Transforming Lives

5-01

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

Implementation team priority area initiatives and leadership/faculty retreat initiatives
# Transforming Lives

## 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 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 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 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

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*Implementation team priority area initiatives and leadership/faculty retreat initiatives*
## Year 1 Implementation Initiatives

### Goal 1: Enhance Academic Excellence

<table>
<thead>
<tr>
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</table>
| 1.1 A Advance faculty excellence: Improve ability to hire first choice candidates | • 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 | • Guidelines finalized  
• Phase 1 of electronic onboarding system by January 2015  
• Strategic recruitment plan developed and implemented | • 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 | • Monthly chair meetings commenced  
• Professional development sessions for fundraising, educational technology | • Offer additional professional development sessions  
• Augment orientation and mentoring programs | • 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 | • 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 | • NJCU participating in national benchmark study, Delaware Study  
• Criteria implemented | • 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 |
<p>| 1.3 D Develop signature NJCU learning experiences: General education curriculum | • Course proposal submission and approval ongoing | • Course schedule for Fall 2015 finalized | • Course offerings, related to needs |</p>
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| **1.3 E** Develop signature NJCU learning experiences: General education assessment | • Rubrics selected for signature assignments | • Finalize procedures for assessment | • Inter-rater reliability (target 95%)  
|                        | • Norming/calibration commencing |                               | • Number, percentage of on-target milestones met |
| **1.3 F** Develop signature NJCU learning experiences: CxC/QLAC | • CxC committee members meeting with departments | • CxC proposal crafted | • Number, percentage of on-target milestones met |

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

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| **2.3 G** Increase retention and degree completion for all students: Student services and support | • 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 | • Staff advisors assigned to CAS, COE, CPS deans’ offices  
|                        | • Conducted external enrollment management (EM) review; developed comprehensive EM plan  
|                        | • Send weekly DNR (did not register) reports  
|                        | • Instituted 15 to Finish 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 | • 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) | • Ratings of advising effectiveness  
|                        | • Translate consultant recommendations into actionable strategies  
|                        | • Promote Prior Learning Assessment to adult learners  
|                        | • Assess STEP for possible expansion | • Satisfaction with (specifically) dean office advisors  
|                        | • Ratings of peer mentoring effectiveness  
|                        | • Ratings of effectiveness of academic skills workshops; academic performance of attendees | • Year-to-year retention, overall and as tied to success strategies |
| **2.4 H** Enroll a diverse student body that will succeed at NJCU and beyond: Enrollment management | • Conducted external enrollment management (EM) review; developed comprehensive EM plan  
|                        | • Send weekly DNR (did not register) reports  
|                        | • Instituted 15 to Finish 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 | • New student enrollment, compared to baseline  
|                        | • Translated consultant recommendations into actionable strategies  
|                        | • Promote Prior Learning Assessment to adult learners  
|                        | • Assess STEP for possible expansion | • Characteristics of new students, compared to baseline  
|                        | • Satisfied with streamlined processes | • Continuing student enrollment, compared to baseline  
|                        | • Academic performance of STEP students | • Academic performance of STEP students  
|                        | • Satisfaction with streamlined processes |
### Transforming Lives

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<td>2.4 I Enroll a diverse student body that will succeed at NJCU and beyond: Increase scholarships</td>
<td>• Data on previous scholarship recipients being compiled • Conducting targeted Honors’ recruitment</td>
<td>• Will be a key component of the Capital Campaign (see Goal 3 and additional initiatives)</td>
<td>• Number of scholarships offered, accepted; average amount • Retention, GPA of scholarship students</td>
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### Goal 3: Enhance Resources and the University’s Capacity Achieve Vision

