

# NJIT Planning and Accreditation Roadmap

**The Office of Planning and Accreditation**  
September 10, 2018

# The NJIT Planning and Accreditation Roadmap

## I. Linked Planning and Accreditation

NJIT and its leadership, has set the standard for ambitious strategic planning with the innovative and comprehensive *2020 Vision* plan launched in 2015. The principles by which the university has lived in planning and accreditation make possible the process. However, the detail of plan execution has made NJIT a model worth following. A consequence of the rigorous quality of planning has been success in accreditation. The university has achieved an admirable record in accreditation with exemplary self-study and periodic review reports.

As at many universities, planning and accreditation were once distinct undertakings, today they intertwine. Middle States reaccreditation requires strategic planning and rigorous assessment to meet the standards applied in the self-study. The self-study process itself entails the organizational reflection that accompanies developing a visionary and successful strategic plan. To be used effectively, a self-study should be a critical component of strategic planning. For this reason, this *NJIT Planning & Accreditation Roadmap* details strategic planning renewal and reaccreditation while articulating the relationship between them. It sets out the principles, and steps of both planning and reaccreditation that will culminate in the next comprehensive strategic plan, one that will cover the full accreditation cycle. Toward that end, it articulates the renewal process to develop the next strategic plan *2020+ NJIT 2020-2022 Strategic Plan* and outline the NJIT 2030 strategic plan. It describes how NJIT will prepare to meet the seven new accreditation standards for the 2022 self-study. It describes the strategic planning and accreditation committees and sets an overarching planning and accreditation timeline. Finally, in Appendix II, this document offers a detailed spreadsheet documenting activities and deliverables and the timeline for them.

## II. Principles

As NJIT embarks on planning renewal and prepares for reaccreditation, under the direction of the NJIT President, we will again embrace the guiding principles underlying *2020 Vision*.

1. Collaborative—Planning and Accreditation will involve all NJIT stakeholders beginning with those represented through the institutions of shared governance. Faculty will play the critical role in both planning and reaccreditation, with Faculty Senate nominated representatives on all committees and, if possible, serving as chairs or co-chairs. University Senate will also propose members for all accreditation and planning committees with some also serving as chairs or co-chairs whenever possible. Students and alumni will also be represented in both processes. Finally, Newark community members will have representation on

some planning and accreditation committees. Advisory boards and the Board of Overseers will have multiple input and review opportunities as will the Board of Trustees as detailed in Appendix II. The Board of Trustees at the recommendation of the administration will have the final plan and budget approval.

2. **Visibility**—The activities, decisions, and reports of planning and accreditation committees will be accessible to the university community. Committees will use Moodle to share documents among members, and all drafts will be available to the university community. All final document drafts intended for publication will be reviewed by the Faculty Senate and by the University Senate before release. The university community will also have extended opportunities to review documents before publication.
3. **Critical self-analysis**—Good self-studies and realistic strategic plans begin with open, critical reflection. The first product of the planning and accreditation process will be a Needs Analysis designed to frame a realistic goal for NJIT, based on a peer comparison. Similarly, the self-study working groups responsible for each chapter will hold NJIT to the strict standards of accreditation. In addition to preparing the chapter, participants will make recommendations to the Steering Committee beyond what is expected to appear in the final report.
4. **Comprehensive and Thorough**—The planning and self-study processes will review NJIT in all its facets, from academic programs to facilities and advancement. The review will involve a broad range of participants with detailed knowledge of specific university operations. Although the final self-study document strictly limits length, working group chapters will have no such constraints, and the range of content and recommendations will be as extensive as the working groups deem appropriate.
5. **Dynamic**—The NJIT strategic plan is responsive, not a static document. Planning renewal will be ongoing from *2020 Vision* through the duration of the 2030 plan. As the university achieves targets and completes projects, the tactics and objectives will change. As new issues emerge, the Steering Committee will update the plan. The self-study will reflect this principle by underscoring NJIT as a growing institution capable of adapting to the current concerns of higher education.
6. **Success oriented**— Final planning and self-study publications will be designed to continuously improve the university given its four-part mission. It will critically review its achievements, and it opportunities as New Jersey’s public polytechnic intensively focused on STEM, design, management, and leadership, and through local and global partnerships.

