



NJCU SCHOOL OF
BUSINESS

Strategic Plan 2025

Table of Contents

About the NJCU School of Business: Page 3

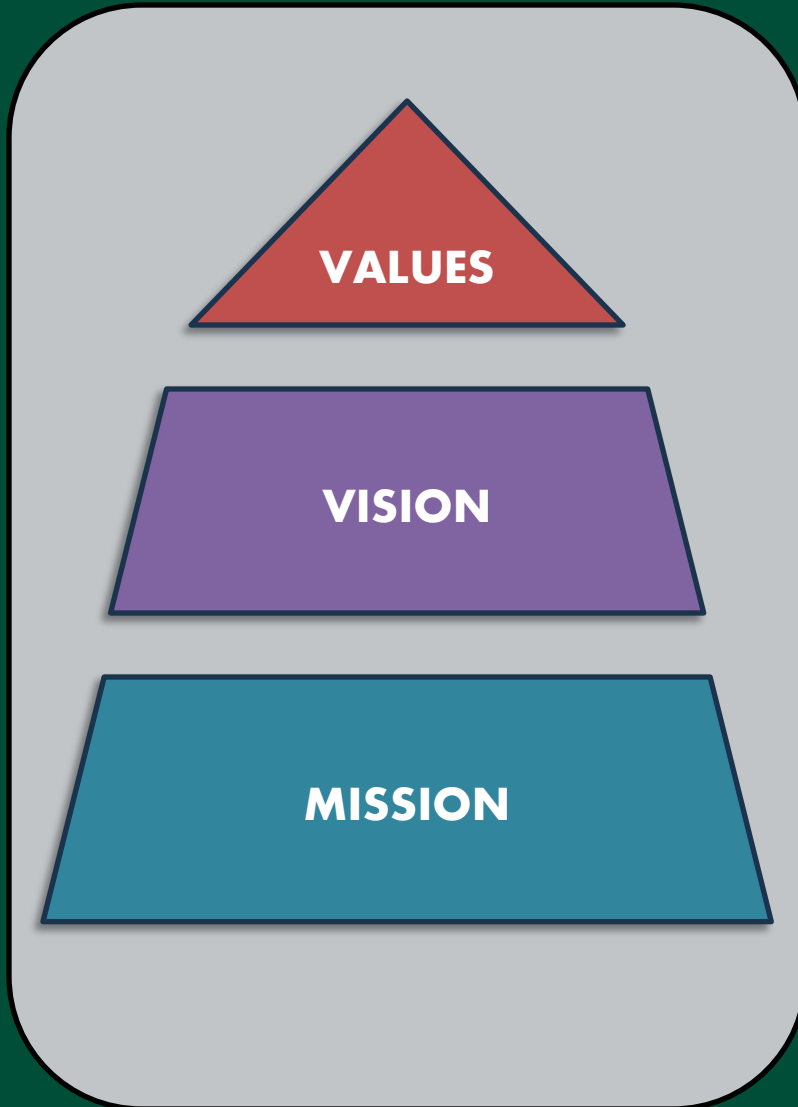
Five-Year Initiatives & Action Plan: Page 4

Strategic Initiative #1: Pages 5 – 11

Strategic Initiative #2: Pages 12 – 16

Strategic Initiative #3: Pages 17 – 21





VALUES

Lifetime – Who Are We?

To provide student success, excellence in teaching, and research & service; Innovation and Sustainability; Community and Connectedness; Social & Economic mobility.

VISION

20+ Years: Why Are We Here?

To be a responsive regional public business school that fosters a strong sense of community and connectedness while leading adaptive, innovative, and transformative business education. To meet students where they are and help to take them where they want to be professionally and personally throughout their lifetime.

MISSION

5 – 20 Years: What Do We Do?

To provide learners with the professional business skills necessary to succeed in the rapidly evolving global workplace. To create a welcoming and just environment for learning that fosters a sense of belonging and opportunity for all. To ease the financial barriers to a good education and provide for economic mobility of students and their families through enhanced experiences, technical skills development and business knowledge.

