

TO: Joel Bloom, President
FROM: Fadi Deek, Provost and Senior Executive Vice President
Chair, *2020 Vision* Steering Committee
Date: June 30, 2016
SUBJECT: *2020 Vision Steering Committee Report*

Summary of Progress—Year One

I. Introduction

2020 Vision set ambitious goals for NJIT and outlined strategies to reach them. During the past year NJIT has been engaged in implementation through a process of coordination, assessment, and reporting. The *2020 Vision* Steering Committee, chaired by Provost Deek and co-chaired by Distinguished Professor Richard Sher and Dr. Perry Deess, oversees the activities of the five priority committees. The priority committees have provided reports to the steering committee every semester describing activities, tasks, and the status of short-term objectives. In addition to the Key Performance Indicators (KPIs), the committees have expanded the assessment of plan implementation by considering the development of Division Performance Indicators (DPIs).

This report offers a summary of activities and progress across the university during the past year. It details the tactics adopted by each division to achieve the objectives described in *2020 Vision*. It also includes a summary table of the KPIs, an assessment of the areas where the university is on target to achieve the goals set forth in the plan, and identifies certain areas in need of additional focus.

II. Summary of Progress in FY 2016

The first year of work on *2020 Vision* established important goals in orienting the university community and guiding its decision making at all levels. In the past year, significant progress has been made in implementing the strategic plan in the following areas:

- 1) Organized the committees responsible for coordination, assessment, and reporting.
The steering committee and all priority committees have been formed and have met regularly. Charged with the coordination of implementation activities within each strategic priority, these committees have kept the strategic plan in the forefront for each university division.
- 2) Built a common monitoring and reporting structure for the committees.
Priority committees have adopted a common structure for monitoring and reporting strategic planning activities within each division. Reporting focused on each of the *2020 Vision* strategies informs the steering committee of specific activities and allows the committee to monitor plan implementation.

3) Integrated *2020 Vision* into shared governance.

The steering committee, through chairs and co-chairs, has made regular reports to the Faculty and University Senates. Furthermore, the emphasis on including representatives of each shared governance body in every priority committee and integrating faculty into the leadership of every committee ensures the involvement of the full university community in the implementation of *2020 Vision*.

4) Advanced plan implementation.

Every division has begun implementing *2020 Vision* strategies and has committed resources toward meeting specific objectives. The appendix of this report summarizes key activities, describing tactics in each priority and offering a status update as provided by the five priority committees. Comprehensive committee reports showing all activities undertaken through *2020 Vision* are retained in the steering committee working archive.

5) Made *2020 Vision* a dynamic document by adjusting to circumstances as needed.

Each committee has given consideration to strategies and objectives and offered comments and feedback. In certain cases, KPIs have been adjusted upward and two baselines have been recalculated. Also, one objective has been added to Priority 3 and some strategies are being reconsidered or added.

III. Key Performance Indicators (KPIs)

The KPIs presented in *2020 Vision* offer targets for NJIT. It is against these that the success of plan implementation is measured. Since *2020 Vision* is a dynamic document, however, the KPIs are not immutable. The Steering Committee has revised the freshman applications target upward because the five-year goal had already been exceeded by fall 2015. Certain other KPIs were also revised for clarity and consistency.

The table below shows current KPIs in the five strategic priorities. There are 43 metrics in all. We have color coded the 2016 data green for those metrics which meet or exceed the targets; yellow, indicates some progress but not sufficient to reach the desired target by 2020; and, red is used for those targets that have shown no progress or regressed.

2020 Vision-- Key Performance Indicators (KPIs)

Strategic Priorities	Objectives	Metric	2020 Target	2014 Baseline	2016	Notes
Students	Admissions	1 Freshmen applications	7,000	4,777	7222	a
		2 Graduate applications	8,197	6,305	6,440	a
		3 Transfer applications	2,150	1,793	1,889	a
		4 Average composite SAT (M and CR combined)	1,220	1,192	1,220	a
		5 High school GPA	3.65	3.50	3.57	b
		6 Average GRE (quantitative) MS (FTFT)	160	155	156	b
		7 Total enrollment	12,200	10,646	11,325	b
	Retention	8 Retention rate	90%	84%	88%	b
	Graduation	9 Graduation rate (6 year)	65%	59%	61%	b
	Campus Quality of Life	10 Student satisfaction with campus life (UG survey)	3.4	3.1	3.25	b,j
Learning	Curricula Assessment	11 % programs with learning outcomes assessment	100%	20%	50%	b
	Curricular Reform	12 Educational value of the course, average	3.25	3.07	3.07	b
		13 Masters student enrollment in PSM programs	150	0	0	b,d
	Online/converged	14 % Courses online/converged	25%	8%	9%	b
	Milestones	15 % of undergraduate students with milestone experiences	50%	20%	34%	b,e
	Professional Success	16 Job placement of bachelors recipients (6 months)	65%	54%	62%	b
		17 Student FE passing rate	0.80	0.69	0.71	b,f
Scholarly Research	Increase Research	18 Externally funded academic research (millions) (FY)	\$40M	\$22.1M	\$31M	c
		19 External academic research/faculty (FY)	\$100,000	\$80,000	\$109,929	c
	Multidisciplinary Research	20 Externally funded research with PIs from multiple departments	20	5	13	c
	NJII	21 NJII administered projects	\$60M	\$30M	\$42M	c
	Doctoral	22 Total enrolled doctoral students	500	381	413	b
	Intellectual Property	23 Total patents/pending patents	215/150	185/133	211/97	c
		Publications	24 Refereed publications/faculty (FY)	1.75	1.54	1.73
	25 Total books published by NJIT community (FY)		20	14	15	b,h
Faculty Recognition	26 Faculty award	10	2	4	b,i	
Community	Global Community	27 % Women students	30%	25%	25%	b
		28 # International researchers collaborating with NJIT (FY)	50	24	47	c
		29 # International exchange students at NJIT (FY)	96	43	52	b
	Diverse Faculty	30 % Women faculty	21%	16%	17%	b
		31 % Underrepresented minority faculty	10%	8%	7%	b
	Diverse Administration	32 % Women administrative leadership	43%	37%	39%	b
		33 % Underrepresented minority administrative leadership	23%	20%	21%	b
Alumni	34 Alumni giving rate	11%	8%	10%	b	
Investments	Faculty Renewal	35 % Faculty hired in past 10 years	43%	34%	35%	b
		36 # Total T/TT faculty	345	269	282	b
	Educational Investment	37 Student satisfaction with instruction (UG survey)	3.80	3.52	3.42	b,j
		38 Average undergraduate time to degree (Years)	4.9	5.51	5.13	b
	Research Investment	39 Faculty satisfaction with research support	3.4	3	3.2	b
	Infrastructure	40 Faculty facilities satisfaction	3.3	3.08	3.07	b
		41 Student facilities satisfaction (UG survey)	3.2	3	3.1	b,j
		42 Faculty technology satisfaction	3.8	3.6	3.62	b
43 Student technology satisfaction (UG survey)		3.75	3.6	3.66	b,j	