### **III. Learning from 2020 Vision**

As we begin planning for the next plan *2020+ NJIT Strategic Plan 2020-2022*, we reflect on what we learned from *2020 Vision*. What have we discovered about NJIT? Can we better refine our goals and focus objectives? How should we balance targets and ongoing assessment? Finally, as we think about priorities and goals for the next plan,

we need to step back and consider disruptions both those we foresee and those that are emerging. How we can assure the resilience of NJIT in the face of adversity is an important question we need to answer.

The observations below are reflections on the ambitious and successful strategic plan, *2020 Vision*. They can prompt discussion and afford the opportunity to assess our strategic planning in the spirit of continuous improvement. They are neither comprehensive nor definitive.

### **NJIT: Potential**

In the past three years, we have learned much about the potential of NJIT and challenges confronting us.

Beyond our expectations, the number of freshmen applications has nearly doubled, and research productivity has exceeded all expectations. We have also achieved new levels in retention and graduation rates. The admissions characteristics of new students and the productivity of our faculty, new and continuing, have also reached higher levels.

Although we grow accustomed to our everyday experiences, we should not fail to see that NJIT today looks and feels like a different university than it did ten or even five years ago. Compared to our peers we have made notable strides forward and compared to higher education as a whole, our performance outcomes are truly impressive.

One valuable lesson we have learned is that today's economy values a challenging, high quality, rigorous STEM education. Although not completely faded, the reluctance to pursue science and engineering careers seems an artifact of the past. The dramatic rise in freshmen applications underscores this fact. Furthermore, our students succeed, and our faculty contribute to the economy at a level they did not achieve in the past. Today, the highest economic contributors come from STEM fields, and all professionals require significant technical competence.

This transformation implies a different type of education also. NJIT and its peers no longer train masses of technicians, with some professionals in their ranks. We primarily prepare STEM professionals. The new expectations mean we attract more highly qualified students and produce graduates with the polish of professionalism. We do this across the economic spectrum particularly through our Educational Opportunity Program (EOP). That is why the New York Times and Forbes see NJIT as first for economic mobility.

Professional education, however, does not come cheaply. The faculty, labs, technology, and student support cost more than they ever have in the past. The cost of professional education is one of the challenges which confront us. We cannot renew the faculty, upgrade the technology, and offer a full range of student services without significant

revenue for investment. Without the luxury of a substantial endowment, we need to make hard choices. We must go even further to focus our efforts on the elements important to producing the type of professional graduates the 21<sup>st</sup>-century economy requires. Our decision will lead to better preparing our graduates.

With this question in mind, there are three matters worthy of thoughtful discussions as we begin the next round of strategic planning.

First, what is the optimum number and range of objectives and goals for a strategic plan? Financial and staff resources limit the number of initiatives we can realistically undertake. We must balance ambition against resources and planning breadth against focus. As we embark on 2020+, we should concentrate on finding that ideal balance between breadth and focus given the available resources.

Second, how should we structure planning and implementation efforts to pursue consistent goals for technology, facility, enrollment, and faculty? With a diverse range of committees engaged in planning and implementation, harmonizing multifaceted efforts, requires ongoing communication between divisions in pursuit of common goals, objectives, and targets.

Finally, how do we continue building NJIT as an ever stronger and more responsive university? We cannot plan as though the world will always be predictable. Some disruptions we can anticipate, such as the long-term decline in college-bound domestic students. For the foreseen, we can plan accordingly. On the other hand, there will be unforeseen disruptions such as the recent decline in international graduate student applications. For such disruptions, we must be nimble and make adjustments to offset or ameliorate the impact, as we have done through increasing undergraduate enrollment. Responding quickly to challenges requires resiliency within the organization. We need to plan with the expectations of being able to respond to unforeseen challenges within the organization.

### **Specific Lessons from *2020 Vision***

The university has flourished relative to its peers in the past few years. This means we set the right goals and objectives in *2020 Vision* and pursued them with effective strategies. In retrospect, however, some goals and objectives could have been more ambitious or more realistic. This section discusses objectives and lessons for planning processes and organization.

The focus on students, learning, and research, the first three strategic priorities of *2020 Vision*, has proven to be appropriate for NJIT. The other priorities, promoting community and making sound investments have played important supporting roles.

