**From:** Office of the President [mailto:president@njcu.edu]
**Sent:** Thursday, April 1, 2021 2:00 PM
**Subject:** Project Launch: Academic Portfolio/Efficiency and Administrative Services Reviews

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| Academic Portfolio/Efficiency and Administrative Services Reviews Project LaunchDear Campus Community,I want to share the launch of two critical and exciting new projects — a review of our academic portfolio and efficiencies and a review of our administrative services. With these projects, we will analyze our programs and services to better understand the return on investment they provide in supporting our mission and the success of our students. Ultimately, our findings will help NJCU respond proactively to long standing external challenges to higher education — challenges which existed prior to the current pandemic we are managing through.The academic portfolio and efficiency analysis project includes some specific goals: 1. Understand, at a more granular level, what NJCU is spending, and the return on investment from that spending
2. Uncover opportunities for increased efficiency and productivity to allow for reinvestment of resources
3. Develop a new framework, vocabulary and analysis to support decisions on new investments and reallocation within the academic portfolio

We want to be clear that this project is focused first on informing where we can best make our future investment decisions.The administrative services review will consist of a deep dive into administrative services, allowing NJCU to maintain current levels of service at lower cost, enhance services as appropriate, and address existing service “pain points” at the institution. The project will focus on services within institutional administrative functions as well as within academic administration.Together, the academic portfolio/efficiency analysis and administrative services review will help to inform our developing strategic priorities. In particular, they will support our pillar of Resilient and Sustainable Stewardship.I am pleased that Tamara Jhashi, Provost and Senior Vice President, and Jason Kroll, Vice President and Chief Strategy Officer, have agreed to co-lead these projects. They will be supported by a steering team that includes the following members:* Andy Acebo - Interim Chief of Staff and Secretary to the Board of Trustees
* Dr. Tracey Amerman - Professor, Department of Educational Technology
* Aaron Aska - Vice President and Chief Operating Officer
* Damaris Castillo - Finance and Operations Manager, William J. Maxwell College of Arts & Sciences
* Sue Gerber - Associate Vice President, Institutional Effectiveness
* Ben Rhodin - Interim Vice President, Enrollment Management and Student Success
* Jim White - Vice President, Chief Financial Officer and Treasurer

Our partner on this project will be [rpk GROUP](https://t.e2ma.net/click/k8rqlf/c6oo9t/seuqe6b), a leading national consulting firm supporting colleges, universities and other non-profits with their growth and reallocation strategies. rpk GROUP was engaged after a competitive search, and will provide project management support, data collection and analysis. Given their work with a wide variety of institutions nationally, including institutions with profiles similar to NJCU’s, they are well positioned to support us in this deeper analysis of our academic portfolio and administrative services. This project will unfold over a seven-month timeline. The steering team will kick off the project in April, and we anticipate the final recommendations to be delivered in Fall 2021. More information on these projects will be shared at a virtual town hall meeting on April 14 at 2 p.m. Additionally, you can access more information about rpk GROUP and these two projects [on our website](https://t.e2ma.net/click/k8rqlf/c6oo9t/86uqe6b).Our goal for these projects is ambitious — a realignment of our academic and administrative resources to support a sustainable business model that serves the needs of students, faculty and staff. Achieving that goal will require hard choices, but I believe we are capable of this transformation.Thank you for your support as we take these important next steps to secure the success of our students and our institution.Sincerely,Sue Henderson, Ph.D.President |

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