Five-Year Initiatives & Action Plan

Strategic Initiatives 2025 – 2030

1 - 5 years:
When do we do it?

• Seek greater sustainable fiscal and student focused operations for the School of Business.

• To build structures and systems geared to towards student recruitment, student success and community engagement.

• Deliver innovative educational and technological infrastructure for the full life cycle of our learners.

• Adopt the Sustainable Development Goals (People, Planet, Prosperity, Peace, Partnership) Approach to provide flexible educational options that engage our learners and address their professional development, life satisfaction, and community impact.

ACTION PLAN

- Develop multiple, sustainable revenue streams, retained & used by the School of Business.
- Secure ACBSP reaffirmation.
- Make progress toward AACSB accreditation.
- Name the School of Business.
- Offer non-degree education options.
- Foster a faculty-centric development approach.
- Develop a comprehensive alumni engagement & fund-raising approach.
- Engage in actions to build reputational capital and trust across industry.
- Expand international partnerships
- Grow community college partnerships.

- Embed technology applications throughout the curriculum.
- Convert all instructional spaces for the School of Business to support HyFlex/Virtual instruction.
- Support pioneering or newly developed technology, programming and delivery.
- Refocus and expand the enrollment definition of a student to reflect the full life cycle of learners.
- Provide students in the School of Business with adequate technology for success.

- Intentionally promote, foster, and develop a framework to realize the connection among environmental health, social well-being and the organization's financial success and resilience.
- Align curriculum, programs, degrees, and services through the lens of the SDG.
- Provide students in the School of Business with the opportunity for economic and social mobility.
- Engage in student-learning alignment based on need for instruction.



Strategic Initiative # 1

**Sustainable Fiscal and Administrative
Student-focused
Operations for the School of Business**

Strategic Initiative 1: Objective 1

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	1. Develop multiple, sustainable revenue streams and resources	1. Develop top 3 means of revenue expansion 2. Set financial goal for revenue streams	1. Three revenue streams and financial goals for each stream are identified by School of Business Dean and University Advancement by 8/1/25 2. Strategies are mapped and key point-people identified for each stream by 8/31/25	1. Dean of the School of Business is designated the chief fund-raising officer 2. Additional resources to facilitate revenue streams 3. Partner with the NJCU Foundation, Admissions, International Student Office

Strategic Initiative 1: Objective 2, 3, 4

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	<ol style="list-style-type: none"> Continue to achieve reaffirmation of ACBSP accreditation Make progress toward AACSB accreditation Name the School of Business 	<ol style="list-style-type: none"> Continuous improvements to sustain and maintain the ACBSP accreditation Preparation of iSER for AACSB reporting Identify prospects and their potential to give Establishing criteria for naming Create custom approach to each prospect Maintain and enhance the Dean's Advisory Board for the School of Business 	<ol style="list-style-type: none"> School of Business successfully achieves ACBSP reaffirmation on a continual basis. AACSB application is submitted by May 2025 Review Board composition and add new necessary new members by Spring 2025 Dean's Advisory Board meets by Spring 2025 Target prospect list is identified in collaboration with University Advancement by Spring 2025 along with criteria for requests and the lead for each donor approach 	<ul style="list-style-type: none"> Documentation from various departments within School of Business and on campus Dedicated staffing from Dean's Office for coordination Prospect list and donor profiles Collateral for the ask Travel and expense budget for personal meetings

Strategic Initiative 1: Objective 5

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	5. Offer non-credit programs, professional certificates, other in collaboration with the Office of Adult and Continuation Education	1. Establish a faculty-led committee to identify opportunities, review existing Professional Education and Lifelong Learning (PELL) programs, and create recommendations for School of Business-centric delivery and the awarding of prior learning credits	1. Three-to-four opportunities are identified to pursue by 6/31/25 2. Approach for implementation is prepared by Q1 2025 3. First new initiatives are launched by 9/1/25	<ul style="list-style-type: none">• Faculty champion as lead• Coordination with PELL• Release time or financial incentives to make appropriate content conversions

