

NEW JERSEY CITY UNIVERSITY

# Transforming Lives

## Strategic Plan





## STRATEGIC PLAN GOALS

### GOAL 1 ENHANCE ACADEMIC EXCELLENCE



The work of higher education is the advancement of knowledge that will improve the world. Creating innovative academic programs, supporting faculty scholarship, and recognizing students as tomorrow's leaders will infuse the learning experience with excitement for both students and faculty.

- Objective 1:** Advance faculty excellence in teaching, scholarship, and service.
- Objective 2:** Develop and offer academic programs of the highest quality.
- Objective 3:** Develop and implement a signature NJCU undergraduate experience that develops lifelong learners.
- Objective 4:** Design and enact transformative graduate experiences that develop future leaders and scholars.

### GOAL 2 ACHIEVE STUDENT SUCCESS: ACADEMIC, PERSONAL, AND SOCIAL



NJCU is steadfast in its commitment to every facet of student success. In addition to rigorous academic achievement, all students are encouraged to develop a familiarity with other cultures and an awareness of their responsibilities as global citizens through community service and study abroad opportunities. Beyond producing successful alumni, the focus on student success may well improve retention and graduation rates.

- Objective 1:** Graduate academically accomplished individuals with expertise in their discipline and in the university-wide outcomes of critical thinking, written and oral communication, quantitative literacy, information and technology literacy, and responsible citizenship in a culturally complex world.
- Objective 2:** Advance students' social and personal development.
- Objective 3:** Increase retention and degree completion for all students.
- Objective 4:** Enroll a diverse student body that will succeed at NJCU and beyond.

## STRATEGIC PLAN GOALS

### GOAL 3 ENHANCE RESOURCES AND THE UNIVERSITY'S CAPACITY TO ACHIEVE VISION



Recognizing that NJCU's ability to fulfill its mission of access and excellence in higher education is dependent on its financial resources, it is necessary to explore new sources of support for the University. By increasing the variety and amount of funding, NJCU will be able to provide world-class facilities that support the academic pursuits of students and faculty.

- Objective 1:** Advance core NJCU values of individual and institutional caring, growth, and excellence.
- Objective 2:** Enhance and diversify revenue streams.
- Objective 3:** Create a state-of-the-art campus to enhance the environment for teaching, learning, living, and working.

### GOAL 4 STRENGTHEN NJCU IDENTITY, BRAND, REPUTATION, AND CONNECTIONS WITH THE COMMUNITY



A comprehensive marketing and communications plan that promotes NJCU's accomplishments and goals and fosters the support of partners in business and government will enhance and improve all target areas in the strategic plan. A stronger commitment to the surrounding community, through collaborative service and enrichment, will encourage students to become engaged citizens and enable them and the University to be regarded as stakeholders in the community.

- Objective 1:** Re-imagine and implement a new public image of NJCU as a diverse urban university of distinction.
- Objective 2:** Develop strong campus-community relationships.

## STRATEGIC PLAN GOALS, OBJECTIVES AND MEASURES

### GOAL 1: ENHANCE ACADEMIC EXCELLENCE

#### 1.1 Advance faculty excellence in teaching, scholarship, and service.

**Strategy A.** Recruit, mentor, and retain outstanding faculty who are diverse in background, culture, and nationality and who are committed to contributing to the discipline, connecting their research to the development and success of students

**Strategy B.** Enhance support for grant writing and scholarship in service of contributing to the discipline and to student success

**Strategy C.** Develop and implement signature teaching methodologies, tying them to learning goals in general education and in the disciplines

**Strategy D.** Revise promotion and tenure expectations and standards

#### 1.2 Develop and offer academic programs of the highest quality.

**Strategy A.** Develop and revise programs, aligning university structures in areas of opportunity like Business, Diplomatic Studies, Media Studies, Pre-Law and related fields, Pre-Med and related health fields, Security Studies, STEM programming

**Strategy B.** Attain and maintain accreditations and national recognition for relevant programs

**Strategy C.** Re-envision developmental and tutoring programs to improve retention and learning

**Strategy D.** Engage with industry, government, alumni, friends of the University, and K-12 educators to enhance relevant academic programs and address employer expectations and needs

**Strategy E.** Utilize five-year program reviews to improve coherence and progression of subject matter for all academic programs, and to drive hiring and departmental decisions

**1.3 Develop and implement a signature NJCU undergraduate experience that develops lifelong learners.**

**Strategy A.** Create a General Education Program with learning goals designed for today's graduates and that provides opportunities for interdisciplinary work, multiple majors, and new minors

**Strategy B.** Increase participation in experiential learning tied directly to general education and disciplinary learning outcomes through advancing student research, internships, and service learning activities

**Strategy C.** Ensure that all co-curricular experiences encourage demonstrated learning of relevant academic competencies and dispositions

**Strategy D.** Infuse emphasis on global citizenship into the curriculum through expanded opportunities such as education abroad, National Student Exchange, Campus without Borders, and faculty exchanges

