

Goal 1: Enhance Academic Excellence

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

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

Goal 3: Enhance Resources and the University's Capacity to Achieve Vision

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

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

Representative Long-Term Institutional Success Measures

Goal 1: Academic Excellence

- National rankings/accreditations of programs
- Faculty diversity
- Faculty scholarship: juried publications, presentations, exhibitions, performances
- Student ratings of meaningful interactions with faculty
- Employer ratings of alumni
- Student/alumni ratings of NJCU contribution to lifelong learning competencies (communication, critical thinking, quantitative literacy, information and technology literacy, civic responsibility)
- Student/alumni rating of career preparedness
- Acceptance rate to graduate school of baccalaureate recipients

Goal 3: Resources

- Staff diversity
- Employee ratings of work environment
- Percent spent on instruction
- Percent instructional FTE by regular faculty
- Expenditures per FTE
- Class enrollment
- Revenue, by stream including continuing education, events
- Non-credit registration
- Donations, by type
- Research revenues
- Discount rate
- Net asset reserve
- Campus Facility Condition Index
- Satisfaction with technology and facilities (students, faculty/staff)

Goal 2: Student Success

- Admissions: applicants, accepted, enrolled; Honors (etc.) enrollment
- New student profile (e.g., geographic, demographic, SAT, AP, high school/transfer GPA)
- Year-to-year retention rates (overall, by program)
- Students making satisfactory degree progress/on probation
- Students meeting standards on disciplinary and general education outcomes
- Student ratings of social and personal competencies developed
- Performance on certification examinations
- Degrees awarded
- Graduation rates, time to degree, credits to degree
- Average student loan debt
- Six-month meaningful career placement, three-year follow-up
- Graduates pursuing advanced study

Goal 4: Identity

- Number of news articles in targeted areas
- Perceptions of NJCU: student, alumni, community, employee
- Alumni giving rate
- University rankings
- Number and nature of campus-community relationships

Year 1 Implementation Initiatives

December 12, 2014 Update

Goal 1: Enhance Academic Excellence

<i>Objective: Initiative</i>		<i>Progress to Date</i>	<i>Future Activities and Timeline</i>	<i>Immediate Metrics</i>
1.1 A	Advance faculty excellence: Improve ability to hire first choice candidates	<ul style="list-style-type: none"> Faculty hiring guidelines separated from staff; revisions being developed with input from leadership team, Provost Council, chairs/faculty Criteria for hiring decisions being developed with input from faculty, chairs, deans 	<ul style="list-style-type: none"> Guidelines finalized Phase 1 of electronic onboarding system by January 2015 Strategic recruitment plan developed and implemented 	<ul style="list-style-type: none"> Timing of faculty ads, compared to baseline Hiring of top-choice candidates, compared to baseline Satisfaction with onboarding system, stakeholders Profile of applicants, compared to baseline
1.1 B	Advance faculty excellence: Increase professional development opportunities	<ul style="list-style-type: none"> Monthly chair meetings commenced Professional development sessions for fundraising, educational technology 	<ul style="list-style-type: none"> Offer additional professional development sessions Augment orientation and mentoring programs 	<ul style="list-style-type: none"> Chairs' ratings of meeting effectiveness Attendees' ratings of PD effectiveness, follow-up report of use of skills Mentees' ratings of program effectiveness Ratings of orientation program
1.1 C	Advance faculty excellence: Support scholarship and manage teaching loads	<ul style="list-style-type: none"> Periodic seminars on scholarship commenced OGSP proactively investigating grant opportunities Travel and grant programs under review Criteria for overload and release time developed with input from faculty/chairs, and deans Faculty handbook being updated by Provost Office and Senate 	<ul style="list-style-type: none"> NJCU participating in national benchmark study, Delaware Study Criteria implemented 	<ul style="list-style-type: none"> Action plans developed and implemented based on Delaware Study findings Number of viable grant opportunities located, acted upon, awarded Number/nature of exceptions to criteria Handbook updates started; percentage completed
1.3 D	Develop signature NJCU learning experiences: General education curriculum	<ul style="list-style-type: none"> Course proposal submission and approval ongoing 	<ul style="list-style-type: none"> Course schedule for Fall 2015 finalized 	<ul style="list-style-type: none"> Course offerings, related to needs

Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
1.3 E	Develop signature NJCU learning experiences: General education assessment	<ul style="list-style-type: none"> Rubrics selected for signature assignments Norming/calibration commencing 	<ul style="list-style-type: none"> Finalize procedures for assessment 	<ul style="list-style-type: none"> Inter-rater reliability (target 95%) Number, percentage of on-target milestones met
1.3 F	Develop signature NJCU learning experiences: CxC/QLAC	<ul style="list-style-type: none"> CxC committee members meeting with departments 	<ul style="list-style-type: none"> CxC proposal crafted QLAC committee commences 	<ul style="list-style-type: none"> Number, percentage of on-target milestones met
Goal 2: Achieve Student Success: Academic, Personal, and Social				
Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
2.3 G	Increase retention and degree completion for all students: Student services and support	<ul style="list-style-type: none"> Developed centralized tutoring model, HUB, opening January 2015 Advisor assigned to School of Business Dean's Office Expanded "Rising Knight Peer Mentoring Program" from 10 to 19 peer mentors Expanded offerings of workshops on strengthening academic skills 	<ul style="list-style-type: none"> Staff advisors assigned to CAS, COE, CPS deans' offices Implement comprehensive degree maps for undergraduate programs Enroll in EAB Student Success Collaborative, empower faculty/staff to implement research-based, data-driven retention initiatives Determine programming/services for other locations (Wall, Harborside, Middlesex) 	<ul style="list-style-type: none"> Ratings of advising effectiveness Satisfaction with (specifically) dean office advisors Year-to-year retention, overall and as tied to success strategies Ratings of peer mentoring effectiveness Ratings of effectiveness of academic skills workshops; academic performance of attendees
2.4 H	Enroll a diverse student body that will succeed at NJCU and beyond: Enrollment management	<ul style="list-style-type: none"> Conducted external enrollment management (EM) review; developed comprehensive EM plan Send weekly DNR (did not register) reports Instituted <i>15 to Finish</i> campaign Hired interim Enrollment Management professional, to start January 2015 Expanding out-of-state recruitment Implementing CRM, market competitiveness Streamlining placement, advising, and registration for new students Piloted STEP (Students Tools for Educational Progress): summer bridge for part-time students 	<ul style="list-style-type: none"> Translate consultant recommendations into actionable strategies Promote Prior Learning Assessment to adult learners Assess STEP for possible expansion 	<ul style="list-style-type: none"> New student enrollment, compared to baseline Characteristics of new students, compared to baseline Continuing student enrollment, compared to baseline Academic performance of STEP students Satisfaction with streamlined processes

Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
2.4 I	Enroll a diverse student body that will succeed at NJCU and beyond: Increase scholarships	<ul style="list-style-type: none"> Data on previous scholarship recipients being compiled Conducting targeted Honors' recruitment 	<ul style="list-style-type: none"> Will be a key component of the Capital Campaign (see Goal 3 and additional initiatives) 	<ul style="list-style-type: none"> Number of scholarships offered, accepted; average amount Retention, GPA of scholarship students
Goal 3: Enhance Resources and the University's Capacity Achieve Vision				
Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
3.1 J	Advance individual and institutional caring, growth, excellence: Improve hiring for staff	<ul style="list-style-type: none"> Hiring guidelines under revision 	<ul style="list-style-type: none"> Guidelines finalized Phase 1 of electronic onboarding system by January 2015 	<ul style="list-style-type: none"> Satisfaction with onboarding system, stakeholders
3.1 K	Advance individual and institutional caring, growth, excellence: Create an excellent work environment	<ul style="list-style-type: none"> Developing internal values statement Established STARS (Special Thanks and Recognition of Service) in collaboration with Foundation Board Provost exploring with chairs awards for research, teaching, and service 	<ul style="list-style-type: none"> Renewing and expanding participating in Great Colleges to Work for study. Customized survey February – March 2015 	<ul style="list-style-type: none"> Increase over baseline in Great Colleges results
3.2 L	Enhance and diversify revenue streams: Continuing education and events	<ul style="list-style-type: none"> Established Logistics Center, American English Program, Prior Learning Assessment 	<ul style="list-style-type: none"> Implementing parking improvements to increase attractiveness for on-site events Developing additional non-credit opportunities 	<ul style="list-style-type: none"> Revenue from continuing education activities Revenue from events
3.2 M	Enhance and diversify revenue streams: Comprehensive campaign	<ul style="list-style-type: none"> CASE statement completed Timeline set 	<ul style="list-style-type: none"> Set fundraising goals and priorities Secure advance funding Develop campaign materials Determine staffing needs 	<ul style="list-style-type: none"> Board participation (target 100%) Amount of donations and pledges Increase from baseline alumni, employee, student giving rates
3.2 N	Enhance and diversify revenue streams: Establish international 3+1 and joint degree programs	<ul style="list-style-type: none"> Agreements with multiple Chinese universities 	<ul style="list-style-type: none"> Accounting and Finance programs to commence 2015 	<ul style="list-style-type: none"> Number of students in first cohort
3.3 O	Create state-of-the-art campus: New buildings and redesign/renovation	<ul style="list-style-type: none"> HUB, centralized tutoring in the library School of Business West Campus Residence Hall Science Building JMAC and MWT 	<ul style="list-style-type: none"> West Campus Academic Building Update facilities master plan Stegman Boulevard 	<ul style="list-style-type: none"> Number, percentage of on-target milestones met