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	6. Foster a faculty and staff centric development approach 7. Develop a comprehensive alumni engagement and fundraising approach	1. Provide professional development to faculty and staff in collaboration with the Provost's Office to enhance skills and help to identify opportunities 2. Partner with Alumni Relations and Development Office to establish criteria 3. Provide resources/support for fostering faculty scholarly activities 4. Set Goals/Targets for faculty scholarship activities 5. Prioritize intellectual contributions with regards to applied research which leads to excellence in teaching	1. The first workshops for faculty and staff will be scheduled for Q1 2025 2. A year-long communications plan of outreach to alumni is prepared and launched by Q2 2025 3. Launch a School of Business-specific alumni survey and achieve a response rate of 50% 4. Launch a School of Business-specific students survey and achieve a response rate of 50% 5. Meet or exceed internal targets for Scholarly Academics (SA)	<ul style="list-style-type: none"> • Support staff time to coordinate workshops • Secure free or low-cost leads for the workshops • Support staff assigned the task of developing content, coordinating with Alumni Relations and deployment • Funding for School of Business-focused alumni in-person event

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	8. Engage in reputational capital building actions, leveraging strengths and intersection of academic programs and geographic industry sector leaders	1. Identify 5 sector leaders from the business community to approach with a multi-faceted partnership (workforce development, degree completion, professional development)	1. 2 new sector firms are secured for partnership by Q2 2025	<ul style="list-style-type: none"> Coordinated outreach with Development Office/NJCU Foundation Marketing Collateral for use with prospective firms

STRATEGIC INITIATIVE 1

Sustainable fiscal and administrative operations for the School of Business

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Build structures and systems geared towards student recruitment, student success and community engagement	9. Expand and enhance international partnerships 10. Expand and strengthen community college partnerships	1. Offer graduate programs / studies, undergraduate degree completion, certificates, accelerated degrees, and non-credit options to international partners. 2. Establish a comprehensive program for engagement including calendar of touch points and assignment of individuals to follow up	1. Number of international students in the pipeline increases by 10% by Fall 2025 2. Number of transfer students from partner programs increases by 20% by AY2025 - 2026	<ul style="list-style-type: none"> Coordinated outreach with the International Office Provide financial incentives to faculty to develop collaborative programs Provide incentive for faculty for outreach to community colleges and international partners Percentage of dean staff time and department faculty is aligned with outreach and engagement efforts



Strategic Initiative # 2

**Innovative educational and
technological infrastructure for the full
life cycle of our learners**

Strategic Initiative 2: Objective 1

STRATEGIC INITIATIVE 2

Innovative educational and technological infrastructure for the full life cycle of our learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Develop and deploy innovative educational and technological solutions for different learners in the School of Business throughout their life cycle	1. Embed technology applications throughout the curriculum	<ol style="list-style-type: none"> Expand the use of simulations and reconstructive techniques as well as technology applications across programs Expand the use of AI technologies in the curriculum Participate in the university's ongoing program review cycle and programs to remain current and update as needed Expand the use of databased from the university library in the curriculum 	<ol style="list-style-type: none"> At least 1 new simulation / AI or interactive technology is adopted by each department in AY2025 Majority of the curriculum updated to respond to technology trends in the industry At least two trainings for faculty on incorporating new technologies into the curriculum to be conducted by Fall 2025 Minimum of 2 programs participating in each annual program review cycle beginning in Fall 2025 Review syllabi and survey faculty and use usage statistics maintained by the library to verify increased usage of library resources 	<ul style="list-style-type: none"> Funding for additional simulation modules from Capsim Funding for training faculty on embedding new technologies in the curriculum Funding for technologies such as Large Language Models and other simulation software identified by faculty

