Middle States Commission on Higher Education: NJIT Self Study

Presentation to NJIT Board of Trustees
February 2, 2012
Norbert Elliot, Self-Study Chair
A Science and Technology Research University for the 21st Century
From November 5, 2000 to February 2, 2012

• Benefits of study design
  – Documented evidence of mission articulation from 2002 to 2011
  – Constructed model for present institutional change
  – Established systems of sustainability for future directions
The Timeline: Fall 2009 through Spring 2012

- **Initiation**: Fall 2009 - Spring 2010
- **Organization**: Fall 2010 - Spring 2011
- **Delivery**: Fall 2011 - Spring 2012

**Lockdown**: February 12, 2012

**Team Visit**: April 1-4, 2012
Overview: The Final Report

- Characteristics of Excellence
  - Institutional Context
    - Standards 1-6
  - Educational Effectiveness
    - Standards 7-14
Highlights: Institutional Resources

- **Mission** resonates with *State Strategic Plan*
- **Resource allocation** and associated expenditures total $101.5M
- Although state support has declined, **institutional resources** of tuition and fee revenue has increased by $57M (88%) since 2002
- **Leadership and governance** assured by comprehensive and articulated strategies for checks and balances among shareholders

- **Administrative structures and services** designed to fulfill the university’s mission of instruction, research, economic development, and service.
- Policies and procedures designed to ensure **integrity** in faculty selection, promotion, tenure, retention, compensation, and administrative review
- **Institutional assessment** achieved through *Strategic Plan, 2004-2010* and the *Strategic Plan, 2010-2015*
Highlights: Educational Effectiveness

- **Student admission** reveals the largest enrollment in history (9,558 in fall of 2011) without variation in academic standards
- **Student support services** designed to enhance engagement and sustain enrollment
- **Faculty and instructional staff** of extraordinarily high caliber sustainable through Phase I and Phase 2 of hiring plan
- **Educational mission** achieved through 124 monitored degree programs (49 undergraduate degrees, 56 master’s degrees, and 20 doctoral degrees)
- **Related educational activities** allow increased engagement through undergraduate research and learning communities
- Varied, exemplary, and unique, hallmark **assessment practices** of student learning
Challenges: Identification of Barriers

• **Mission**: Meet challenges of level of state funding, rapidly changing professional landscape, new student demographics, and emerging political currents

• **Resource allocation**: Strengthen interrelationships among institutional, operational, and unit-level planning goals

• **Institutional resources**: Increase awareness of processes associated with tracking, monitoring, and reporting budget allocations that impact human resources, technological resources, and facilities

• **Leadership**: Continue shared governance initiative

• **Institutional Assessment**: Deepen use of benchmark universities

• **Retention**: Increase first-year retention and graduation rate through attention to a common first-year experience and GUR delivery

• **Student Support Services**: Integrate into academic programs

• **Faculty**: Ensure success with Phase I of hiring plan; advance women faculty and instructional staff

• **Student Learning Assessment**: Deploy the existing model and strengthening the culture of measurement and accountability
Resolution: Capacity of Design

- Assessment of institutional context and educational effectiveness demonstrates that NJIT has in place the systems necessary to ensure mission articulation.
- Through its mission of service, education, research, and economic development, NJIT has focused its policies and investments on vibrant activities that preserve the New Jersey’s critical resources.