Notes:

a- Data as of 06/30/2016

b- Reported in academic year 2015-16

c- Fiscal year 2016 (estimated)

d- In 3-5 new Professional Science Masters (PSM) programs

e- Metric includes undergraduate research experiences, co-ops, internship, learning abroad, and service learning experiences

f- NJIT passing rate for the FE exam (unweighted average of CE and ME; national unweighted average CE and ME 78%) target 80% of national average

g- This includes only academic articles

h- This includes scholarly books, poetry, and monographs

i- Faculty awards using Center standards plus nationally recognized fellowships and non-STEM awards

j- UG Student Satisfaction

IV. Objectives for Fiscal Year 2017

1. Focus all committee meetings more specifically on coordinating/implementing strategies and meeting university targets.
2. Develop DPIs to assess progress in implementing strategies, not only in achieving KPIs.
3. Simplify committee reporting processes.
4. Improve tactics based on continuous assessment.

V. Assessment

Assessment of the plan must not only consider outcomes, but also determine whether progress is being made on the actual implementation of tactics. This means in addition to KPIs, each division is monitoring progress toward implementing the tactics enumerated in the Appendix by identifying subsidiary DPIs. For example, centralized advisement for freshmen may be associated with the KPI for retention; however, implementing centralized advisement may be assessed by monitoring student satisfaction with their advisors. This is integral to a formative assessment of plan implementation.

The *2020 Vision* monitoring template asks each priority committee to develop the DPIs to continuously assess the implementation of tactics. The past semester was largely dedicated to the development of such tactics. During the next semester these tactics will increasingly be attached to DPIs allowing the priority committees and the steering committee to more precisely assess the process of tactic implementation.

The greatest challenge of formative assessment for *2020 Vision* is determining the effectiveness of implemented tactics. There may be tactics designed to have a specific impact but even when fully implemented do not achieve the desired effect. The success of *2020 Vision* depends on identifying and revising the tactics not producing the intended results. Priority committees should engage in this level of analysis, and the Assessment Office and the Office of Institutional Research and Planning are available to assist as needed.

2020 Vision articulates detailed strategies to guide the progress of NJIT as a top ranked public research university. In setting the agenda, directing resource allocation, and guiding critical decisions, *2020 Vision* has proven its effectiveness in the past year. The tactics described in the Appendix show that fundamental change is taking place at NJIT. This transformation is evident, for example, in the focus on student success, investment in faculty, and reinvigoration of research. The status of KPIs in the first year of *2020 Vision* tells the story of a university on the move. Graduation and retention rates are improving. Research funding has exceeded expectations. Satisfaction among faculty, staff, and students has improved.

It is equally important that a formative assessment reveals and addresses those areas where progress has not matched expectations. The process of implementing the plan itself warrants attention, and areas where implementation lags must be noted. Overall success does not obviate the need for continued assessment and constant improvement.

Areas Exceeding Expectations

Priority 1, Students, has shown significant developments as demonstrated by the large number of activities detailed in this report. Student retention and graduation have improved, as has overall student satisfaction with NJIT. Student satisfaction with the quality of campus life and student satisfaction with academic advising have also increased. Finally, the number of applications and total number of students enrolled have also exceeded targets for this reporting period.

Priority 2, Learning, reflects notable improvement in university assessment as demonstrated by the number of reviewed programs and in the extent of work in institutional effectiveness. The latter is particularly evident in the increasing consistency and accuracy of the KPIs themselves. Furthermore, the strategic planning process itself has produced more collaboration across the university in the development of divisional performance indicators and other forms of evaluation and assessment.

Priority 3, Scholarly Research, shows strong progress. The management of academic research has undergone significant change with the reorganization of sponsored programs and research administration. There has also been significant investment in research facilities and startup packages for faculty. It was expected that these changes would produce increases in externally funded research and this has proved true. The substantial increase from about \$22 million in externally funded academic research to more than \$31 million should especially be highlighted. With this has also come a notable increase in scholarly productivity as measured by the number of articles produced per faculty member.

The significant reorganization of research included the development of an independent entity dedicated to private sector partnerships, the university's non-profit corporation, NJII. This has resulted in an increase in economic and technology activities from \$30 million to \$42 million, as of 6/30/2016.

Priority 4, Community, shows strength in the increase of the number of international researchers collaborating with NJIT.

Priority 5, Investments, reflects progress as evidenced by the average undergraduate time to degree, faculty satisfaction with research support, and an increase in student facilities satisfaction.

Areas Deserving Additional Attention

Priority 1, Students, shows the need for increased attention to the number of graduate applications.

Priority 2, Learning, warrants attention in some areas. While there is an increase in the skill and comfort level of instructors using digital instructional technology in the classroom and an increase in the number of totally online courses, two areas related to incorporation of digital

technology deserve additional consideration. These are the creation of fully online degree programs and the delivery of instruction through converged modalities.

Given the importance of online education, it is incumbent on NJIT to develop new online programs and introduce new pedagogical approaches. The creation of the Office of Digital Learning and Technology Support has already made new initiatives possible. In the past year, work on five new fully online programs has begun. Additional programs are also being considered, although the creation of professional master's programs has not proceeded as quickly as it might. Recruitment for all online programs must now be pursued vigorously to achieve enrollment growth.

The conclusions are that converged and other digital modalities show great promise at NJIT and that instructors will integrate technology in various ways. Instructors at all levels should be encouraged to explore the delivery of fully online courses, converged learning, and other digital technologies. Resources should also be provided to equip more classrooms with up-to-date digital technology.

Priority 4, Community, warrants attention especially in attracting international exchange students to study and do research at NJIT.

Priority 5, Investments, indicates a need for increased attention on user technology since faculty technology satisfaction and student technology satisfaction both have shown little improvement.

Areas of Concern

Assessment and evaluation must also acknowledge areas of concern that require more determined action. At this early juncture of the strategic plan, listing these concerns is intended to focus additional attention where needed. In some priority areas there are notable deficits. This may be the result of strategies in areas outside the purview of the committee chair and may reflect lack of knowledge about tactics, not the existence of tactics themselves.

The process of *2020 Vision* implementation itself raises areas of concern. As the Appendix of this report shows, some Priority Committees have been more effective in developing tactics than others. Some of this variation may be the result of organizational limitations. It may also be true, however, that some committees must be reinvigorated for future success.