Within the student area, the broad focus on admissions, retention, and graduation captures the critical concerns. The university's increasing reliance on tuition to fund

growing operations lends the student area ever-increasing importance. As we learned in *2020 Vision*, resilience in the admissions plan offers important alternatives in the face of unforeseen challenges. The plan cannot remain static in focus but must adjust strategies and goals to meet enrollment requirements. Balancing flexibility and established strategies as we respond to the unforeseen will play a central role in the work of the next strategic planning committee.

In the learning priority, developing clear and measurable objectives requires careful attention. The next plan must directly link strategies to outcomes. Without the ongoing assessment of progress, challenging, long-term objectives such as curriculum redevelopment and pedagogy innovation may lack the imperative to move forward. Similarly, every objective must map to a KPI. When plan objectives lack associated KPIs the monitoring of implementation suffers.

The scholarly research priority in *2020 Vision* demonstrated the critical importance of specific objectives explicitly attached to KPIs. In this area, the plan achieved remarkable and demonstrable success. Nevertheless, the pursuit of excellence in research can include a breadth of objectives or focus on specific strategies. Either choice has benefits and costs. The next strategic plan will make these choices with informed awareness.

A strong community is the hallmark of a strong university, but promoting community poses special challenges for implementation. It is difficult to coordinate initiatives as varied as 'supporting diversity' and 'simplifying international collaboration' or 'promoting alumni engagement.' In the development of 2020+, the planning committee will pay special attention to the organization for the implementation of community initiatives

Finally, the investments priority made excellent progress by linking budget to the strategic plan in advance and thus assuring the availability of resources for implementation. This was the most notable lesson. Additionally, the priority showed the importance of selecting appropriately objective KPIs, whenever possible. Satisfaction surveys play an important role in understanding the needs of the university. At the same time, objective metrics should augment the surveys.

While implementing the strategies of *2020 Vision*, the plan also guided NJIT to pursue related opportunities in parallel. Consistent with Priority One, we pursued new strategies in scholarships and financing to address enrollment needs. As part of the effort to continuously update the curriculum, the new Engineering Technology school was established and by 2020 will become a self-standing school growing in response to industry needs. Other key industry partnership have also developed through the New Jersey Innovation Institute (NJII) and the Enterprise Development Center (EDC). Finally, to promote quality and efficiency, NJIT has implemented a strategy of outsourcing services. In short, planning has not constrained the pursuit of opportunities but enhanced it by offering general guidance in addition to specific strategies.

## **Targets: Managing Expectations vs. Consistent Assessment**

*2020 Vision* set ambitious targets, by design. Deciding how to manage the targets poses an especially difficult choice in strategic planning. For example, should we adjust the freshmen application target up from the original target of 6,000, which we easily achieved and is now more than 8000? Similarly, the graduate applications number slightly more than 6,000, and the target of 8,197 does not now look realistic. Should we adjust the target down to something more realistic?

At this juncture, the 2020 Steering Committee has decided to retain the original targets for all measures unless the KPI calculation itself has been revised. By retaining the original target, we intend to reflect the areas where NJIT had unrecognized potential and where unforeseen circumstances made targets more difficult. Maintaining targets assures consistent assessment. In short, the original targets offer important information for the planning committee to review in developing the 2020+ plan.

Although the Steering Committee has found value in retaining the original KPI targets, sometimes the KPI measures do not adequately reflect the achievement of objectives. This disconnect is particularly the case for measures of student and faculty satisfaction with facilities. These two KPIs do not adequately reflect the progress made through facilities investment. The Priority Five committee proposed that a rigorous quantitative measure called the Facilities Condition Index (FCI) replace the satisfaction survey measures. When the new baseline information becomes available, KPI reports will include it. At that point, the Steering Committee will augment the existing qualitative satisfaction measures with a quantitative metric in the interest of more robust assessment to reflect both community satisfaction and actual conditions.

## **Disruptions: Foreseen and Unforeseen**

Sometimes, disruptions to business activity can be foreseen and become clear over an extended time. In other cases, they emerge quickly and unexpectedly. The decline in international graduate students is a disruption of the latter type. Although we were aware of risks to the graduate student population based on the rise of quality national universities and the creation of more capacity in India and China, the timing and extent of the decline was not anticipated. This development was further aggravated by policy changes in the United States potentially impacting labor and immigration processes for international students. As a result, the financial implications of the change could not have been adequately anticipated by the plan.