**1.4 Design and enact transformative graduate experiences that develop future leaders and scholars.**

**Strategy A.** Hire and develop faculty who are nationally and internationally recognized for substantive expertise and high levels of research in their fields

**Strategy B.** Improve learning opportunities through innovative instructional models such as flexible scheduling and multiple modalities

**Strategy C.** Recruit and enroll highly qualified doctoral students who will thrive in and enhance their programs

**Strategy D.** Ensure that graduate programs maintain cutting edge curricula that integrate theoretical, applied, and experiential learning opportunities

**Strategy E.** Increase financial support for graduate students through a variety of methods, including sponsored research

*Key Success Measures*

- Number of juried publications, presentations, exhibitions, and performances
- Aggregated course evaluation results
- Number of instances in which faculty use academic expertise to benefit the Institution or community
- National rankings of new and existing programs
- Employer ratings of graduates' preparedness
- Student/alumni ratings of NJCU contribution to developing lifelong learning competencies
- Graduate alumni career paths and perceptions of NJCU

**GOAL 2: ACHIEVE STUDENT SUCCESS: ACADEMIC, PERSONAL, AND SOCIAL****2.1 Graduate academically accomplished individuals with expertise in their discipline and in the university-wide outcomes of critical thinking, written and oral communication, quantitative literacy, information and technology literacy, and responsible citizenship in a culturally complex world.**

**Strategy A.** Emphasize university-wide outcomes throughout general education and disciplinary programs

**Strategy B.** Develop global competencies including historical, sociological, cultural, economic, and political understandings

**Strategy C.** Develop disciplinary expertise through high-impact instructional practices and high expectations

**Strategy D.** Employ ongoing course and program assessment and curriculum mapping to continuously revise curricula and strengthen student learning outcomes

**2.2 Advance students' social and personal development.**

**Strategy A.** Incorporate opportunities to develop leadership, teamwork, intrapersonal, and creative abilities in curricula and in co-curricular offerings

**Strategy B.** Use expanded opportunities within and outside the classroom for dialogue on social, political, and cultural issues

**2.3 Increase retention and degree completion for all students.**

**Strategy A.** Engage students in a robust general education program that serves as a foundation for the discipline

**Strategy B.** Re-envision developmental and tutoring programs to improve retention and learning

**Strategy C.** Develop a vigorous and integrated program of career exploration, advisement, and mentoring so that students declare majors, and identify minors and concentrations early in their academic careers, thus broadening expertise and career opportunities

**Strategy D.** Meet the needs of all students through support services to ensure attainment of career and professional success



**2.4 Enroll a diverse student body that will succeed at NJCU and beyond.**

**Strategy A.** Recruit students who are diverse in background, culture, physical ability, age, geographic region, and country

**Strategy B.** Develop and use relationships with area middle and high schools that will introduce NJCU to potential students

**Strategy C.** Increase recruitment of prospective Honor Program students

**Strategy D.** Increase availability of scholarships for students

*Key Success Measures*

- Percentage of students meeting and exceeding standards on disciplinary student learning outcomes
- Student performance on certification examinations
- General education assessment for university-wide outcomes
- Six-month meaningful career placement rate, and three-year follow-up
- Number of graduates pursuing advanced study
- Student ratings of social and personal competencies developed through NJCU experience
- Retention rates (freshmen to sophomore, sophomore to junior, junior to senior)
- Graduation rates for freshmen (4-year, 6-year) and transfer (2-year, 3-year) students
- Profile of new students (geographic, demographic, admissions test scores)

**GOAL 3: ENHANCE RESOURCES AND THE UNIVERSITY'S CAPACITY TO ACHIEVE VISION****3.1 Advance core NJCU values of individual and institutional caring, growth, and excellence.**

**Strategy A.** Create and implement a robust staff professional development program to enhance administrative and academic quality

**Strategy B.** Enhance a campus climate characterized by open, inclusive, and productive expressions of ideas

**Strategy C.** Support individual development in reflection, self-assessment, and perspective-taking to further the academic enterprise

**Strategy D.** Increase campus engagement in continuous quality improvement initiatives

**3.2 Enhance and diversify revenue streams.**

**Strategy A.** Develop partnerships locally, regionally, nationally, and internationally to expand continuing education offerings

**Strategy B.** Create programs using innovative instructional modalities to increase enrollment

**Strategy C.** Develop and enhance consortia and partnerships to share revenue and costs

**Strategy D.** Increase space utilization through rentals, programs, and efficient use of all spaces on campus

**Strategy E.** Increase grant revenues as well as indirect cost recoveries through support of faculty and staff

**Strategy F.** Increase engagement of alumni and friends of the institution resulting in significant revenue streams and programming

**3.3 Create a state-of-the-art campus to enhance the environment for teaching, learning, living, and working.**

**Strategy A.** Redesign and renovate classrooms, laboratories, and study areas to support 21<sup>st</sup> Century teaching and learning paradigms