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<tr>
<td>3.1 J Advance individual and institutional caring, growth, excellence: Improve hiring for staff</td>
<td>• Hiring guidelines under revision</td>
<td>• Guidelines finalized • Phase 1 of electronic onboarding system by January 2015</td>
<td>• Satisfaction with onboarding system, stakeholders</td>
</tr>
<tr>
<td>3.1 K Advance individual and institutional caring, growth, excellence: Create an excellent work environment</td>
<td>• 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</td>
<td>• Renewing and expanding participating in Great Colleges to Work for study. Customized survey February – March 2015</td>
<td>• Increase over baseline in Great Colleges results</td>
</tr>
<tr>
<td>3.2 L Enhance and diversify revenue streams: Continuing education and events</td>
<td>• Established Logistics Center, American English Program, Prior Learning Assessment</td>
<td>• Implementing parking improvements to increase attractiveness for on-site events • Developing additional non-credit opportunities</td>
<td>• Revenue from continuing education activities • Revenue from events</td>
</tr>
<tr>
<td>3.2 M Enhance and diversify revenue streams: Comprehensive campaign</td>
<td>• CASE statement completed • Timeline set</td>
<td>• Set fundraising goals and priorities • Secure advance funding • Develop campaign materials • Determine staffing needs</td>
<td>• Board participation (target 100%) • Amount of donations and pledges • Increase from baseline alumni, employee, student giving rates</td>
</tr>
<tr>
<td>3.2 N Enhance and diversify revenue streams: Establish international 3+1 and joint degree programs</td>
<td>• Agreements with multiple Chinese universities</td>
<td>• Accounting and Finance programs to commence 2015</td>
<td>• Number of students in first cohort</td>
</tr>
<tr>
<td>3.3 O Create state-of-the-art campus: New buildings and redesign/renovation</td>
<td>• HUB, centralized tutoring in the library • School of Business • West Campus Residence Hall • Science Building • JMAC and MWT</td>
<td>• West Campus Academic Building • Update facilities master plan • Stegman Boulevard</td>
<td>• Number, percentage of on-target milestones met</td>
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*Implementation team priority area initiatives and leadership/faculty retreat initiatives*
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<tr>
<td>4.1 P Re-imagine and implement image: Website</td>
<td>• Budget allocated, scope of work determined • Benchmarking of other universities completed</td>
<td>• Create RFP for vendor engagement • Create internal project team from various departments</td>
<td>• Percentage of milestones met • Usability test results</td>
</tr>
<tr>
<td>4.1 Q Re-imagine and implement image: Expand University’s presence</td>
<td>• Marketing campaign underway • Major expansion of outdoor advertising</td>
<td>• Marketing shift toward geo-targeting constituencies (enrollment) • Expansion of Arts and MDT into venues throughout Jersey City</td>
<td>• Recognition of campaigns among key stakeholders</td>
</tr>
<tr>
<td>4.1 R Re-imagine and implement image: Strategically market Schools/Colleges and the University</td>
<td>• 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</td>
<td>• 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)</td>
<td>• Image/perceptions by stakeholders • Increase in news stories, by outlet type, over baseline</td>
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### Additional Key Initiatives

#### Goal 1: Enhance Academic Excellence

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<tbody>
<tr>
<td>1.1 Advance faculty excellence; Develop and offer quality programs: Internationalization of NJCU</td>
<td>• Developing partnerships with International universities and governments, focus on Asia</td>
<td>• Augment study abroad trips</td>
<td>• Increase over baseline in international student enrollment</td>
</tr>
<tr>
<td>1.2 S</td>
<td>• Establishing joint degrees and faculty exchanges</td>
<td>• Augment visiting scholars programs and faculty exchange to NJCU and (of our people) to international destinations</td>
<td>• Increase over baseline in international student exchanges</td>
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<td>• Participating in ACE Internationalization Lab</td>
<td>• Establish recruitment/retention targets for international students</td>
<td>• Increase over baseline in participation in study abroad</td>
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<td></td>
<td>• Enhancing study abroad opportunities for NJCU faculty and students and for visiting faculty and students</td>
<td>• Establish joint degree and transfer opportunities</td>
<td>• Increase over baseline in faculty exchange, visiting scholars</td>
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<td>• Promoting Fulbright awards and travel</td>
<td>• Develop plan to increase international perspectives in the curriculum</td>
<td>• Number of joint degrees awarded</td>
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<td>• Identify factors in recruitment and retention of international students and faculty; develop action plans</td>
<td>• Number of courses incorporating international perspectives</td>
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#### Goal 2: Achieve Student Success: Academic, Personal, and Social

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<tr>
<td>2.2 T Advance student’s social and personal development: community service opportunities</td>
<td>• Joined Campus Compact</td>
<td>• Audit University-wide community service initiatives</td>
<td>• Increase over baseline in community service activities</td>
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<td>• On-going participation in community service projects with SGO and Greek Life</td>
<td>• Conduct environmental scan of community service opportunities</td>
<td>• Increase over baseline in student participation</td>
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<td>• Applied for Presidential Community Service Honor Roll designation</td>
<td>• Determine programming/services for other locations</td>
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<tr>
<td>2.2 U Advanced student’s social and personal development: student activities</td>
<td>• Increased program sponsorship activities between Student Affairs and academic departments (e.g., Inside the Faculty Studio)</td>
<td>• Determine programming/services for other locations</td>
<td>• Increase over baseline of student participation in extracurricular and co-curricular activities, by location</td>
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<td>• Expanded use of social media to engage students</td>
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Implementation team priority area initiatives and leadership/faculty retreat initiatives
### Goal 4: Strengthen NJCU Identity, Brand, Reputation, and Connections with the Community

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<tr>
<td>4.1 V Re-image and implement NJCU brand: Launch Capital Campaign communications effort</td>
<td>• Campaign case statement near completion • PR Strategy being developed for campaign launch and alumni engagement efforts</td>
<td>• Create “selling-documents” for colleges/schools, departments, programs • Develop Campaign Launch gala • Develop campaign videos, messaging, branding, logos, etc.</td>
<td>• Donations and pledges</td>
</tr>
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