degree Attainment by Age 24 for *Dependent* Family Members



Source: Pell Institute, 2015, *Measuring the Attainment of Higher Education*

# THE ESSENTIAL COMPONENTS

## (1)

- A collaborative effort with the state to keep tuition low even as state support declines
  - Lobbying with legislators
    - State, Federal, Local
    - Legislation to encourage alternate revenue streams
- Fundraising strategies
  - Student scholarships
  - Emergency funding



# THE ESSENTIAL COMPONENTS (2)

- A Freshman Year Initiative that supports students in a host of ways
- A meaningful and connected General Education
- High touch education and career advising
  - Early warning
  - Close advisement from staff and faculty
  - Mentoring
  - Internships and abroad experiences



# THE ESSENTIAL COMPONENTS (3)

- Instruction that encourages active learning and meaningful student-faculty engagement
  - Extensive use of technology in and out of the classroom to engage students
  - Active learning/collaborative learning/group projects
  - Re-acting to the past, Scientific Teaching, SURJ
  - Faculty led abroad experiences
  - Capstone courses





# THE ESSENTIAL COMPONENTS (4)

- Student life that promotes a sense of pride, belonging, and purpose
  - Powerful Orientation Programs
  - Affinity Groups
  - Student clubs
  - Residence life
  - Athletics



# WHAT WE HAVE DONE

- General Studies Reform
- Reduction of graduation requirement from 128 credits to 120 credits
- Creation of Centralized Tutoring HUB
- Residence Life at West Village
- Science Building Renovation
- West Campus Development
- Harborside Expansion (School of Business)



# WHAT WE HAVE DONE

- Dunkin Donuts
- Renewal of NJCU @ Brookdale
- Student Success Collaborative (EAB) implementation
- Expanded internationalization efforts (i.e. ACE Lab, Academic International Partnerships, etc.)
- Administrative Restructuring for Increased Efficiencies (i.e. Centralized University Admissions, Public Private Partnerships, etc.)
- Athletics
  - Development of year-round camp offerings by Athletics
  - 7 Additional Teams: Women's Tennis, Men's and Women's Swimming, Men's and Women's Indoor Track, and Men's and Women's Outdoor Track



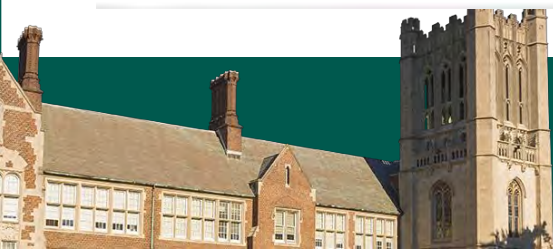
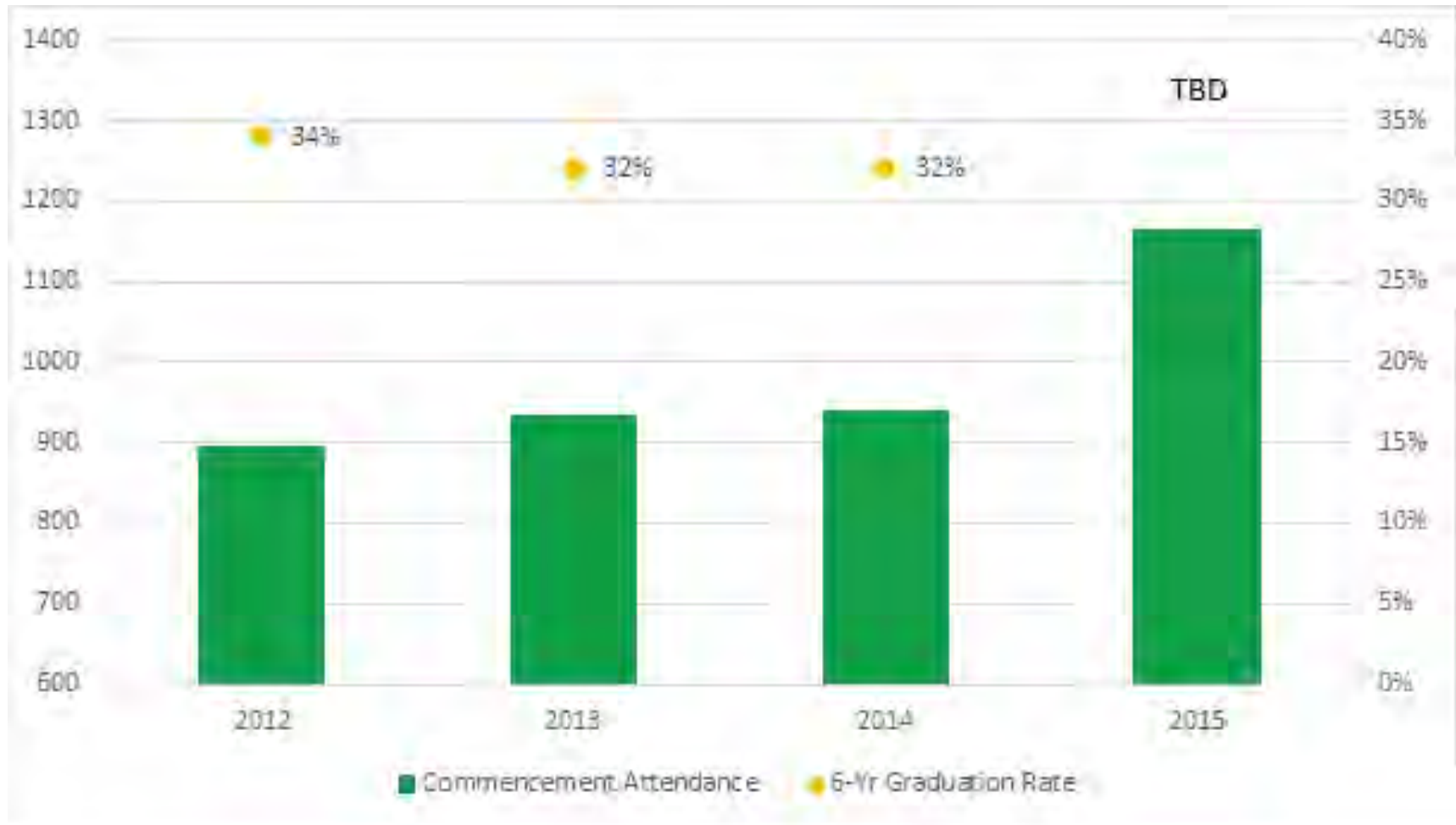
# WHAT WE HAVE DONE