A second disruption threatening enrollment once roughly foreseen now becomes increasingly clear. As we have anticipated, demography poses challenges for enrollment. The extent to which this is true becomes increasingly evident. The number of students enrolled in New Jersey community colleges has declined by 30,000, more than 15%. At the same time, the number of high school graduates in New Jersey is also expected to decline over the next few years. In the more distant future, we now know

that fertility rates in the US have fallen below replacement levels. The long-term challenges to enrollment in higher education are real. Planning for 2020+ should account for an increasingly competitive enrollment environment.

The lack of growth from government funding sources has continued over the past few years as state funding has remained stable or declined, after adjusting for inflation. Similarly, students cannot bear the burden of tuition increases exceeding average income growth. As a result, the university has sought to cultivate alternative funding sources with notable progress in research and fundraising, such as NJIT, with evident success. These efforts continue, and innovative alternative funding sources will be further explored.

The disruptions to enrollment and major sources of funding intertwine and challenge some traditional strategies to generating revenue. Different models to improve efficiency, promote research, and increase enrollment will be needed. 2020+ will propose innovative approaches to revenue enhancement and operational efficiency.

Finally, the strong labor market has tremendous benefits for our graduates, but it may also entail two types of disruptions. First, a tight labor market may increase opportunities for students to take jobs in the private sector before graduation. This would raise a new challenge for progress in graduation rates. The technology focus of today's economy means the temptation to seek jobs before graduation may be particularly pronounced for students in STEM disciplines. Similarly, applications by domestic students, especially for graduate programs tend to decline when the economy offers great opportunities without the benefit of graduate degrees. These challenges are the flip side of the benefits NJIT has gained from the economy's emphasis on technology. 2020+ should prepare the university to address potential challenges while seizing the extraordinary opportunities offered by the new economy.

#### **IV. The Quiet Phase of Planning and Accreditation**

During the quiet phase between the submission of the 2017 Periodic review report and the next strategic plan in 2020, NJIT is developing a unified planning and reaccreditation process. To achieve this, the existing *2020 Vision* Steering Committee will work exclusively on strategic plan implementation and be phased out as *2020 Vision* draws to a close. Future planning and accreditation activities will be coordinated through the Planning/Middle States Steering Committee. This committee will include representatives of all university stakeholders including students, faculty, lecturers, staff, and alumni. Each university division and academic college will be represented. (Nominations from the Faculty Senate, the Student Senate, and the Lecturers Congress are being sought.) Although the full Planning/Middle States Steering Committee may be large, with up to 30 members at its peak, most work will take place in smaller groups of 8-10. The initial working groups, acting even before the Planning/Middle States Steering Committee is formally appointed, will collect community input, provide an

environmental scan of internal and external factors, conduct a needs analysis based on a comparison with peer universities, and oversee the ongoing review of assessment. A resource staff from the Office of Institutional Effectiveness (OIE) will support the working groups and participate in meetings.

The process will begin with two working groups laying the groundwork for the larger planning and accreditation process. The two groups will merge into the Planning/Middle States Steering Committee to be formally appointed during the 2018-19 academic year.

The Needs Analysis Working Group will make recommendations about how NJIT can establish itself as a top-tier university. It will also review NJIT's preparedness for the Middle States self-study and offer suggestions, as appropriate. The group will undertake the following activities:

1. Review the NJIT benchmark and aspirational peers list and suggest changes, if needed;
2. Conduct quantitative and qualitative comparisons between NJIT and peers to assess organizational effectiveness, and offer observations based on the comparisons;
3. Review, Middle States standards, to identify areas where NJIT should make adjustments to better meet the standards;
4. Draft a report of committee findings.

The Assessment Review Working Group will conduct a comprehensive review of assessment to prepare NJIT for the next phase of strategic planning and the upcoming Middle States reaccreditation. It will conduct a comprehensive assessment review across the university. The group will undertake the following activities:

1. Thoroughly review Middle States Standards for Accreditation and describe the expectations for assessment;
2. Identify all committees and working groups engaged in assessment and describe their scope and activities;
3. Identify all functional areas requiring assessment, including both academic and non-academic areas, and designate key stakeholders to assist in the assessment review process;
4. Document all ongoing assessment activities including in units not currently engaged with assessment, how units perform assessment, and how the results of assessment have informed change;
5. Draft a report of findings to inform the design of a university assessment plan;
6. Develop an institutional assessment plan, including templates for assessment reports, recommendations for best practices, and timelines for assessment activities; identify "assessment champions" from all relevant departments to advance a culture of assessment;

7. Create a repository of all assessment documents and tools; implement a system for the sustained use of this repository.