Priority 2, Learning, shows no increase in the students' perception of the educational value of their courses. Also, the creation of professional Master of Science degree programs is still in the planning phase. Furthermore, there has been little increase in the number of courses and degrees offered online or through a converged mode.

Priority 3, Scholarly Research, has shown dramatic improvement. However, one aspect has lagged. The growth of intellectual property as measured by pending patents has decreased from 133 at the baseline to 97 today. This represents the number of patents in the pipeline and calls for effective action if the targets for future patents are to be achieved. A combination of staff reorganization in that office and improvement in relevant processes are in progress.

Priority 4, Community, covers a wide range of issues from faculty and staff diversity to exchange students, international collaborations, and alumni engagement. The lack of change indicated by the KPIs in two of the areas suggests that additional efforts are needed. It should also be recognized that these metrics, the percentage of women students and the percentage of underrepresented minority faculty, are generally difficult to improve. It is recommended that the committee for this priority consider the formation of subcommittees to address the wide range of objectives.

Priority 5, Investments, requires some context. The 2016 numbers for the two faculty hiring metrics (% Faculty hired in past 10 years and # Total T/TT faculty) indicate insignificant growth despite the large number of faculty hired in the past five years. The reason is that these new faculty members have essentially replaced those who retired. The hires made this year include an actual increase beyond the replacements. However, 20 additional faculty have just opted to take advantage of the most recent retirement incentive, indicating the need for sustaining the current hiring plan in order to meet the 2020 target.

VI. Conclusion

The *2020 Vision* annual report describes activities and achievements of NJIT in a unified framework structured by the strategic plan. The Appendix touches many aspects of the university and provides a detailed understanding of operations, decisions, and investments. Ranging from academics to community, research and student life, it collects critical information to answer the two most important questions about NJIT: “What are we doing?” and “How are we doing?” In summary then, the first year of the *2020 Vision: A Strategic Plan for NJIT* has produced tremendous results. The university has engaged in a broad range of activities, made a host of decisions, and allocated many resources guided by the plan. The extent of tactics detailed in this report underscore how influential the plan has been in the administration of the university. Large or small, decisions are guided by the plan and this commonality of purpose has aided the diverse NJIT community as it moves toward taking its place among premier national research universities.

2020 Vision has already produced real results. The KPIs show substantial progress in many areas. From scholarly research to students, learning, community, and investments NJIT is on the move. Academic research, private partnerships, graduation and retention rates, as well as alumni giving, applications, and enrollment have all exceeded expectations. These successes speak to the dedicated effort of many people at NJIT as they pursue the common goals articulated in *2020 Vision*.

Appendix 1--Description of Tactics Addressed by Priority Committees

Priority 1—Students

Objective: 1.1 Admissions

1.1.1 Expand Communication and Information Channels

1.1.1.1 Implement focused, data-driven marketing and recruitment strategies for admissions by working closely with ‘Spark’, a vendor to assist with communications for prospective fall 2017 students.. The Office of Admissions is developing data-driven strategies for a selective student pool and targeted marketing starting fall 2017. *(Ongoing)*

1.1.1.2 Communicate the benefits of an NJIT degree more effectively, creating awareness of the academic community and articulating the rigor of the NJIT curriculum by hiring a vendor (Spark) to manage fall 2017 recruitment. *(Ongoing)*

1.1.1.3 Expand pipeline programs, including pre-college activities and outreach, to increase the application pool by centralizing pre-college records in Banner so they can be analyzed and followed. Expand targeted recruitment programs. *(Ongoing)*

1.1.1.4 Refine articulation agreements and increase the number of joint programs with community colleges by strengthening NJIT’s historical relationship with community colleges in the state and region. We have expanded partnerships with Ocean Community College, Bergen Community College and Hudson Community College. *(Ongoing)*

1.1.1.5 Centralize applicant information using digital technology to analyze and identify characteristics of successful NJIT students, target recruitment toward students with that profile and support academic advising. The first iteration is completed. Admissions implemented the Common App and Document Manager in the fall of 2014. *(Ongoing)*

1.1.2 Strengthen Graduate Student Recruitment

1.1.2.1 Recruit graduate students at the department level more effectively through student-point-of-contact, peer outreach and individual faculty outreach. Strategic Communications and Admissions are developing departmental marketing materials and communications to prospective students. The individual academic websites have been updated as of spring 2016. Working with Graduate Studies, Admissions will incorporate faculty in its recruitment effort for fall 2017. *(Ongoing)*

1.1.2.2 Admit graduate students using competitive practices, including an earlier application deadline, timely offer letters, and attractive graduate stipends. Graduate Studies and Admissions have implemented new admission processes which resulted in an earlier application deadline, and more timely offer letters. Graduate Studies and the Provost’s Office have also allocated funds to provide more attractive graduate stipends. Admissions will greatly expand its prospective pool for graduate students for fall 2017. *(Ongoing)*

1.1.2.3 Analyze graduate students' success by departments and programs to develop a graduate student success profile informing future admissions. Graduate Studies will work with Institutional Research and Admissions to create the profile which is expected to start in summer 2016 *(Planned)*

1.1.3 Improve Web and Social Media Presence

1.1.3.1 Create a high-impact website to improve recruitment and better serve the needs of the NJIT community through increased communication and functionality. The new website is expected to be implemented by Fall 2016. *(Planned)*

1.1.3.2 Enhance NJIT's social network presence to highlight accomplishments and help student recruitment. Admissions is developing Admission-based Facebook, Twitter and Instagram accounts. *(Ongoing)*

Objective 1.2 Persistence and Retention

1.2.1 Designing a Comprehensive and Engaging First Year Experience

1.2.1.1 Implement a comprehensive and engaging freshmen seminar by offering a course that allows students to receive credit for the course and gives them a firm grasp on all areas of the college experience. Currently, the freshmen seminar course, beginning with the course objectives, is being redesigned to promote self-discovery and awareness, civic engagement, academic integrity, and connection to academic programs. *(Ongoing)*

1.2.1.1a Develop a comprehensive Learning Communities assessment report where strengths and shortcomings are identified before any changes are adopted. The Learning Communities Assessment Report has been completed and the Dean of Students office is programming changes for the fall 2017 term. *(Ongoing)*

1.2.1.2 Connect the student community through increased personal interactions and appropriate technology to create a stronger NJIT identity among students. We are utilizing social media, specifically Instagram, Facebook, and Snapchat to connect with students on campus regarding the various academic and social events occurring. *(Ongoing)*