## New Academic Programs

- Program Option – Master of Science (M.S.) in Nursing with a Specialization in Nursing Education
- Bachelor of Science (B.S.) Program in Exercise Science
- Academic Minor Program in Accounting
- Interdisciplinary Minor Program in Cinema Studies
- Proposal for a Multidisciplinary Minor in Entrepreneurship

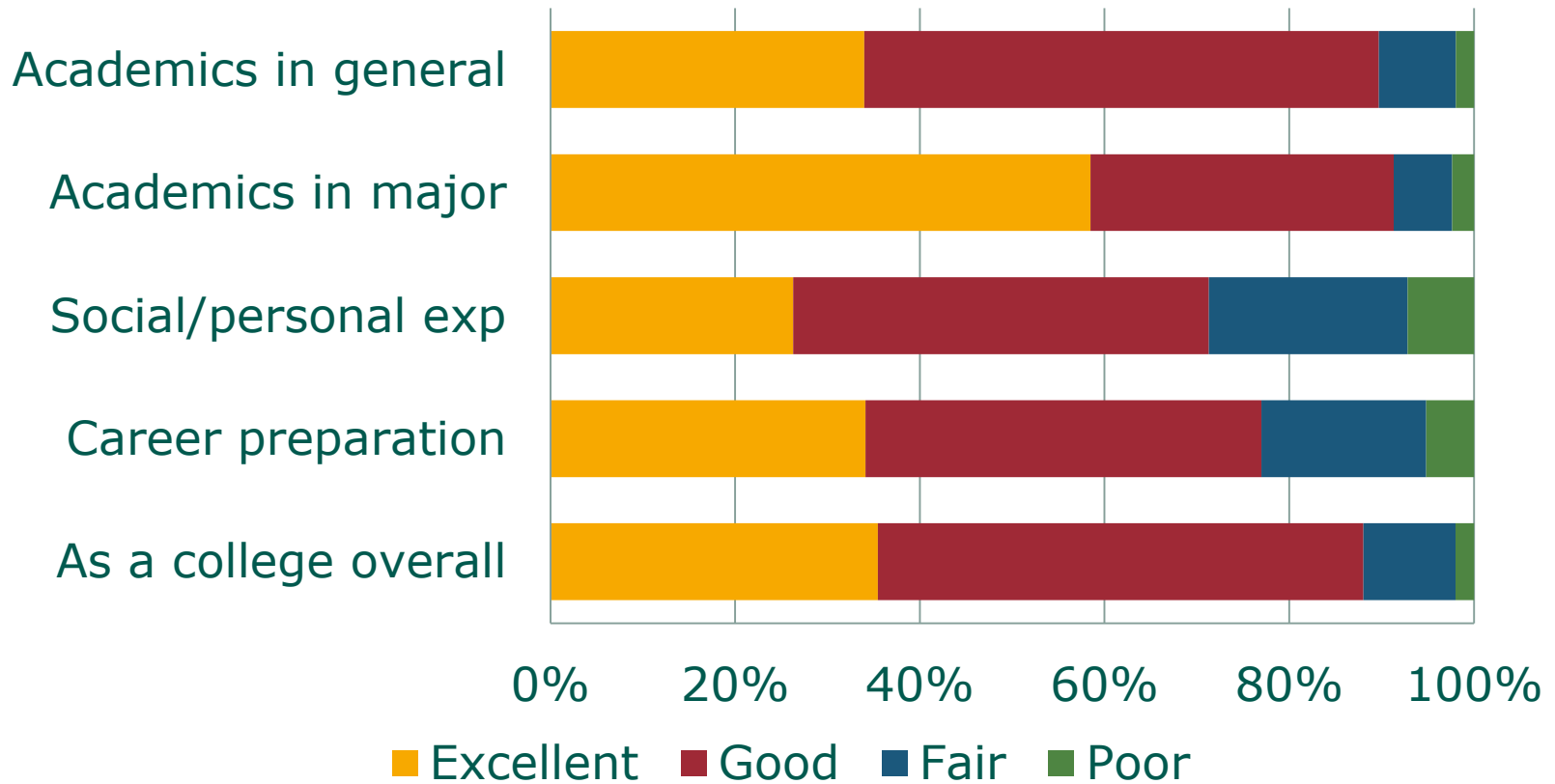


# COMMENCEMENT ATTENDANCE



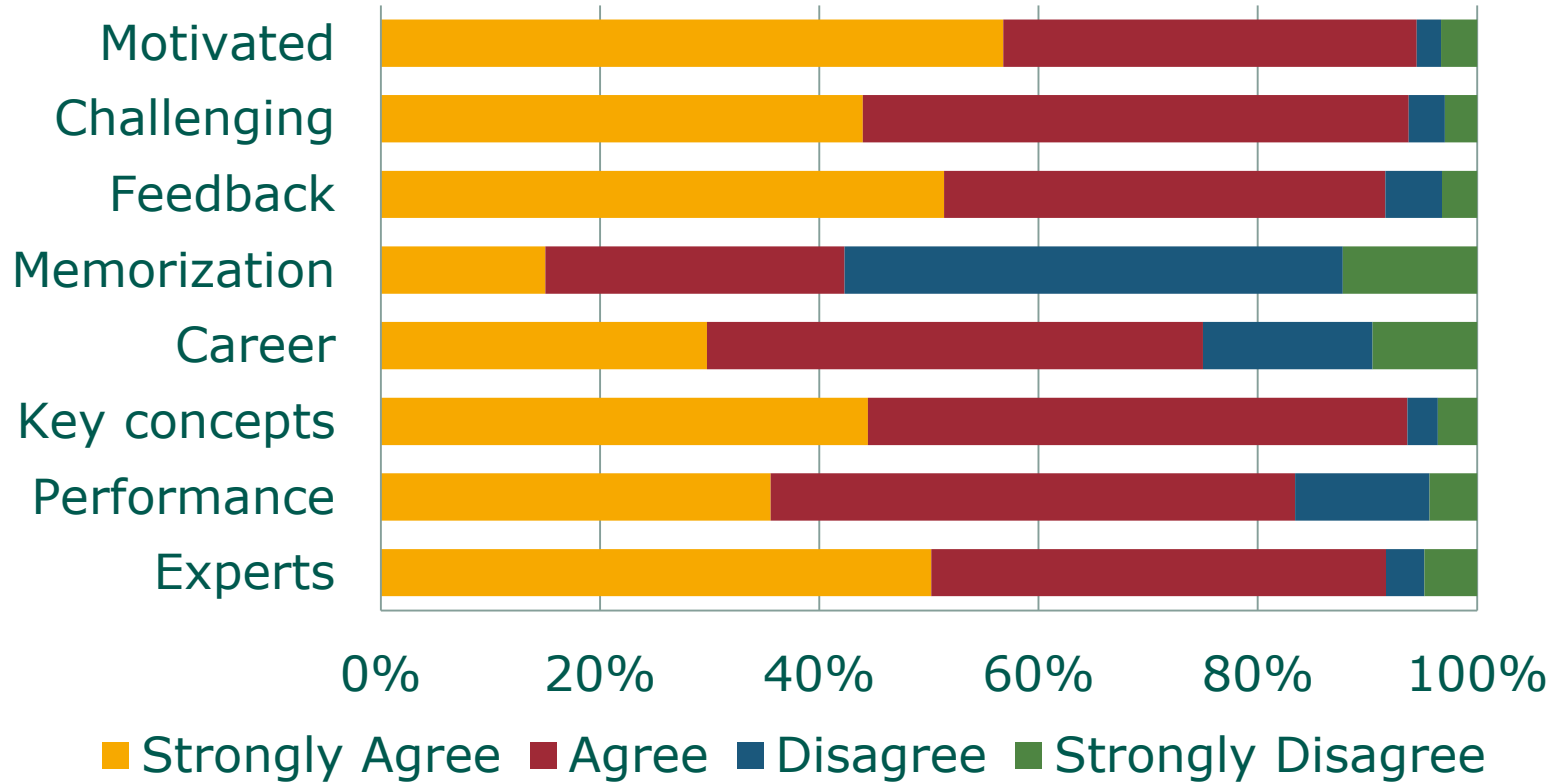
# WHAT OUR GRADUATES THINK

## Ratings of NJCU



# WHAT OUR GRADUATES THINK

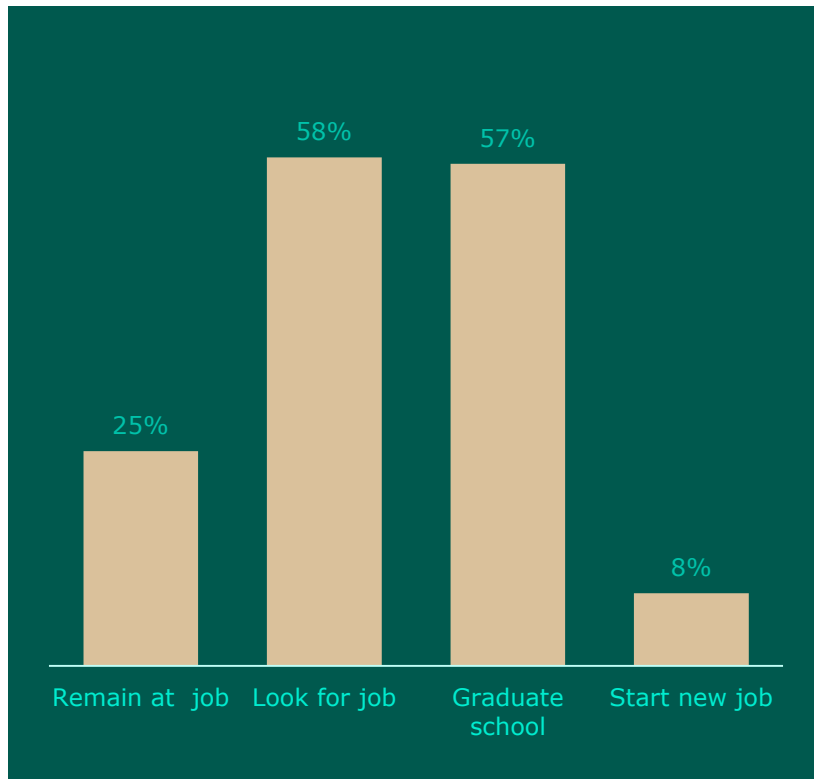
## Instruction and Coursework in the Major