**Strategy B.** Renovate existing and build new space on and off campus to support emerging areas like business, nursing, performing arts, sciences, and the library

**Strategy C.** Design and create administrative and student service spaces that enhance the student experience

**Strategy D.** Expand technology use to facilitate academic and administrative excellence

**Strategy E.** Expand capacity and quality of residential life

*Key Success Measures*

- Revenue, by stream
- Donations, by type
- Research revenues
- Realized cost savings, revenues
- Net asset reserve
- Campus Facility Condition Index
- Ratings of inclusion and campus climate
- Satisfaction with campus facilities and with technology

## **GOAL 4: STRENGTHEN NJCU IDENTITY, BRAND, REPUTATION, AND CONNECTIONS WITH THE COMMUNITY**

### **4.1 Re-imagine and implement a new public image of NJCU as a diverse urban university of distinction.**

**Strategy A.** Improve the image and reputation of NJCU through nimble, robust, integrated messaging

**Strategy B.** Improve editorial coverage in targeted outlets

**Strategy C.** Raise NJCU profile through citations by faculty and staff in diverse media

**Strategy D.** Strengthen and promote a consistent NJCU story internally and externally

### **4.2 Develop strong campus-community relationships.**

**Strategy A.** Enhance NJCU's value by applying faculty expertise to societal needs locally, regionally, nationally, and internationally

**Strategy B.** Create strategic relationships with organizations in order to serve as a driver for the continued growth and success of northern New Jersey and the improvement of NJCU

**Strategy C.** Encourage and recognize volunteer involvement in the community by faculty and staff

#### *Key Success Measures*

- Perceptions of NJCU by: enrolled and prospective students, alumni, employers, faculty, staff, community
- Number of active community partnerships, number of persons served, outcomes

## UNIVERSITY STRATEGIC PLANNING AND STEERING COMMITTEE

### CO-CHAIRS

| Name                | Title                               | Dept.            |
|---------------------|-------------------------------------|------------------|
| Dr. Joanne Z. Bruno | Vice President for Academic Affairs | Academic Affairs |
| Dr. Maria Lynn      | Professor                           | Psychology       |

### MEMBERS

| Name                      | Title  | Dept.   |
|---------------------------|--|---|
| Dr. Aaron Aska            | Vice President for Administration and Finance                      | Administration and Finance                              |
| Dr. Bill Bajor            | Interim Director of Graduate and Continuing Education              | Graduate and Continuing Education                       |
| Dr. Sandra Bloomberg      | Dean   | College of Professional Studies                         |
| Mary Bolowski             | Controller   | Controller's Office                                     |
| Dr. William Calathes      | Professor/AFT Local 1839, President                                | Criminal Justice  |
| Dr. Yi-Yu Chen            | Assistant Professor  | Business Administration                                 |
| Dr. David Chiabi          | Associate Professor  | Criminal Justice  |
| Dr. Allan De Fina         | Dean   | Dr. Deborah Cannon Partridge Wolfe College of Education |
| Christian Diaz            | Student Government Organization President, 2012-13                 | Student Representative                                  |
| Marilyn Ettinger          | Department Chair/Professor   | Business Administration                                 |
| Michael Faivish           | Student Government Organization President, 2011-12                 | Student Representative                                  |
| Dr. Barbara Feldman       | Dean   | William J. Maxwell College of Arts and Sciences         |
| William Y. Fellenberg     | Interim Vice President for University Advancement                  | University Advancement                                  |
| Nancy Gomez               | Secretary/ CWA Local 1031, President                               | Career Planning and Placement                           |
| Dr. Lyn Hamlin            | Dean of Students   | Student Services  |
| Dr. Karen Ivy             | Associate Professor  | Mathematics   |
| Dr. Saigeetha Jambunathan | Professor  | Early Childhood Education                               |
| Dr. Jason Martinek        | Assistant Professor  | History   |
| Dr. John Melendez         | Vice President for Student Affairs                                 | Student Affairs   |
| Dr. Erik Morales          | Associate Professor  | Elem/Secondary Education                                |
| Dr. Carmen Panlilio       | Associate Vice President of Enrollment Management                  | Student Affairs   |
| Dr. Joseph Riotto         | Associate Professor/Senate President                               | Business Administration                                 |
| Dr. Ivan Steinberg        | Professor/AFT Local 1839, Past President                           | Economics   |
| Sherry Thomas             | Senior Building Maintenance Worker/Local 195 IFPTE, President      | Housekeeping  |
| Willis Outlaw, Jr.        | Senior Sergeant ( <i>retired</i> )/Local 195 IFPTE, Past President | Public Safety   |

### RECORDER

| Name                                 | Title                  | Dept.             |
|--------------------------------------|------------------------|-------------------|
| Dr. Sue Gerber ( <i>ex-officio</i> ) | Assessment Coordinator | Assessment Office |





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