

<i>Link to Strategic Plan</i>	<i>Outcome</i>	<i>Assessment/ Measures and Target Performance Levels</i>	<i>Strategies to Achieve Target Performance Level</i>	<i>Result: Data results</i>	<i>Analysis</i>	<i>Action Plan</i>
<b>Goal 1:</b> Enhance Academic Excellence <b>Objective 1:</b> Advance faculty excellence in teaching, scholarship, and service. <b>Objective 3:</b> Develop and implement a signature NJCU undergraduate experience that develops lifelong learners. <b>Objective 4:</b> Design and enact transformative graduate experiences that develop future leaders and scholars.	1. To provide resources, guidance, and support to campus wide faculty for grants writing. This will contribute to their discipline and connecting their research towards the development and success of NJCU students. 2. To provide guidance in developing Research Experience for Undergraduate (REU) grant proposals, as a resource to develop lifelong learners. This approach will also provide pathways for some innovative courses and programs.	1. Measurement rubric - Increase (year to year – Y2Y) in number of submitted grant proposals by faculty, more specifically new faculty. 2. Measurement rubric - Increase of REU efforts on campus, leading to development of new and innovative courses on campus. 3. Measurement Rubric – Increase in overall external grant funding. 4. Measurement Rubric – Increase in y2y funding using new and innovative funding mechanisms.	1. Periodically conduct grants writing workshop. Engage external speakers and invite funding agencies on campus. 2. Frequently informing faculty of funding opportunities from various sources. 3. Reorganize office of grants and sponsored programs to provide efficient, streamlined, and consistent support that is consistent with federal guidelines. Put more emphasis on compliance to enhance probability of success. 4. Write Policy and Procedure manual – all to provide clear, concise and transparent guidelines to faculty. 5. Communicate directly with faculty about new and innovative funding opportunities, such as contract mechanism and private partnership.	From the Office of Research Grants and Sponsored Programs, overall funding from competitive, discretionary and foundation based grant activity was approx. \$7.5M, a 400% increase from grant activity from the previous year. The largest increase in funding is in discretionary grants. In addition to increasing discretionary grant activity, the primary objective remains to enhance competitive grant activity by new faculty and research active faculty.	The emphasis is to encourage faculty to submit more competitive grants. Discretionary grants are typically submitted at the institutional level. Using some of the strategic methodologies, the office intends to enhance NJCU’s research platform. Engaging in the state of the art research has direct consequence in excellence in teaching, scholarship and service.	Actions: Conduct grants writing workshop periodically. Engage external speakers and invite funding agencies on campus. Informing faculty of funding opportunities from various sources. Subscription to several databases to stay current with funding opportunities. Reorganize office of grants and sponsored programs to provide efficient, streamlined, and consistent support that is consistent with federal guidelines. Put more emphasis on compliance to enhance probability of success. Write Policy and Procedure manual – all to provide clear, concise and transparent guidelines to faculty. Communicate directly with faculty about new and innovative funding opportunities, such as contract mechanism and private partnership.