The Planning/Accreditation Committee will synthesize reports from the working groups and collect a broad range of community input. The committee will work with the provost and president to craft a broad vision statement for NJIT and identify the high-level priorities that will serve as organizing principles for the next strategic plan.

During the Quiet Phase, the staff of OIE and the library will also create a document Inventory & Repository. This will make accessible, and searchable, an archive of internal reports regarding all facets of university operations. The Inventory & Repository will employ *Digital Commons* to assemble and index a document database that will inform planning and accreditation going forward.

A successful self-study depends on strong evidence. To assemble the evidence MSCHE requires, all divisions must contribute to a document inventory identifying reports, agreements, and data sources that may be needed by the working groups preparing the self-study analysis. In addition to critical NJIT documents, the repository will also include commentary and explanations. For example, anomalous or atypical results or data will require explanations so that in 2022, at the time of accreditation, answers provided to the visiting team do not depend on memory. Building the document repository will begin with the assessment reports as they are collected at the behest of the Assessment Review Working Group.

## V. Planning

### *2020 Vision Mid-Cycle Report*

At the midpoint of *2020 Vision*, and after the PRR, attention turned toward plan renewal. Lead by the 2020 Steering Committee; all priority committees engaged in a comprehensive review of objectives, tactics, and KPIs. Every KPI received detailed attention to assess progress that had been made and to help understand whether *2020 Vision* had lived up to expectations in specific areas. Where progress closely tracked targets we know, we are doing well, and our expectations were well founded. Where progress strongly exceeds projections *2020 Vision* could have been more ambitious. Where progress lags behind projections, the Steering Committee considered adjusting tactics and, under the leadership of the president, recommend investing additional resources.

At the conclusion of this review, the Steer Committee produced a comprehensive accountability report for public release called the *2020 Vision Mid-Cycle Report* focuses on progress, assesses results, and shows where more innovative strategies were developed. Most importantly, the document highlights success in accomplishing KPI targets over the past three years. It has been posted to the NJIT website and will be

distributed widely in print. It has been posted to the NJIT website and was mailed directly to leaders in higher education.

### ***2020+, the NJIT 2020-2022 Strategic Plan***

The next strategic plan, under the preliminary title 2020+, will offer both continuity and innovation in a more concise and focused way. This plan intends to set clear and economical goals which can be achieved in a shorter timeframe. The duration of strategic plan 2020+ will be five semesters, 2.5 years, running from July 1, 2020, through the end of 2022. The plan will shift the NJIT planning cycle to parallel the Middle States accreditation schedule. By running through the end of 2022, the 2020+ plan will allow enough time for the development of a comprehensive strategic plan that addresses any recommendations from the 2021-2022 Middle States evaluation.

In fall 2018, the Planning/ Accreditation Committee, under the direction of the president and provost, will use information assembled in summer and fall of 2018 to begin drafting the vision and priorities for the successor plan. The committee will review the detailed comparison to university peers, consider community planning input, and evaluate the potential of NJIT. The vision and priorities they develop, under the guidance of the president and provost, will serve as organizing principles for drafting 2020+. For each priority identified by the committee, the Provost will establish a separate working group to formulate specific objectives and strategies to realize NJIT's potential within that priority.

2020+ should reflect the views and needs of the entire university community. Therefore, the community will contribute throughout the process and in many ways. The Needs Analysis group will design and implement a survey instrument to be distributed to all students, faculty, staff, administrators, and alumni. Through this survey, all members of the community will have opportunities to contribute ideas about the vision, needs, priorities, and objectives of the next strategic plan. The NJIT community will also engage in a broad planning discussion through town halls and presentations to the shared governance bodies. Community contributions will be thoroughly reviewed by the Planning and Accreditation Committee and incorporated into initial drafts of the vision and priorities. After the vision and priorities are established, committees representing all key stakeholder groups of the NJIT community will collaborate to directly propose objectives and strategies for each of the priorities.

If possible, the priority committees will complete their work before the formation of Middle States Standard committees. Priority committee members who wish to remain active will be encouraged to join a Middle States standard sub-committee to assist in writing a Middle States self-study chapter. (See below)

### **Initial Charge to the Planning/Middle States Steering Committee**

NJIT will set concise university objectives achievable in a five-semester time-frame through the pursuit of specific strategies. The focused plan will set one marquee objective in addition to efficiently addressing issues relevant to learning, students, industry/university partnerships, university recognition, and revenue generation.