1.2.2 Intensify and Create Consistent Academic Advisement

1.2.2.1 Develop consistent university guidelines for advisement across academic departments to achieve more timely graduation. The Provost's Office in conjunction with the Division of Academic Support and Student Affairs will collaborate on this. The committee is working on a draft report for the Provost's Office and the academic deans. Academic advisors at NJIT will be asked by the Provost to meet monthly regarding policies and procedures that should be consistent across departments. There is now a Committee for Academic Advisors that meets twice a semester. This will be moved to monthly. *(Ongoing)*

1.2.2.2 Increase the use of software tools in advising by purchasing Student Success Collaborative (SSC). This will be utilized by all academic advisors to establish regular reporting systems to monitor student retention and progress toward graduation to facilitate timely intervention. The implementation of SSC has begun. *(Ongoing)*

1.2.2.3 Admit NJIT students to a college or school of their choice with the option of indicating a provisional major. *(Ongoing)*

1.2.2.4 Intensify first year advisement by centralizing advising in the 'Center for Student Success.' All academic departments will also have their students complete a short feedback survey on their advisement regularly in order to review and make changes as needed. *(Ongoing)*

1.2.2.5 & 6 & 7 & 8 Enhance sophomore student advising by utilizing an online tracking system for our students (SSC). SSC has been purchased and will improve identification and management of our at-risk student population. It will also offer students information necessary for them to make better educational decisions. *(Ongoing)*

1.2.3 Enhancing Tutoring, Mentoring, and Student Support

1.2.3.1 Coordinate tutoring, mentoring, adaptive learning and student support through academic departments and a structure created for this purpose. Physics, Chemistry, and the Math departments already provide tutoring for their subject areas. Other academic departments will also begin their own tutoring. SSC is being used to coordinate and assess tutoring. *(Ongoing)*

1.2.4 Continuous Assessment of Persistence Efforts (New Objective)

1.2.4.1 Create a system of accountability to monitor the academic progress, retention and persistence efforts of the university; this can be led by the Provost's Office and assisted by the university-wide utilization of the SSC. A report for the Provost's Office emphasizing the need for a governing body to oversee retention and persistence efforts is being developed. *(Ongoing)*

Objective 1.3 Graduation

1.3.1 Implement Curriculum-Guided Course Scheduling

1.3.1.1 Offer courses in the semesters they are needed. Maximize student course sequencing and avoid scheduling conflicts for required courses. This will promote timely graduation, increase persistence and retention, and therefore increase graduation rates. The Registrar will provide a four-year university academic. Students will be able to predict their full four years by knowing when courses are offered within their degree. The target completion date for this project is fall 2016. *(Ongoing)*

1.3.1.2 Expand the scope of winter and summer sessions by developing alternative and additional course offerings, particularly online. Offering more courses in the winter and summer will help expedite graduation. *(Ongoing)*

1.3.1.3 Coordinate course scheduling and registration to reduce administrative obstacles for cross-registration with Rutgers-Newark, Rutgers Biomedical and Health Sciences, and Essex County College. This will increase the opportunity for students to fulfill their graduation requirements. *(Planned)*

1.3.2 Streamline the Graduation Process

1.3.2.1 Notify students that they are nearing completion of their degree requirements by having the registrar send out early alerts to students nearing graduation (35-40 credits) allowing the student to be aware of potential obstacles. *(Ongoing)*

1.3.2.2 Eliminate the student-initiated application for graduation by creating a process to proactively certify students for graduation. Any student who has completed the requirements toward their degree will be awarded their degree. *(Ongoing)*

1.3.2.3 Expand advising for seniors by utilizing the functions of SSC to promote timely graduation. Using SSC, students will be notified through their advisors, faculty, and administrators each term, keeping them on track toward graduation. *(Ongoing)*

Objective: 1.4 Campus Quality of Life

1.4.1 Build a Supportive Environment

1.4.1.1 Cultivate a courteous, welcoming and supportive campus climate, enhancing student satisfaction and success, by working with Institutional Research to redesign and expand the student satisfaction survey to better identify areas of student satisfaction and dissatisfaction. Additionally, several customer service trainings have been conducted for all members of the Division of Academic Support and Student Affairs and for the Department of Public Safety. *(Ongoing)*

1.4.1.2 Develop a service-focused philosophy for all faculty and staff after a systematic examination of current practices. A philosophy statement that contains “Tenets of Service” is being refined for broad distribution in the Fall 2016. *(Ongoing)*

1.4.2 Improve Administrative Processes and Practices

1.4.2.1 Systematically and regularly review the effect of current policies through an “owner” review of every policy. Each department will be responsible for timely updates of its pages. *(Ongoing)*

1.3.2.2 Develop virtual and in-person service centers to better meet student needs by utilizing web managers to create a better search engine with multiple, intuitive search words, increase ease of navigation, remove outdated material, and update software changes. In-person student service is expected of all university personnel and training should be expanded to offer all employees customer service training. *(Ongoing)*

1.4.3 Support Student Activities

1.4.3.1 Facilitate sustainable and supported campus events, including competitive academic teams and experiences by adopting a Signature Events Fee to support major student focused events and to build academically competitive teams. *(Ongoing)*

1.4.3.2 Develop an “Events Center” that will provide space and support for student activities, by constructing the Wellness and Events Center. Construction is underway. *(Ongoing)*

Objective: 1.5 Institutional Effectiveness

1.5.1 Improve Institutional Effectiveness through Continuous Assessment

1.5.1.1 Deploy key metrics for university performance, particularly retention and graduation rates by creating a systematic schedule for data analysis that will facilitate reporting on outcomes and help to build dashboards to support decision-making. *(Ongoing)*

1.5.1.2 Use student satisfaction as an indicator of success by transforming the Student Satisfaction Survey process to better gauge levels of student satisfaction. *(Ongoing)*

1.5.1.3 Develop Assessment plans with learning goals for all programs by aligning them with Council for the Advancement of Standards in Higher education (CAS) standards. *(Ongoing)*

1.5.2 Make Evaluation Effective

1.5.2.1 Implement independent evaluations for student support programs by using CAS to provide the mechanism for this independent evaluation as guided by nationally accepted norms. *(Ongoing)*

1.5.2.2 Communicate assessment results to instructional and support personnel by using a range of tools including dashboards to make information available to decision makers. Survey results will also be communicated to decision-makers and the NJIT community to convey confidence in operations. *(Ongoing)*

Priority 2-Learning

Objective: 2.1 Curricular Assessment

2.1.1 Evaluate the Curriculum

2.1.1.1 Continuously assess the curriculum by using the program review process to promote curricular assessment across the university. This includes an external review component conducted by experts in the degree disciplines assessing the nature, content, delivery, and student progress in the core requirements for each degree. *(Ongoing)*

2.1.1.2 Use external assessment to guide curricular reform of individual programs. An external consultant has recently reviewed the Physics program and a group of external consultant also reviewed the Electrical and Computer Engineering Department. *(Ongoing)*