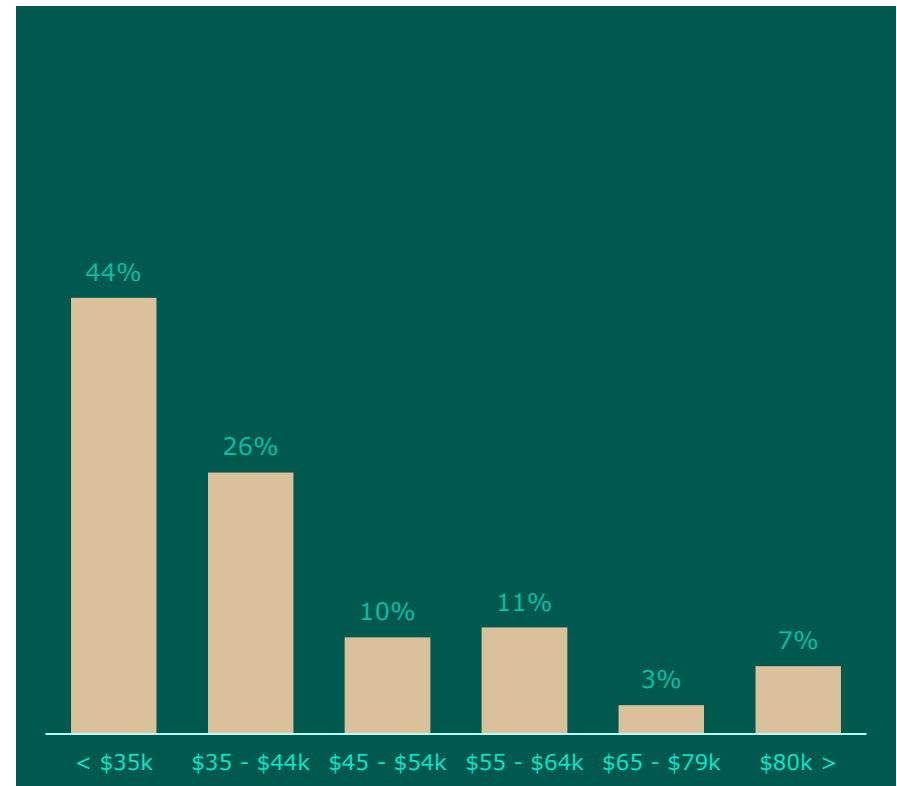
# WHAT OUR GRADUATES THINK

## Plans and Salary After Graduation

Plans After Graduation (All that Apply)



Salary for Current or Newly Accepted Job





# WHERE WE ARE GOING

1. Enrollment Management
2. Retention & Graduation
3. Internationalization
4. Facilities
5. Fundraising



# ENROLLMENT MANAGEMENT

Fall 2014 Top five competitors (% gains in NJCU market shares over the past 8 years)\*

Montclair State (182%) – Competitor position in 2006 #5

Kean University (125%) – Competitor position in 2006 #4

St. Peter's University (86%) – Competitor position in 2006 #3

Hudson Community College (-11%) – Competitor position in 2006 #1

Rutgers University – Newark (236%) – Competitor position in 2006 #8

\*National Clearinghouse Data 2006 & 2014



# Enrollment Management

## WINNING BACK THE MARKET

- Marketed to more prospective students (100,000+)
- Aggressive tele-counseling program (50,000+)
- Restructured scholarships to improve yield of high ability students
- Institutional video and mini-view book
- Implemented Hobsons Radius CRM
  - Launched 10 campaigns the last two weeks
  - Predictive analytic tracking



# Recruitment Insights

- 70% of prospective students use mobile devices to engage
- Top geographic areas with very strong interest in NJCU:
  - New Jersey: New Providence, Jersey City, Newark, North Bergen, Union City, Tom River, Edison, Elizabeth, Flemington, Freehold
  - New York: Brooklyn, Bronx, Staten Island
  - Philadelphia, PA
  - Hartford, CT
- Realign high school visits to “Hot” locations
- Residence halls are crucial for out-of-state growth



# Enrollment Management GOING ON THE ATTACK

1. Financial aid leveraging for recruitment & retention
2. Increase targeted digital marketing efforts
3. Generate more applications with Common App
4. Build internationalization capacity
5. Create recruitment campaigns for adult students
6. Academic sales training for counselors
7. Alumni & faculty recruitment efforts
8. Examine new academic programs with growth potential



# Enrollment Management

## RECRUITMENT RESULTS

Fall 2015 Preview

- New undergraduate deposits are up +12%
- New graduate admits are up +55%
- Honor program is at full capacity
- New internal program for TLC population



# RETENTION & GRADUATION

## •June 18<sup>th</sup> Student Success Summit—6 Pivotal Questions

- 1.What would a prospective student want?
- 2.What does success look like?
- 3.What is the role of faculty, staff and administration in student success?
- 4.What do the data tell us?
- 5.How do we market the strengths of the NJCU experience?
- 6.What is a student-centric recruitment process? What is our role in that?