Objectives and strategies will be developed through a community process including surveys, focus groups, and Town Hall meetings with senior administrators. With the involvement of all stakeholders, the Faculty Senate will actively contribute to crafting 2020+. We will do this while cultivating a culture to further promote civility, respect, diversity, and equality.

### **Assessment**

Because 2020+ will not have the broad scope of *2020 Vision*, KPIs for the plan will not offer a comprehensive overview of the university. The plan will, therefore, establish two types of KPIs:

- 1) Specific KPIs with a 2020 baseline and ambitious targets for 2022 will be reported on an annual basis, more frequently when possible. These will guide plan assessment and the evaluation of implementation strategies.
- 2) A broader set of management KPIs will accompany the plan. These may not apply directly to any planning objective of 2020+. Instead, they will offer critical performance indicators for university management. They will be reported on an annual basis or more frequently. Where needed, by senior management, they will be incorporated into university dashboards and reported even on a daily basis. In 2020+ baselines and 2022 targets will also be established.

### **Initial Guidance for 2020+ Priorities and Objectives**

At the June 7<sup>th</sup> retreat, the NJIT Board of Trustees provided initial planning guidance. The planning topics outlined below offer a starting point for the broader NJIT community as students, faculty, staff, and alumni contribute to developing 2020+. These topics will form the basis for community surveys, focus groups, and town hall meetings. These are only intended to set a starting point for discussion. The final plan will emerge from the planning process and reflect community priorities.

#### *The Guiding Objective for NJIT*

To build a culture of civility, respect, diversity, and equality by incorporating these into the mission statement as part of the strategic plan. They should also be incorporated into the personnel evaluation system to develop a more open and welcoming culture on campus. NJIT will develop a long-term plan that considers an annual assessment of finance and facilities to develop a long-term economic feasibility plan for the University.

#### *Learning Environment*

1. Improve classroom experiences
2. Pivot to undergraduate education, expecting fewer graduate students
3. Get the right people into the classroom
  - a. Decrease teaching by adjuncts/increase teaching by lecturers
4. Find the right balance between teaching and research
  - a. Improve the hiring process to attract and retain excellent teaching talent
  - b. Improve recruitment of and rewards for full-time lecturers

#### *Students Experience*

1. Positive social experiences
2. More extra-curricular learning experiences (see later section on co-ops, internships, and apprenticeships)
3. Promote team building and leadership among students
4. Provide support for the first six months after starting at NJIT
5. Improve teaching, advising, relationships with faculty, and ease of doing business with the school

#### *Connections to Industry*

1. The Engineering technology school should be self-standing in 4 years
2. Industry should guide the content and program offerings in engineering technology and other applied areas
3. NJIT needs to bolster industry outreach efforts to establish new and stronger partnerships with key industry players who can accept NJIT students in training experiences. Should these efforts be expanded beyond career services?
4. Future programs in applied engineering are expected to collaborate with industry to include internships, co-ops, and apprenticeships

#### *Reputation*

1. Develop closer relationships with high school guidance counselors to recruit the best students
2. Structure our Communications department to improve our public branding and marketing
3. Externally publicize student successes
4. Publicize faculty research/NJIT
5. Update peer institution list based on recent improvements in key metrics

#### *Revenue Generation*

1. Grow tuition revenue, beyond tuition increases

2. Consider less expensive forms of education, particularly by promoting online education
3. Promote the training institute and other forms of non-degree professional training as an alternative source of revenue
4. Develop long-term vision for fundraising
5. Significantly increase endowment

### **Initial Guidance for 2020+ KPIs**

As with the priorities above, the KPIs below offer a starting point for the discussion.