2.1.2 Raise the Prominence of Academic Assessment

2.1.2.1 Establish yearly program assessments and cyclical program reviews using the 5-year program review template. All colleges, departments, and academic programs are now aware of the cyclical program review process and participating in its continuing implementation. *(Ongoing)*

2.1.2.2 Highlight the importance of curricular assessment at all levels throughout the university through degree program self-studies and course-level assessment training *(Ongoing)*

Objective 2.2 Curricular Reform

2.2.1 Improve Undergraduate Education

2.2.2.1 Update the GUR by establishing a subcommittee of CUE charged to review and update the GUR. The committee has proposed 10 competencies for all NJIT undergraduate students. *(Ongoing)*

2.2.2.2 No Progress Reported

2.2.2.3 No Progress Reported

2.2.2.4 No Progress Reported

2.2.2.5 Insure the documentation of program learning outcomes for all degree programs and GUR components, and student learning outcomes for each course by making these the responsibility of each academic department. *(Completed)*

2.2.3 Innovate Graduate Education

2.2.3.1: Create professional science master (PSM) degree programs. CSLA plans to introduce PSM degrees starting in Fall 2017. CCS is also considering developing a PSM degree. *(Ongoing)*

2.2.3.2: Create applied master's programs by advancing a proposal for a new MS degree in Data Science to be offered by the Department of Computer Science. *(Ongoing)*

2.2.3.3 Enhance doctoral financial support by increasing stipends for FY16. A further increase is proposed for FY17. *(Ongoing)*

2.2.3.4: A doctoral program has been developed and fully approved in the Martin Tuchman School of Management. Admission will begin in fall 2016. *(Completed)*

2.2.4 Update the Curriculum Continuously

2.2.4.1 No Progress Reported

2.2.4.2 No Progress Reported

Objective: 2.3 Convergence through Digital Technology

2.3.1 Create an Instructional Culture of Digital Technology

2.3.1.1 Converge face-to-face and online modes of course delivery. A pilot study of convergence, overseen by the TLT Committee of Faculty Senate, is underway. *(Ongoing)*

2.3.1.2 Increase the use of digital technology in the classroom by developing online programs based fully on internal NJIT capabilities. This year five new programs have been developed, including an MS program in Information Technology Administration and Security. This program already exists in a face-to-face format. *(Ongoing)*

2.3.1.3 Encourage the development of additional online graduate programs to expand the catalogue of NJIT online offerings. *(New strategy)*

2.3.1.3 No Significant Progress Reported

2.3.2 Assure Academic Rigor

2.3.2.1 Achieve uniformity of academic standards, regardless of delivery mode by establishing a sub-committee of TLT charged with providing standards and guidelines to be followed for face-to-face, online, hybrid, and converged courses. *(Ongoing)*

2.3.2.1 No Progress Reported.

Objective: 2.4 Milestone Experiences

2.4.1 Integrate Milestone Experiences into Undergraduate Programs

2.4.1.1 No Progress Reported

2.4.1.2 Increase the number of curricular-based co-ops and internships by considering whether NCE should introduce a track that would have co-op as a mandatory component; admitted students would have to pick the co-op or non-co-op track. Discussions on this topic are at a preliminary stage. *(Ongoing)*

2.4.1.3 Develop a robust study abroad program to increase the number of students that will have international experiences before graduating from NJIT. Inventory our current MOUs with foreign universities to identify study abroad opportunities for our students. New MOUs have been signed with universities overseas (Germany, Greece, Thailand, Spain, and Lebanon) and more are in final stages before signing. Additional opportunities are to be identified by the Office of Global Initiatives which, in coordination with academic departments, will also start creating a course equivalency inventory. *(Ongoing)*

2.4.1.4 No Progress Reported

2.4.2 Develop Milestone Experiences for Graduate Programs

2.4.2.1 Foster research, industrial, service and international learning experiences by increasing the number of destinations and majors served for undergraduate and graduate students through expanded MOUs. *(Ongoing)*

2.4.2.2 No Progress Reported

2.4.3 Support Personal Milestone Experiences

2.4.3.1 Provide a framework allowing students to pursue personal milestone experiences by developing an extracurricular NJIT music program. A wind ensemble, a string ensemble, and a jazz band have been formed. Conductors have been hired and equipment has been purchased. *(Ongoing)*

2.4.2.2 No Progress Reported

Objective 2.5 Professional Success

2.5.1 Promote Paths to Professional Success

2.5.1.1 Prepare students to attain their first-choice destination upon degree completion. This has been achieved by changing doctoral degree credit requirements to require earlier and more substantive input from doctoral committees. Additionally, some master's degrees will introduce

concentrations with a more applied focus and new professional science master's degrees will also be introduced. *(Ongoing)*

2.5.1.2 Provide professional development workshops such as the workshop on preparation for the FE exam offered by the Department of Civil and Environmental Engineering fall 2015 and spring. *(Ongoing)*

2.5.2 Promote Engagement with Intended Professions

2.5.2.1 No Significant Progress Reported

2.5.2.2 See 2.5.1.2

2.5.3 Assess Student Professional Success

2.5.3.1 Track alumni to periodically assess their success and satisfaction in their professional careers by initiating a comprehensive survey with an outside vendor. *(Ongoing)*

2.5.3.2 Effectively survey alumni to determine their satisfaction with their experiences at NJIT through a review and revision of the annual alumni survey process. *(Ongoing)*

Priority 3 Scholarly Research

Objective: 3.1 Faculty Roles in Research

3.1.1 Increase Participation of Current Faculty in Research

3.1.1.1 Develop policies to encourage research by sharing indirect income among primary investigators and academic units and assuring start-up funds for new faculty. *(Completed)*

3.1.1.2 Increase efforts to fully recover associated research expenditures with a policy on Indirect Costs Return (Overhead) developed through the Faculty Research Advisory Board (FRAB), faculty senate and administration. *(Completed)*

3.1.1.3 Establish a competitive internal seed-funding program for innovative and exploratory research. Forty-two (18 in FY15 and 24 in FY16) Faculty Seed Grants have been awarded involving 66 faculty members. *(Completed)*

3.1.1.4 Re-engage faculty not currently active in scholarly research by integrating them into existing or emerging projects by setting up faculty seed grants and undergraduate student seed grants. Many faculty members who have not been active in research have started projects alone or with undergraduate students through seed grants. *(Ongoing)*

3.1.2 Integrate Research into the Curriculum

3.1.2.1 Advance faculty research in conjunction with academic curriculum content by encouraging research active faculty to offer opportunities for team-based research with other faculty, graduate students, and undergraduate students. The PhD in Business Data Science was also approved this year and it will enable the Martin Tuchman School of Management faculty to advance their research objectives while also educating graduate students. *(Ongoing)*