# INTERNATIONALIZATION

- May 18<sup>th</sup> Internationalization Retreat
  - Comprehensive Task List
- Confucius Institute
- ACE Internationalization Lab







# **ACE Internationalization Lab**

- NJCU accepted to join Lab w/12 other institutions
- Work underway by a faculty-driven team of 17
- First Town Hall is today: 2-3 pm, GSUB 129
- ACE Lab Steering Committee
- Four focused, but overlapping committees
- Final report of recommendations to Provost and President on 6/1/16

# 1) Study Abroad Committee

- Studying short-term faculty-led courses & study abroad for longer semester/summer stays
- Committee members
- Completed review of proposed faculty-led programs
- Working with Student Affairs and SGO for study abroad scholarships
- Idea: % of incoming international student revenue be set aside for study abroad scholarships, which would scale up as international recruitment grows



## 2) International Students Committee

- Studying recruitment, enrollment, and retention of international students
- Committee members
- Completing review of existing policies and procedures for international student enrollment
- Working with Office of the Provost and VP Enrollment Management and Student Affairs on recruitment and enrollment strategies



# 3) Committee on Curriculum, Faculty Research, and Exchanges

- Studying internationalization of on-campus courses
- Committee members
- Ready to begin a survey of faculty and students regarding existing measures of internationalization, but also aspirations
- Working with the Office of the Provost on a faculty oversight committee for the *Confucius Institute* at NJCU



## 4) Infrastructure Committee

- Studying issues such as internal communication for internationalization, and “concierge services” for visiting international students/scholars
- Committee members
- Working to ensure that library, residence life, and other NJCU services support international students



# Remaining Lab Work

- Today: Town Hall 2-3 pm, GSUB 129
- July: Update ACE coach Sue Sutton, Senior Advisor for International Initiatives at Bryn Mawr.
- July: campus-wide Internationalization survey
- Fall 2015: Ongoing Committee work, Town Halls, additional data gathering from survey
- Winter 2015: completion of self-assessment report
- Spring 2016: Peer Review site visit by ACE experts
- Spring 2016: NCJU's ACE team considers the Peer Review and submits final recommendations to Pres. Henderson and Provost Julius



# Building Community Through Our Learning Spaces

- Gymnasium
- Science Building
- West Campus Road
- Business School
- New Residence Hall
- Upgrades to Current Residence Halls
- P3 Projects





# Main Campus Enhancements



**John J. Moore  
Athletic &  
Fitness Center**

New HVAC system  
for gymnasium



**Margaret Williams Theater**  
Upgrade rigging, electrical and lighting



## Main Campus Enhancements



### Science building

- 45,000 sq ft of new addition - 26 labs, 35 faculty offices, 4 classrooms, 9 collaboration spaces and a greenhouse
- 67,000 sq ft of renovation of existing spaces
- Construction start – April 2015, Completion May 2017



# SCIENCE BUILDING

## Main Entrance Lobby



- Phased construction over the next two years on a 45,000 square foot addition and renovation of 67,000 square feet of existing space in the building. Estimated completion Fall, 2017



# Act on Competitive Advantages

## NJCU School of Business at Harborside



# NJCU School of Business

- Location in the Jersey City opposite the World Trade Center, one block from Exchange Place PATH Station
- Situated in Mack Cali's premier Harborside complex at Harborside 2
- Gross leasable area: 68,348 square feet
- Significant opportunity to re-brand and re-position the NJCU School of Business
- Provides a world-class, cutting edge facility and image that will be highly competitive with Metro New York's best business schools



# NJCU

## SCHOOL OF BUSINESS



\$5.94 0.405▲0.89% NIGHTLY BUSINESS NEWS UPDATE 38% AAPL 115.49 0.4

NJTV



# Realize the Dream of West Campus





## Realize the Dream of West Campus



## Realize the Dream of West Campus



### New Residence Hall

- 425 beds
- Opportunity to increase on-campus living
- Competitive recruitment advantage



# Block 2 and 3 Combined Development



# Block 6 Development

- Shop Rite
- LA Fitness
- Rooftop Restaurant
- Tennis Courts
- Recreation Field
- Parking Garage



# Block 4 Development

## Center for Music, Dance and Theater a.k.a. Academic Building



### Academic building

- 104,000 Sq ft facility
- Includes 2 performance spaces, a 250 seat recital hall, 100 seat lecture hall, classrooms, a café, ancillary educational and administrative spaces.
- Heart of West Campus