*\* Denotes potential new KPIs based on emerging challenges or existing initiatives.*

#### Students

1. Graduation Rates
2. Retention Rates
3. Freshmen Applications
4. Graduate applications
5. Yield\*
6. Domestic graduate applications\*
7. International graduate applications\*
8. Satisfaction with the quality of campus life

#### Learning

1. Program review completion rate
2. Satisfaction with instruction
3. Relevance of coursework
4. % participating in milestone programs
5. Credentials for education and training related to the emerging workforce needs\*

#### Research

1. Externally funded academic research
2. Externally funded technology and business development
3. Externally funded educational and service grants
4. Net profit from patents and inventions
5. Increasing development and business incubation with industry partners

#### Community

1. Faculty diversity
2. Administrative diversity
3. Alumni giving

## Investments

1. Faculty renewal
2. Satisfaction with technology
3. Facilities condition index\*
4. Endowment\*

## NJIT 2030

While engaged in 2020+, the university will undertake an intensive self-study assessment and review in preparation for our next accreditation visit by the Middle States Commission on Higher Education. This two to three-year accreditation project requires the participation of many stakeholder groups from the university community, including faculty, staff, administrators, students, alumni, board members, and representatives of the Newark community. We will assess university performance against the seven accreditation standards and on all of the strategic planning metrics. A team of visiting university professionals will evaluate the comprehensive report. Their review will provide critical objectives for the university to address in the next strategic plan to run through 2030.

## VI. Accreditation

The Middle States accreditation process changed significantly after the 2012 NJIT self-study. The fourteen standards applied to all universities during the past two accreditation cycles were combined and revised into seven. The commission did not ease accreditation expectations. Instead, it added challenging assessment components to every standard. This change represents a fundamental shift in the Middle States requirements. Rather than assessment focused primarily on student learning outcomes and institutional effectiveness narrowly defined, the new standards require it in each of the seven accreditation standards. This change requires a reorientation of our approach to preparing the self-study.

Preparations for the 2021-22 NJIT Middle States self-study have begun with the Needs Analysis, and the Review of Assessment described above. These will allow NJIT to address any shortcomings now, in advance of the self-study process and assure we are fully prepared. The Inventory & Repository built-in *Digital Commons* also discussed above, will make accessible the documents and data necessary to support an evidence-based self-study process.

### Middle States Self-Study

The President will appoint the Planning/Middle States Steering Committee in fall 2018. This committee will include representatives of all University stakeholder groups, including students. The co-chairs will be a faculty member and the University Accreditation Liaison Officer (ALO).

On the accreditation side, the role of the Planning/Middle States Steering Committee is to coordinate and manage the activities of the seven accreditation standard committees. Subcommittees of the Steering Committee will work with the provost to appoint committees to draft a chapter for each Middle States standard. The committees will include representation from all stakeholders in the university, with an emphasis on faculty representation. A faculty member will chair each of the standard sub-committees with an administrator as co-chair.

Each committee will produce a chapter addressing one of the accreditation standards. Every chapter is expected to exceed 30 pages in length. The Steering Committee will then assemble the chapters and make significant revisions to produce a final report for community review by summer 2021.

The 2022 self-study will conclude the historical ten-year reporting cycle. After this, NJIT will follow an eight-year cycle.

### **Self-Study Design Document**

The first deliverable of the overall self-study process will be the required *Self-Study Design* document to be provided to the Middle States liaison about two years before the self-study. Written by the Planning/Middle States Steering Committee with close oversight by the President/Provost, this document will detail the self-study process. It will include the following:

- Committee structure
- Committee charges
- Management structure
- Principles behind the self-study process
- Evidence to be collected and analyzed
- Narrative framework
- Critical issues
- Detailed timeline including all self-study activities

### **Compliance Verification Report**

This report demonstrates how NJIT complies with federal regulations and the formal regulatory framework of Middle States. It is expected to include the following six items.

- Review of the NJIT website for required information
- Proof of financial aid compliance
- Third-party contract review
- Credit hour definition
- Student complaint process review
- Online course compliance

The exact content of the Compliance Verification Report will depend, in part, on the requirements of the Higher Education Reauthorization Act currently under development in the U.S Senate and House. The due date for the report will be on, or around December 1, 2021. That is about two months before the self-study.