Strategic Initiative 2: Objective 2

STRATEGIC INITIATIVE 2

Innovative educational and technological infrastructure for the full life cycle of our learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Develop and deploy innovative educational and technological solutions for different learners in the School of Business throughout their life cycle	2. Support experimental, pioneering or newly developed technology, programming and delivery	<ol style="list-style-type: none"> 1. Provide for faculty and professional staff development in new technology, teaching methods, design and delivery 2. Incentivize faculty to engage in creative and experimental approaches 3. Invest in ongoing instructional design resources 4. Provide for current software needed by faculty / staff 	<ol style="list-style-type: none"> 1. Conduct at least 2 workshops in AY2025 2. At least 1 program is engaged in each new innovative technological approach in AY2025 3. All courses meet QM standard for design 4. Faculty / staff report that their software requirements are met 5. Increased usage of virtual classroom (BARCO) with appropriate training 	<ul style="list-style-type: none"> • Support staff for coordination of workshops • Release time for creative faculty • Funding for additional QM / Virtual classroom training • Funding for additional software identified by faculty

STRATEGIC INITIATIVE 2

Innovative educational and technological infrastructure for the full life cycle of our learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Develop and deploy innovative educational and technological solutions for different learners in the School of Business throughout their life cycle	3. Provide every student in the School of Business with adequate technology for success	<ol style="list-style-type: none"> 1. Every student has access to a device with Internet connectivity on which to access all necessary course content, applications 2. Identify students who do not have access to a computer, laptop, Wi-Fi, and provide support for them 	<ol style="list-style-type: none"> 1. Complete a needs-assessment by Q2 2025 2. Fewer than 5% of enrolled students lodged complaints regarding technology issues preventing them from accessing course material. 3. All School of Business students who need a computer / laptop have been identified and provided support each semester 	<ul style="list-style-type: none"> • Funding to be assigned following needs-assessment • Funding for laptop loaner program if deemed necessary • Faculty participation in identifying student's technology needs

Strategic Initiative 2: Objective 4

STRATEGIC INITIATIVE 2

Innovative educational and technological infrastructure for the full life cycle of our learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Develop and deploy innovative educational and technological solutions for different learners in the School of Business throughout their life cycle	4. Expand the enrollment definition of a learner beyond current students to include alumni and other constituents and to reflect their full life cycle	<ol style="list-style-type: none"> 1. Develop an enrollment plan with customized approaches to recruitment, retention and support services for the various constituents 2. Develop a career services plan for alumni as a recruitment tool 3. Develop a student success and retention plan for the School of Business that aligns with the Academic Master Plan for the University 4. Develop an alumni database in coordination with university advancement 5. Develop an alumni outreach plan for the School of Business 	<ol style="list-style-type: none"> 1. Complete a draft plan with Enrollment Management in AY2024 2. Complete a draft career services plan with Alumni Relations and Career Services in AY2024 	<ul style="list-style-type: none"> • Funding for action items identified in the enrollment and career services plan • Reassign staff roles to provide for coordination



Strategic Initiative # 3

**Sustainable Development Goals
(People, Place, Prosperity, Peace,
Partnership) Approach applied to
School of Business learners**

Strategic Initiative 3: Objective 1

STRATEGIC INITIATIVE 3

Sustainable Development Goals (People, Place, Prosperity, Peace, Partnership) Approach applies to School of Business learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Adopt the Sustainable Development Goals Approach to provide flexible, engaged learning and educational options that address learners' professional development, life satisfaction, and community impact	1. Promote, foster, and develop a framework to realize the connection among environmental health, social well-being and the organization's financial success and resilience	<ol style="list-style-type: none"> 1. Review and update list of internal and external stakeholders along the definitions of such for the School of Business 2. Identify and define the meaning of environmental, social and economic justice for School of Business stakeholders 3. Identify and define the meaning of diversity and inclusion for School of Business stakeholders 4. Conduct listening and learning sessions to develop actionable integration of these goals 	<ol style="list-style-type: none"> 1. Complete the identification of key stakeholders Spring 2025 2. Complete key definitions by Spring 2025 3. Schedule(d) listening and learning sessions (focus groups) for Spring 2025 	<ul style="list-style-type: none"> • Support staff to set up appropriate meetings and ensure minutes are recorded