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<b>GOAL 2</b> ACHIEVE STUDENT SUCCESS: ACADEMIC, PERSONAL, AND SOCIAL <b>Objective 1:</b> 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. <b>Objective 2:</b> Advance students' social and personal development. <b>Objective 3:</b> Increase retention and degree completion for all students. <b>Objective 4:</b> Enroll a diverse student body that will succeed at NJCU and beyond.	There is direct evidence of research activities of a University faculty with the university-wide outcomes of critical thinking, written and oral communication, quantitative literacy, information and technology literacy, and responsible citizenship. By developing this critical resources, OGSP aims to link the outcome with student success, viz: academic, personal and social. These outcomes are also directly linked to retention and degree completion. By enhancing diversity, as broad impact statement, OGSP aims to increase funding stream. This includes funding mechanisms specifically designed for minority – including female, physically challenged, veterans, and other federally classified minority designation.	1. Measurement rubric - Increase (year to year – Y2Y) in number of submitted grant proposals by faculty, more specifically new faculty. 2. Measurement Rubric – Increase in overall external grant funding by faculty designed for minority engagement, and also by minority faculty designed to enhance diversity and inclusion on campus. 3. Measurement Rubric – Increase in overall external grant funding. 4. Measurement Rubric – Increase in y2y funding using new and innovative funding mechanisms.	1. Periodically conduct grants writing workshop. Engage external speakers and invite funding agencies on campus. 2. Frequently informing faculty of funding opportunities from various sources. 3. Reorganize office of grants and sponsored programs to provide efficient, streamlined, and consistent support that is consistent with federal guidelines. Put more emphasis on compliance to enhance probability of success. 4. Write Policy and Procedure manual – all to provide clear, concise and transparent guidelines to faculty. 5. Communicate directly with faculty about new and innovative funding opportunities, such as contract mechanism and private partnership. 6. Enhance diversity in grantsmanship and target opportunities especially engaging minority faculty participation.	The number of competitive grants submitted during 2016-17 cycle increased by over 30% from the previous year, however most of the grants submitted during 2016-17 are currently under review. The grants submitted so far in 2016-17 were 36. 2 Foundation 2 Contracts 4 Discretionary 28 Competitive  Total submitted: \$30M Awarded so far: \$7.5M In process grants: 20	Some of the new strategies – such as;  Compilation of grants opportunities and informing faculty and staff. Development of new policies and procedures Updating IRB Developing IACUC Developing ORI policies - were developed recently and are being revised before the new academic year. It is anticipated that with implementation of new strategies, policies and procedures and developing national and international collaborations will be beneficial to the university to meet our strategic plan.	Actions planned for the new year. 1. General and focused grants writing workshops. 2. Subscription to several databases for information. 3. Developing research collaborations and partnerships. 4. Encouraging faculty to engage more students in research. 5. Developing research activities which will be integrated with curriculum. 6. Seeking private-partnership to engage students in research. This will provide students with internship opportunities and is consistent with Universities strategic plan for experiential learning.

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<b>GOAL ENHANCE RESOURCES AND THE UNIVERSITY'S CAPACITY TO ACHIEVE VISION</b> <b>Objective 2:</b> Enhance and diversify revenue streams.	One of the sources of non-tuition based revenue for Universities is from grants/contracts/sub-awards. To enhance non-tuition based resource for NJCU, OGSP tracks, targets, and tags funding stream generated and compares y2y as an observable and measurable outcome.	<ol style="list-style-type: none"> <li>1. Measurement rubric - Increase (year to year – Y2Y) in number of submitted grant proposals by faculty, more specifically new faculty.</li> <li>2. Measurement Rubric – Increase in overall external grant funding by faculty designed for minority engagement, and also by minority faculty designed to enhance diversity and inclusion on campus.</li> <li>3. Measurement Rubric – Increase in overall external grant funding.</li> <li>4. Measurement Rubric – Increase in y2y funding using new and innovative funding mechanisms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Periodically conduct grants writing workshop. Engage external speakers and invite funding agencies on campus.</li> <li>2. Frequently inform faculty of funding opportunities from various sources.</li> <li>3. Reorganize office of grants and sponsored programs to provide efficient, streamlined, and consistent support that is consistent with federal guidelines. Put more emphasis on compliance to enhance probability of success.</li> <li>4. Write Policy and Procedure manual – all to provide clear, concise and transparent guidelines to faculty.</li> <li>5. Communicate directly with faculty about new and innovative funding opportunities, such as contract mechanism and private partnership.</li> <li>6. Enhance diversity in grantsmanship and target opportunities especially engaging minority faculty participation.</li> </ol>	Office of Research Grants and Sponsored Programs aims to enhance non-tuition based revenue is from grants/contracts/sub-awards. AY 2016-17 – 2 competitive grants to Foundations were submitted (since several Foundations accept competitive grant proposals – such as Bill Melinda Gates, Robert Wood Johnson, Mockingbird ...). Since early this year, international outreach for research grants was initiated. Research collaboration with Moldova, Israel, Romania, Turkey, and Bulgaria were initiated. MOUs are pending. This will allow opportunity for NJCU to expand to ESF and H2020 – both European platforms for research funding.	Since the inception of this new strategy, limited grants were submitted as we await response. It is anticipated that to meet strategic plan to enhance resources and the University's capacity to achieve vision, extending NJCU's outreach to Foundations (both CONUS and OCONUS), research agencies (CONUS and OCONUS), and private partnerships is likely to enhance NJCU's non-tuition based revenue, positively impacting scholarship on campus.	Due to enhanced competition in research grants, it is critical that that we seek strategic ways to support scholarship on campus. The methods that will be taken for continuous improvement, as provided in results and analysis, are: Outreach to Foundations (both CONUS and OCONUS) Research agencies (CONUS and OCONUS) Private partnerships.