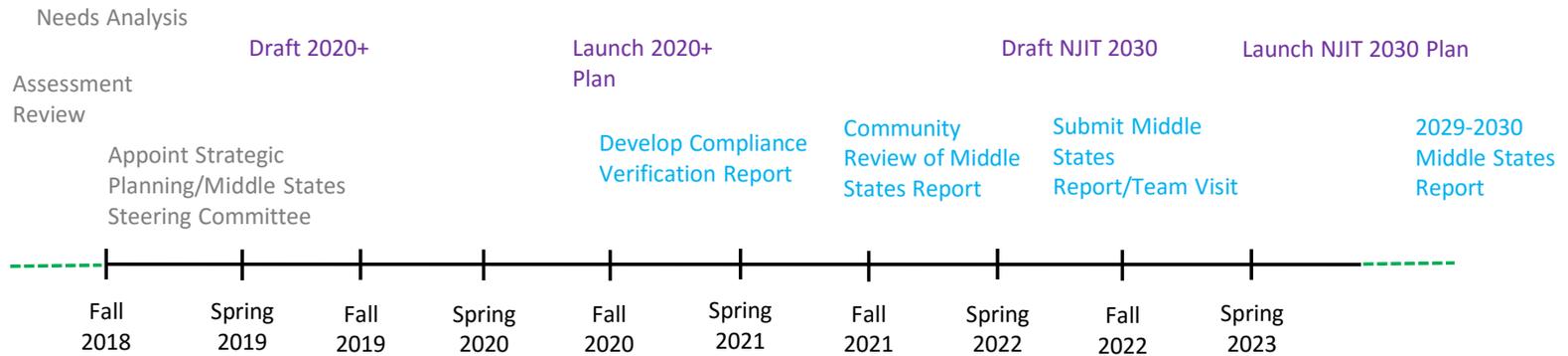
APPENDIX 1

# Planning and Accreditation Timeline

Accreditation Activities

Planning Activities

Both Planning and Accreditation

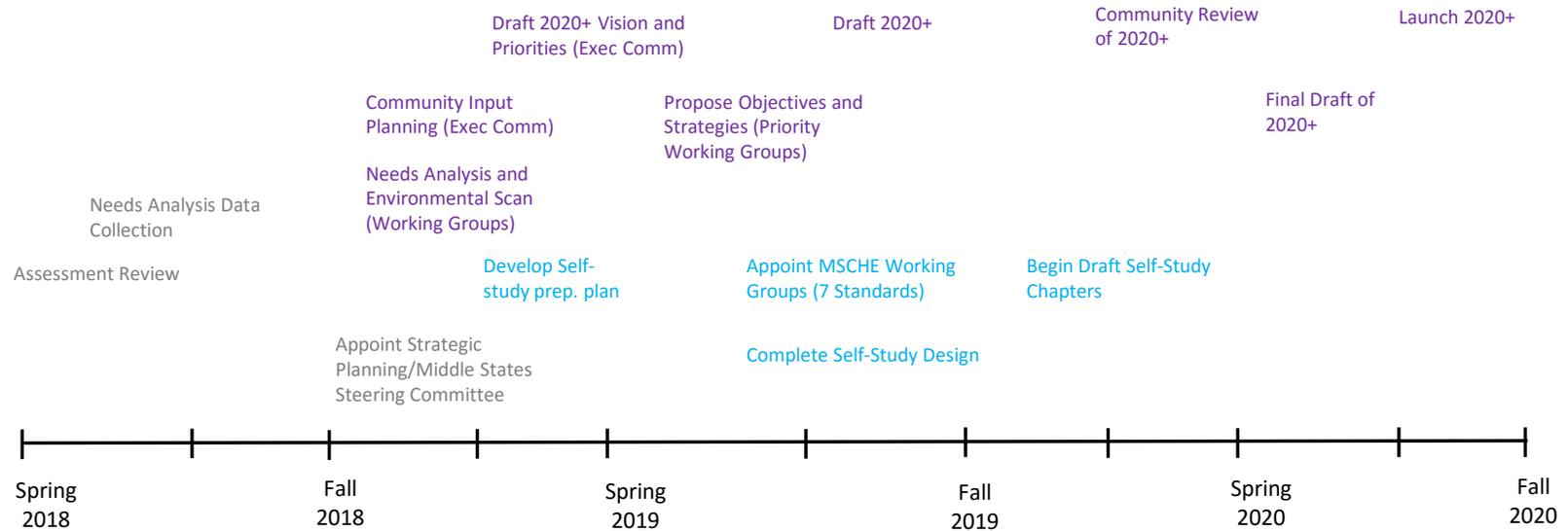


# Detailed Timeline (2018-2020)

Accreditation Activities

Planning Activities

Both Planning and Accreditation



## **APPENDIX 2**

### **Planning and Accreditation Project –Timeline**

*(See accompanying project spreadsheet)*