3.1.2.2 Develop a faculty research lecture series open to all students by supporting departments that have established research lecture series linked with graduate level seminar requirements. *(Ongoing)*

Objective: 3.2 Academic Research Enterprise

3.2.1 Foster Regional, National, and International Collaboration

3.2.1.1 Strengthen collaboration among researchers at NJIT and other universities in the region by establishing more collaborative research centers, adding significantly to the existing group of NJIT research centers which involve faculty from other universities. *(Ongoing)*

3.2.1.2 Support international collaborative research and exchange programs by developing a streamlined process and protocol to facilitate establishing MOUs and contractual agreements. Policies and protocols for international visiting research scholars and students have been implemented. *(Ongoing)*

3.2.2 Improve Communication with Faculty on Research Opportunities

3.2.2.1 Disseminate grant and fellowship opportunities by distributing a description of grant opportunities to members of the university community. Program Directors from funding agencies have been invited to provide information on current and future funding programs to NJIT faculty and staff. *(Completed)*

3.2.2.2 Communicate NJIT researcher accomplishments through a weekly newsletter sent to all faculty featuring recent grants, events and grant opportunities. *(Completed)*

3.2.3 Support Research Activities and Infrastructure

3.2.3.1 Refine and streamline the administrative infrastructure for research support by integrating grant management and accounting operations. Sponsored Research Administration and Grant and Contract Accounting offices have been merged into the Office of Research to provide seamless support from the identification of grant opportunities to grant closing. Streamlining of purchase requisitions and personal requisition processes are being discussed. *(Ongoing)*

3.2.3.2 Offer training and support in grant-proposal preparation by providing workshops and grant-writing assistance. Open House events are being offered to address and answer questions related to all functions of proposal submission and grant management. The Faculty Research Advisory Board (FRAB) meets to discuss grant management at monthly events organized by the Office of Research. *(Completed)*

3.2.3.3 Develop searchable databases of all records of research awards by purchasing and implementing Ekuality to improve quality of the research database. *(Ongoing)*

3.2.3.4 Improve the NJIT research grant management and accounting information by developing and delivering training sessions to faculty and staff on the use of Ekuality KC Grant Management Software system for proposal submission. *(Ongoing)*

3.2.3.5 Reserve the “center” designation for consistently successful research initiatives and develop productive labs into centers by implementing a policy and protocol for the establishment of new research centers and the review and renewal of existing research centers. *(Completed)*

Objective: 3.3 Multidisciplinary Research

3.3.1 Adopt Multidisciplinary Academic Research Approaches

3.3.1.1 Promote multidisciplinary research through building collaborative research teams. Several meetings have been conducted with faculty internally as well externally to promote core and multidisciplinary research and multi-institutional collaborations. *(Ongoing)*

3.3.1.2 Assure recognition and reward for faculty engaged in multidisciplinary research using Ekuality to provide a database which makes possible recognition and reward for collaborative research. *(Ongoing)*

3.3.1.3 Integrate doctoral students into multidisciplinary research efforts and encourage multidisciplinary dissertation committees by requiring the earlier formation of doctoral committees and the inclusion of at least one member external to the student's home department. *(Ongoing)*

3.3.1.4 Provide teaching assistant funding across departmental and college lines by changing the way teaching assistant stipends are currently assigned to specific colleges. *(Under discussion)*

3.3.1.5 No Progress Reported

Objective: 3.4 Economic and Technology Development Partnerships

3.4.1 Cultivate Private Sector Partnerships

3.4.1.1 Engage the private sector through the university's nonprofit corporation, NJII. NJII has developed numerous industry-facing business units, each of which is generating program activity in partnership with the private sector and government. *(Ongoing)*

3.4.1.2 Faculty members have also been encouraged to engage in entrepreneurial activities on behalf of the university. Several faculty members have obtained approval to participate in startup activities related to technology that they have developed at NJIT. *(Ongoing)*

3.4.1.3 Patent filings have declined in the most recent year, requiring a review of current administrative structures, reorganization of staff, and improvement of processes in support of this activity. This is a newly introduced strategy to address a growing concern. *(Ongoing)*

3.4.2 Serve as a Catalyst for Regional and Economic Growth

3.4.2.1 Capitalize on state and federal funding to develop large-scale technology projects through the NJIT Business Engagement Team (BET) which has engaged more than 23 companies in 2014-15. NJIT was also designated an NSF I-Corps site in 2015. In the first year, 31 faculty members participated in teams with students and entrepreneurial mentors to explore commercialization of technologies. *(Ongoing)*

3.4.2.2 Expand the university's presence in state, regional, and national economic development activities by inviting faculty members to participate in programs at EDC for entrepreneurs. As a result of increasing private sector partnerships, the Association of Public and Land-grant Universities (APLU) has awarded NJIT the Innovation and Economic Prosperity (IEP) designation as an economically-engaged institution. *(Ongoing)*

Objective: 3.5 Facilities and Administrative Planning

3.5.1 Optimize Start-up Processes and Resources

3.5.1.1 Allow flexible use of start-up funds for all new faculty throughout their pre-tenure period. Start-up packages should provide access to funds for three years and may be extended in special circumstances. *(Completed)*

3.5.1.2 Assure that new faculty members have fully functional research laboratory space upon appointment. New faculty hired in FY15 and 16 had laboratories ready in the first week of September for Fall and in the first week of January for the Spring semester. *(Complete)*

3.5.2 Assess and Prioritize infrastructure

3.5.2.1 Assess the capacity of research labs and center spaces to support scholarly research. Specific lab spaces have been upgraded to meet research needs. *(Ongoing)*

3.5.2.2 Optimize existing research infrastructure use and prioritize the needs for new facilities and equipment. *(Ongoing)*

3.5.3 Share Facilities with Council for Higher Education in Newark (CHEN)

3.5.3.1 Expand shared-use facilities, equipment and institutional support infrastructure by expanding the University Heights Science and Technology Park. Create a “High Technology Incubator” to promote collaboration among universities. *(Completed)*

3.5.3.2 Collaborate with industry to offer faculty and student access to equipment not otherwise available on campus. So far, equipment from the Stryker Corporation is to be shared through the NJIT Makerspace. The Makerspace at NJIT will continue to foster relations with industry to provide shared-use equipment. *(Ongoing)*

Objective: 3.6 Improve External Recognition of Scholarly Research (New objective)

3.6.1 Enhance Professional Recognition

3.6.1.1 Encourage faculty activities such as service on editorial boards, conference organizing committees, review panels and chairing teams/groups of professional experts on site visit teams. *(Ongoing)*

3.6.1.2 Increase the number of faculty serving as editors, chief editors, conference organizers and conference chairs, and review panel members and chairs, and recognize and reward these activities in a variety of ways. *(First iteration completed)*