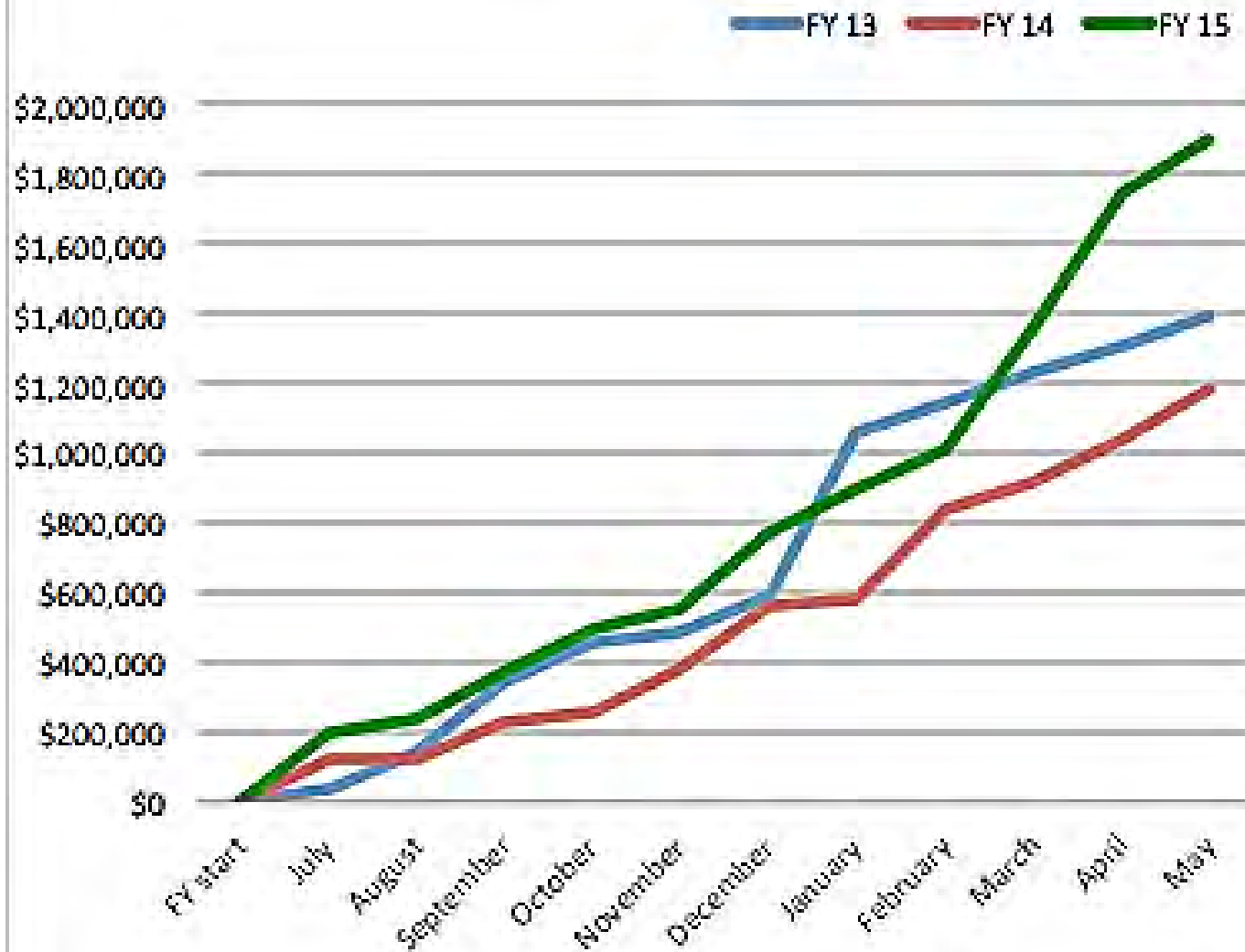
# Major Bond Funded Capital Projects FY 2015

Major Capital Projects as of March 2015	
Item Description	Estimated Date of Completion
Student Housing (P3 Funded)	August 2016
Science Building	Phase 1 - July 2016 Phase 2 - July 2017
School of Business	September 2015
West Campus Roadway	June 2015
Margaret Williams Theatre	March 2016
JMAC Air Conditioning Upgrade	August 2015
<b>Total</b>	

# FUNDING NEW INITIATIVES

- Fundraising/Development
- Grants

# DEVELOPMENT SUCCESS





# ALUMNI ENGAGEMENT

- Measured as the Percentage of Alumni who give back
- National average at state colleges/universities is 9%
- NJCU's alumni participation is < 5%
- We have work to do
- How do we do this?
  - Improved communications
  - Impactful marketing
  - Donor driven focus

*“JCSC took a chance on me (when others would not), and its faculty believed in me and nurtured me (when others would not). For those who taught me at JCSC, failure was simply not an option.*