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<b>GOAL 4</b> 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.	In addition to teaching excellence, to strengthen NJCU identity, brand, and reputation, OGSP aims to enhance research footprint by engaging faculty with new research directions, ideas, and providing them with resources necessary to succeed. Success of OGSP is measured normally by number of grants proposals submitted in a given year. In fact, the success of OGSP depends on new research directions, indirect impact on new programs, students succeeding in higher education, and number of scholarly publications. With new appointment of the Executive Director, OGSP, the indirect outcomes will also be measured to generate a composite outcome.	<ol style="list-style-type: none"><li>1. Measurement rubric - Increase (year to year – Y2Y) in number of submitted grant proposals by faculty, more specifically new faculty.</li><li>2. Measurement Rubric – Increase in overall external grant funding by faculty designed for minority engagement, and also by minority faculty designed to enhance diversity and inclusion on campus.</li><li>3. Measurement Rubric – Increase in overall external grant funding.</li><li>4. Measurement Rubric – Increase in y2y funding using new and innovative funding mechanisms.</li></ol>	<ol style="list-style-type: none"><li>1. Periodically conduct grants writing workshop. Engage external speakers and invite funding agencies on campus.</li><li>2. Frequently inform faculty of funding opportunities from various sources.</li><li>3. Reorganize office of grants and sponsored programs to provide efficient, streamlined, and consistent support that is consistent with federal guidelines. Put more emphasis on compliance to enhance probability of success.</li><li>4. Write Policy and Procedure manual – all to provide clear, concise and transparent guidelines to faculty.</li><li>5. Communicate directly with faculty about new and innovative funding opportunities, such as contract mechanism and private partnership.</li><li>6. Enhance diversity in grantsman-ship and target opportunities especially engaging minority faculty participation.</li></ol>	<p>NJCU submitted 28 competitive grants in AY 2016-17.</p> <p>Awarded amounts: Discretionary: \$6.5M Competitive: \$1.1M Foundation: \$175K 20 grants are in process.</p> <p>Most of the grants were prepared to enhance minority participation as a means to achieve and enhance diversity and inclusion.</p> <p>To meet NJCU’s strategic plan – Strengthen NJCU identity, brand, reputation and connection with community – it is anticipated that by enhancing competitive research grants, we can strengthen NJCU’s identity. An effort to gather a list of scholarly publications resulting from such grants is another way to strengthen identity and reputation. By strengthening identity and brand – directly impacts positively community engagement.</p>	<p>There is a finite improvement in research and scholarship. Some of the new initiatives will take some time for successful implementation.</p>	<p>Actions mentioned earlier – such as</p> <ol style="list-style-type: none"><li>1. Conducting research workshops</li><li>2. Dissemination of research opportunities</li><li>3. Outreach to:<ol style="list-style-type: none"><li>1. Foundations (both CONUS and OCONUS)</li><li>2. Research agencies (CONUS and OCONUS)</li></ol></li><li>4. Private partnerships</li><li>5. Working with faculty to integrate research in their curriculum</li><li>6. Engaging students in research.</li></ol> <p>Will be a necessary to meet goals and objectives to strengthen NJCU identity, brand, reputation and community engagement.</p>