3.6.1.3 Recognize and reward professional awards and honors. Help identify faculty and assist in submitting their nomination packages for state and national honors, such as National Academy of Inventors. *(Ongoing)*

3.6.1.4 Encourage initiatives that organize and promote conferences at NJIT. *(Ongoing)*

Priority Four-Community

Objective: 4.1 Global Community

4.1.1 Value Diversity

4.1.1.1 No Progress Reported

4.1.2.1 Accept diversity as a core value of NJIT and celebrate this by holding a ‘Day of Dialogue’ to celebrate and discuss diversity. *(Completed and ongoing)*

4.1.2 Support Student Diversity

4.1.2.1 No Progress Reported

4.1.2.2 No Progress Reported

4.1.2.3 No Progress Reported

4.1.3 Simplify the Process for International Collaboration and Exchanges

4.1.3.1 No Progress Reported

4.1.3.2 Streamline the approval process and assign individual responsibility for international agreements by establishing a system for setting up international MOUs. The standard contracts and agreements samples are posted on the research website as is the policy for initiating them. Templates for international projects have also been customized. *(Completed)*

4.1.3.3 Encourage and simplify visiting and courtesy appointments. This has been achieved by establishing streamlined procedures and guidelines for affiliated, visiting and courtesy appointments. The documents are posted on the website. *(Completed)*

4.1.3.4 No Progress Reported

4.1.4 Appoint NJIT Faculty as International Community Representatives

4.1.4.1 No Progress Reported

4.1.4.2 No Progress Reported

Objective: 4.2 University Governance

4.2.1 Facilitate the Integration of Shared Governance

4.2.1.1 Acknowledge the importance of the faculty's role in the university by implementing shared governance. This has been implemented and the Faculty Senate has taken a central role in the university community. *(Completed)*

4.2.1.2 Recognize the importance of all other campus stake holders by recognizing and integrating them into shared governance through the University Senate. This includes administrators, staff, alumni, and students. *(Completed)*

4.2.2 Cultivate an Atmosphere of Civility and Mutual Respect

4.2.2.1 No Progress Reported

4.2.2.2 No Progress Reported

Objective: 4.3 Diverse Faculty Leadership

4.3.1 Support Diversity

4.3.1.1 Establish a baseline for diversity assessment by forming a diversity committee to draft a university wide diversity plan. *(Completed)*

4.3.1.2 No Progress Reported

4.3.2 Coordinate Recruitment and Retention

4.3.2.1 Engage college and school deans to develop plans for achieving faculty diversity by developing the *Faculty Search and Selection Guidelines* and presenting them to the Faculty Senate for consideration and adoption. Adoption of the Guidelines is anticipated during the fall semester, 2016. *(Ongoing)*

4.3.2.2 Increase coordination of efforts to recruit and retain women by having each school dean nominate a Diversity Liaison to be deployed to search committees in all the schools. A description of the diversity liaison role and responsibility is being collaboratively developed. *(Ongoing)*

4.3.2.3 No Progress Reported

4.3.2.4 No Progress Reported

4.3.2.5 No Progress Reported

4.3.2.6 Train search committees for accountability by holding training workshops for search committee chairs. This was conducted on December 1, 2015. Further, *Building a Successful, More Inclusive Search*, a facilitator-led best practices training, will be rolled-out to faculty search committees in FY17. *(Ongoing)*

Objective: 4.4 Diverse Administrative Leadership

4.4.1 Analyze the Availability of Potential Candidates

4.4.1.1 Establish a diverse administrative talent pool by forming a Committee on Administrator Diversity. This HR Standing Committee is working to develop and oversee an integrated talent management strategy that will include professional and leadership development opportunities, performance management, individual development planning, strategic talent planning, and career advancement/ progression. *(Ongoing)*

4.4.1.2 No Tactic

4.4.2 Develop and Sustain a Diverse Talent Pool

4.4.2.1 Establish a diverse administrative talent pool. Targeted recruitment of women and underrepresented minority candidates is on-going through open-position advertising. A broader list of minority and women talent pools are utilized when positions become available to ensure the sourcing of these candidates. *(Ongoing)*

4.4.2.2 No Progress Reported

Objective: 4.5 Alumni Engagement

4.5.1 Promote Alumni Engagement

4.5.1.1 No Progress Reported

4.5.1.2 No Progress Reported

4.5.1.3 No Progress Reported

4.5.2 Continuous Improvement of Alumni Engagement

4.5.2.1 No Progress Reported

4.5.2.2 No Progress Reported

4.5.2.3 No Progress Reported

Priority Five – Investments

Objective 5.1 - Educational Investment

5.1.1 Promote Teaching Excellence

5.1.1.1 Develop the Institute for Teaching Excellence (ITE). The held its inaugural lecture in September. The Center was opened in a temporary location in Cullimore Hall for the Fall 2015 semester. It is actively providing resources and programs to develop faculty, lecturers, adjuncts, and graduate students. The Institute will move to its permanent home in the Central King Building in spring 2017. *(Ongoing)*

5.1.1.2 Provide guidance to instructors in developing their course learning outcomes and syllabi, using the appropriate surveys and assessments, this will help monitor and guide curricular change. *(Ongoing)*

5.1.2 Improve Academic Support

5.1.2.1 Develop a ‘university commons’ by constructing such a space in the Central King Building. This facility will provide an integrated learning space for collaboration and tutoring. *(Ongoing)*

5.1.2.2 Create spaces for student study. The first student interaction space is planned for FY17 to promote student interaction and collaboration. Additional spaces will be constructed in subsequent fiscal years. *(Ongoing)*

5.1.3 Revise Non-Tenure Track Compensation and Career Tracks

5.1.3.1 Revise the current compensation and advancement structure for non-tenure track instructors through the formation of the Subcommittee on Non-Tenure-Track Instruction of the Faculty Senate Committee on Faculty Rights and Responsibilities (CFRR) which addresses issues of hiring and promotion policy for lecturers. It does not address adjunct status nor does it discuss compensation levels for lecturers. It does propose moving hiring and promotion policy to the Faculty Handbook and the Provost's Office, in line with how Faculty Promotion and Tenure are now handled. *(Ongoing)*

5.1.3.2 Create a non-tenure track full-time Professor of Practice position and seek the position’s endorsement by the Faculty Senate. The Professor of Practice position engages individuals who possess contemporary expertise in fields such as business, industry, government, the arts and the professions. *(Ongoing)*

Objective 5.2 – Faculty Renewal

5.2.1 Engage in Strategic Hiring

5.2.1.1 Develop five-year hiring plans for each department, college, and school. This is advancing in the College of Science and Liberal Arts where all departments have completed five year hiring plans. (No update has been provided by the other colleges/schools.) *(Ongoing)*