*I will be forever grateful for the education I received at JCSC, and for how the institution could make such a huge difference, early on, in a young, struggling person 's life.”*

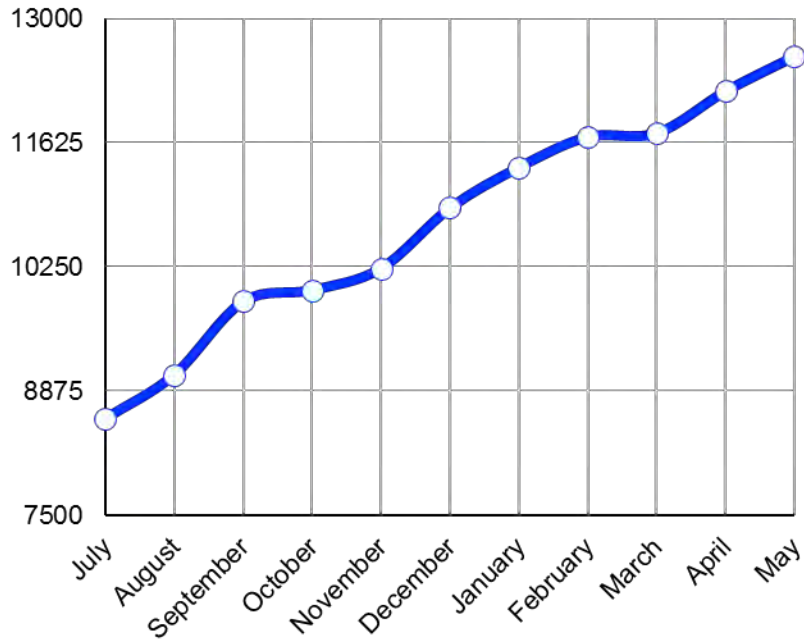
**James J. Mule ' 74**

Senior Member, Cutaneous Oncology Program,  
H. Lee Moffitt Comprehensive Cancer Center,  
Tampa, FL



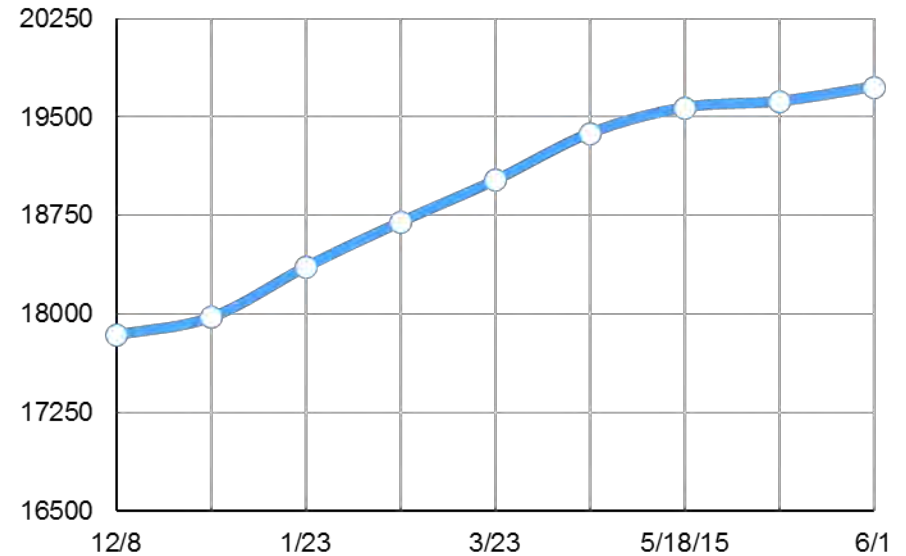
# ENGAGEMENT VIA SOCIAL MEDIA

facebook



47% growth in FY15

LinkedIn



11% growth since Dec



# FUNDING

## Grants Awarded 2014-15

<b>Joyce Wright</b> <b>Associate Professor, Nursing</b>	<b>United States Department of Health and Human Services/Health Resources and Services Administration</b>	<b>\$879,781</b>
<b>Fran Levin</b> <b>Co-Chair/Associate Professor, Literacy Education</b>	<b>New Jersey Department of Education/Common Core Academy</b>	<b>\$320,680</b>
<b>Barbara Blozen</b> <b>Professor, Nursing</b>	<b>Robert Wood Johnson Foundation New Careers in Nursing</b>	<b>\$55,000</b>



# NJCU

**Questions?**