Strategic Initiative 3: Objective 2

STRATEGIC INITIATIVE 3

Sustainable Development Goals (People, Place, Prosperity, Peace, Partnership) Approach applies to School of Business learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Adopt the Sustainable Development Goals Approach to provide flexible, engaged learning and educational options that address learners' professional development, life satisfaction, and community impact	2. Align curriculum, programs, degrees, and services through the lens of the SDG	<ol style="list-style-type: none"> 1. Conduct curriculum review that seeks to reinforce competencies employers seek and well-defined assessment of learning 2. Have a School of Business-specific student application 3. Identify an assessment tool to evaluate baseline skills of incoming students to ensure academic success 	<ol style="list-style-type: none"> 1. Core Curriculum review – Fall 2025 2. Improve on the current School of Business GPA requirement and establish a School of Business-specific application using examples from other departments (i.e. Nursing) and sister schools (i.e. TCNJ) to deliver an “intake” form for Fall 2026 3. Complete and evaluation of appropriate tools for in-take assessment 	<ul style="list-style-type: none"> • Information sessions to explain new core curriculum • Small group task force to spearhead collaboration and development of an in-take form • Research and collect information on possible tools

Strategic Initiative 3: Objective 3

STRATEGIC INITIATIVE 3

Sustainable Development Goals (People, Place, Prosperity, Peace, Partnership) Approach applies to School of Business learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Adopt the Sustainable Development Goals Approach to provide flexible, engaged learning and educational options that address learners' professional development, life satisfaction, and community impact	3. Provide every student in the School of Business with opportunity for economic and social mobility	<ol style="list-style-type: none"> Every student is offered an experiential learning opportunity while in the program (internships, externships, industry workshops, etc.) Every student is provided with the opportunity for career readiness skills like resume writing, interviewing skills, etc. Expand Career Services in the School of Business to add a person in charge of employer relations and accompanying services Assess students' skills' gaps or competencies against market / industry needs (NACE Career Readiness Competencies) Partner with other parties outside the university to provide employment opportunities for students Provide stipends for students working in unpaid internships at non-profits and other community organizations Embed career readiness into the curriculum Implement surveys to track experiential learning activities 	<ol style="list-style-type: none"> 50% of graduating students have completed an experiential learning opportunity An employer relations person is on-boarded in Career Services to serve the needs of School of Business students by Fall 2025 Complete a pilot program with Undergrads in Spring 2025 Complete an evaluation of 3rd party partnerships for AY2025 Complete a needs-assessment and develop a pilot for testing in AY2025 Adapt the 1 credit professional development course that is currently offered to Honors students for all business students Use results of employer surveys to identify and align needed competencies 	<ul style="list-style-type: none"> Align grant funds to support more training for students Secure external funding for pilot Staff to conduct evaluation Funding TBD after needs assessment

Strategic Initiative 3: Objective 4

STRATEGIC INITIATIVE 3

Sustainable Development Goals (People, Place, Prosperity, Peace, Partnership) Approach applies to School of Business learners

GOAL	OBJECTIVE	TACTIC	MEASURE OF SUCCESS	RESOURCES NEEDED
Adopt the Sustainable Development Goals Approach to provide flexible, engaged learning and educational options that address learners' professional development, life satisfaction, and community impact	4. Engage in instructional practices that are student-centric and in alignment with current industry needs	<ol style="list-style-type: none"> 1. Offer all programs in student-supported modalities and timeframes 2. Offer stackable credentials that are embedded in program courses 3. Promote, encourage and incentivize different styles of instruction 4. Integrate immersive technology and education into course design and deployment 	<ol style="list-style-type: none"> 1. Offer a good mix of modalities and timeframes that satisfy student needs and does not result in low enrolled classes 2. An inventory of all stackable credentials is completed and publicized widely Spring 2025 and track credential achievement 3. A specialized incentive fund is established for faculty and students in the School of Business AY2025 4. At least 1 course provides for immersive technology in AY 2025 	<ul style="list-style-type: none"> • Faculty led inventory collection in collaboration with Institutional Effectiveness • Seek funding for a teaching innovation incentive fund • Seek funding to pay for student certification exam fees • 1 Faculty volunteer to pilot immersive technology funded from Dean's Office