Goal 4: Strengthen NJCU Identity, Brand, Reputation, and Connections with the Community				
Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
4.1 P	Re-imagine and implement image: Website	<ul style="list-style-type: none"> Budget allocated, scope of work determined Benchmarking of other universities completed 	<ul style="list-style-type: none"> Create RFP for vendor engagement Create internal project team from various departments 	<ul style="list-style-type: none"> Percentage of milestones met Usability test results
4.1 Q	Re-imagine and implement image: Expand University's presence	<ul style="list-style-type: none"> Marketing campaign underway Major expansion of outdoor advertising 	<ul style="list-style-type: none"> Marketing shift toward geo-targeting constituencies (enrollment) Expansion of Arts and MDT into venues throughout Jersey City 	<ul style="list-style-type: none"> Recognition of campaigns among key stakeholders
4.1 R	Re-imagine and implement image: Strategically market Schools/Colleges and the University	<ul style="list-style-type: none"> Monthly "High Points" newsletter, points of pride delivered to all constituencies Re-alignment and optimization of communication plan for events, initiatives, and accomplishments Development and pursuit of "rankings" inclusion 	<ul style="list-style-type: none"> Development and roll-out a strategic marketing and communications plan for ALL capital projects (Business School, Science Building, West Campus) Methodological deep-dive approach to marketing – monthly focus on program, stories in all media (web, social, print, publications, radio, tv) 	<ul style="list-style-type: none"> Image/perceptions by stakeholders Increase in news stories, by outlet type, over baseline

Additional Key Initiatives

Goal 1: Enhance Academic Excellence

Objective: Initiative	Progress to Date	Future Activities and Timeline	Immediate Metrics
1.1 Advance faculty excellence; 1.2 Develop and offer quality S programs: Internationalization of NJCU	<ul style="list-style-type: none"> Developing partnerships with International universities and governments, focus on Asia Establishing joint degrees and faculty exchanges Participating in ACE Internationalization Lab Enhancing study abroad opportunities for NJCU faculty and students and for visiting faculty and students Promoting Fulbright awards and travel 	<ul style="list-style-type: none"> Augment study abroad trips Augment visiting scholars programs and faculty exchange to NJCU and (of our people) to international destinations Establish recruitment/retention targets for international students Establish joint degree and transfer opportunities Develop plan to increase international perspectives in the curriculum Identify factors in recruitment and retention of international students and faculty; develop action plans Establish fundraising program for international endeavors 	<ul style="list-style-type: none"> Increase over baseline in international student enrollment Increase over baseline in international student exchanges Increase over baseline in participation in study abroad Increase over baseline of faculty exchange, visiting scholars Number of joint degrees awarded Number of courses incorporating international perspectives

Goal 2: Achieve Student Success: Academic, Personal, and Social

Objective: Initiative	Progress to Date	Future Activities and Timeline	Immediate Metrics
2.2 Advance student's social and T personal development: community service opportunities	<ul style="list-style-type: none"> Joined Campus Compact On-going participation in community service projects with SGO and Greek Life Applied for Presidential Community Service Honor Roll designation 	<ul style="list-style-type: none"> Audit University-wide community service initiatives Conduct environmental scan of community service opportunities Determine programming/services for other locations 	<ul style="list-style-type: none"> Increase over baseline in community service activities Increase over baseline in student participation
2.2 Advance student's social and U personal development: student activities	<ul style="list-style-type: none"> Increased program sponsorship activities between Student Affairs and academic departments (e.g., Inside the Faculty Studio) Expanded use of social media to engage students 	<ul style="list-style-type: none"> Determine programming/services for other locations 	<ul style="list-style-type: none"> Increase over baseline of student participation in extracurricular and co-curricular activities, by location

Goal 4: Strengthen NJCU Identity, Brand, Reputation, and Connections with the Community				
Objective: Initiative		Progress to Date	Future Activities and Timeline	Immediate Metrics
4.1	Re-image and implement	<ul style="list-style-type: none"> Campaign case statement near completion 	<ul style="list-style-type: none"> Create “selling-documents” for colleges/schools, departments, programs 	<ul style="list-style-type: none"> Donations and pledges
V	NJCU brand: Launch Capital Campaign communications effort	<ul style="list-style-type: none"> PR Strategy being developed for campaign launch and alumni engagement efforts 	<ul style="list-style-type: none"> Develop Campaign Launch gala Develop campaign videos, messaging, branding, logos, etc. 	