5.2.1.2 Encourage joint academic appointments and the development of clear guidelines for rewarding faculty who engage in research and education in multiple departments, however, the colleges report no action on this tactic at this time. *(No progress)*

5.2.1.3 Develop a plan to hire tenure-tenure track and tenured faculty in interdisciplinary areas. CSLA reports that 5 of the 6 departments included interdisciplinary priorities in their 5 year hiring and 5 year strategic plans. The other colleges report no progress. *(Ongoing)*

5.2.1.4 Maintain an appropriate balance between faculty ranks by addressing the issue in the current hiring plan. The hiring plan this year was designed to address the balance among the various faculty ranks. *(Ongoing)*

5.2.1.5 Enhance faculty diversity through targeted recruitment and retention, by setting up a pool of funds for targeted hires. There is a small pool of funds (this year it is equal to 1 line) to address the faculty diversity within the departments, schools, and colleges. *(Ongoing)*

5.2.1.6 Develop family-friendly hiring practices by becoming a member of the Higher Education Recruitment Consortium (HERC), which works to connect academic spouses and partners with employment. In addition, the Faculty Senate has been discussing the Faculty Search Policy and intends for the modified policy to be approved early in the fall semester. *(Ongoing)*

5.2.1.7 Develop a mentoring plan for both faculty and instructional staff by setting up specific plans within each college. CSLA reports 4 out of 6 departments have developed department-specific mentoring plans for research and instruction. The remaining 2 departments are working on development. *(Ongoing)*

5.2.2 Refine Metrics for Faculty Assessment

5.2.2.1 Understand the key factors in faculty success by asking colleges to provide data needed to identify useful metrics by the end of the year. *(Planned)*

5.2.2.2 Benchmark teaching load based on scholarly research and funding at comparable institutions by analyzing the national Delaware Faculty Load Study. *(Completed)*

5.2.2.3 Implement a transition-to-retirement program where faculty can reduce hours, responsibilities, and compensation by offering a Faculty Separation Incentive Program (FSIP). *(Completed)*

Objective 5.3 – Research Investment

5.3.1 Automate Pre- and Post Award Administration

5.3.1.1 Achieve excellence in the delivery of services in sponsored research through automation by fully implementing the Ekualiti KC – Grant Management Software system which was purchased at the end of FY15. Training started February 2016. Future Modules such IBC IAUCUC will go live on January 2017. For the compliance modules, the Research office has acquired ‘citiprograms’ (www.citiprogram.org) membership which will provide training and education to the entire research community. This membership allows the whole research community to obtain certifications after following the on-line training. *(Ongoing)*

5.3.1.2 Streamline grants management by launching electronic processing of grant expenses. A Banner Finance module will expedite grant invoicing and the collection of grant receivables, improving the university’s ‘grant-related’ cash-flow. A protocol is being developed to proactively manage and follow-up on grants and contracts expenditures versus elapsed duration of the awards to ensure optimal grant management. *(Ongoing)*

5.3.2 Improve Research Resources, Services, Equipment, and Facilities

5.3.2.1 Strengthen research resources and services by submitting a proposal to the National Science Foundation for a S-STEM Scholar Program–Pathway to a STEM educated workforce. Two Letters of Intent were filed with the National Science Foundation to be able to compete for the Inclusion across the Nation Communities of Learners of Undergraduate Underrepresented Discoveries in Engineering and Science. *(Completed)*

5.3.2.2 Share assets with other universities by initiating multi-institutional collaborations. These include the establishment of NJIT Institute of Brain and Neuroscience Research and its partnerships with Rutgers University, Robert Wood Johnson Medical School, NJ Medical School and Princeton University. NJIT participates with RUN and RWJMC in the multi-institutional Faculty Seed Grant in Neuroscience. One grant was awarded to the NJIT and the NJ Medical School. *(Completed)*

5.3.2.3 Promote environmental health and safety programs by appointing a new Director of Environmental Health and Safety in March 2016. Health and Safety programs are being re-written as a part of an overall Environmental Management System for NJIT. *(Completed)*

5.3.2.4 Update existing common equipment through the Facilities Master Plan which is being re-examined and aligned with *2020 Vision*. Core facilities are being examined. *(Ongoing)*

5.3.2.5 Develop a university policy on lab space by updating the Facilities Master Plan. In conjunction with this, laboratory utilization is being examined and policies on lab space will be developed at the conclusion of this process. *(Ongoing)*

5.3.3 Enhance Institutional Support for Non-faculty Research Staff

5.3.3.1 Establish policies and guidelines for appointments of research professors. (Completed)

5.3.3.2 Develop a policy for professional growth and institutional support of post-doctoral fellows, research professors, and other non-faculty research staff by fully engaging them with the Research Office in promoting their research. They participated in the Faculty Research Showcase, and NJIT Research Center Showcase events. We are planning to have research development and professional development workshop for Post-Docs in the Summer of FY17. (Ongoing)

Objective 5.4 – Infrastructure Support for Facilities and Technology

5.4.1 Update the Facilities Master Plan for Physical Planning Decisions

5.4.1.1 Update the Facilities Master Plan, including the evaluation of space utilization for effective physical planning decisions process by aligning it with the 2020 Vision. This began in January 2016. Collaboration on the master plan has occurred through shared governance committees and campus interviews. A draft of the findings will be available in summer 2016. (Ongoing)

5.4.1.2 Ensure facilities development includes considerations for digitally-enabled common, instructional and collaborative spaces; short term major construction projects; construction of an event center; renewal of capital assets; and parking. Construction of the Wellness and Events Center began in the Fall 2015 and is expected to be completed in the Fall 2017. There is also a financial plan for the renewal of capital assets which will provide for over \$20M annually by 2020. Collaborative instructional spaces are planned and are being constructed in the Life Science and Engineering Building and the Central King Building. A new parking garage will open in the summer of 2016 to provide safe, convenient parking for the NJIT community. (Ongoing)

5.4.2 Use the Technology Plan for Campus Technology Decisions

5.4.2.1 Update the Technology Plan for campus technology by establishing an IST Capital Replacement and Renewal Schedule with original funding sources. This has been produced and shared with the Finance division. It is reviewed every six months. Restructuring of the digital learning and technology support functions for alignment with 2020 Vision is being implemented with formal announcement to the campus community planned for the new academic year. The technology plan document is being updated for shared governance review during the new academic year. (Ongoing)

5.4.2.2 Evaluate the current use of funds for technology decisions by allocating \$500K in the FY17 capital budget for the renewal of technology equipment. The consideration of technology equipment renewal will continue in subsequent fiscal years. (Ongoing)