

# NJIT Strategic Plan 2010-2015

## New Jersey Institute of Technology --innovative, entrepreneurial, engaged

### Mission

NJIT is New Jersey's science and technology university,

committed to the *pursuit of excellence* ----

- in *service* to both its urban environment and the broader society of the region, state, and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.
- in undergraduate, graduate, and continuing professional *education*, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;
- in the conduct of *research* with emphasis on applied, interdisciplinary efforts encompassing architecture, design, the sciences, including the health and life sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;
- in contributing to *economic development* through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;

NJIT *prepares its graduates* for positions of leadership as professionals and as citizens; *provides educational opportunities* for a broadly diverse student body; *responds to needs* of large and small businesses, state and local governmental agencies, and civic organizations; *partners with educational institutions* at all levels to accomplish its mission; and *advances the uses of technology* as a means of improving the quality of life.

### Vision

A preeminent science and technology research university known for innovation, entrepreneurship, and engagement.

## **Core Values**

Our core values reflect our beliefs, guide our behavior, shape our culture, and in so doing establish a sense of community and common purpose.

### **Service Oriented**

We pride ourselves in being an engaged partner in enhancing in the communities in which we live.

### **Excellence**

We pursue excellence in all that we do and will be satisfied with nothing less than meeting and sustaining the highest standards of performance.

### **Integrity**

We are honest and ethical in all we do, keep our promises, and acknowledge our mistakes.

### **Student Centered**

We care for our students as individuals and make every effort to build enduring relationships by responding to their needs.

### **Civility**

We treat each other with respect and with dignity and communicate frequently and with candor.

### **Diversity**

We celebrate the diversity of our university community and are sensitive to cultural and personal differences. We do not tolerate discrimination of any form.

## **Value Proposition**

NJIT provides accessible, affordable education for the scientific and technological professions yielding an excellent return on investment to a diverse student body, delivers practical research results to its sponsors, and is an active participant in the life of the community in which it lives.

## Goals

NJIT's goals are to 1) enhance our educational programs, 2) enhance and focus our research efforts, 3) strengthen our sense of community, 4) enhance our financial position, 5) impact the economy, and 6) evoke an image of innovation, entrepreneurship, and engagement

## Strategic Priorities and Objectives

- *Enhance the quality of academic and campus life for the university community.*
  - Review, revise, and further implement elements of the Landscape Master Plan
  - Improve the interior condition of buildings with an emphasis on Tiernan and Faculty Halls including laboratories, classrooms, and technology upgrades
  - Reengineer administrative processes to improve customer and student satisfaction
  - Inculcate in the university community a desire to adhere to Core Values
  - Refine outcomes assessment efforts in student learning to achieve continuous curricular improvement
  - Implement a performing arts component of campus life
  - Complete the initial block of Greek organization housing (Phase I) in a Greek Village and provide replacement parking
  - Implement the NJIT Campus Gateway Plan according to the Redevelopment Agreement with the City of Newark
- *Sustain a base of private support.*
  - Develop and implement a strategic plan for the Alumni Association of NJIT by the end of FY10
  - Develop and implement a communications and messaging plan focusing on selected key messages
  - Increase alumni participation in the Annual Fund to the benchmark for public peer institutions over the next five years
  - Successfully meet the proposed timeline to launch the quiet phase of the planned Comprehensive Campaign
  - Increase unrestricted annual gift revenue to \$1,500,000 per year over the next five years
- *Be nationally recognized for thematic core areas of integrated research and learning in: Sustainable Systems; Life & Healthcare Science and Engineering; Digital "Everyware". For each core area:*
  - Demonstrate increase in scholarly activities relating to thematic areas as measured by:
    - (a) increased sponsored research (in thematic areas) by 10% compounded per annum

(60%) net; (b) increased publication and conference presentation count (in thematic areas) by 60%; (c) increased active Ph.D. dissertation projects (in thematic areas) by 60%

- Demonstrate penetration of thematic area subject matter into 60% of courses offered at NJIT
- Demonstrate expanded relations with relevant professions as measured by: (a) at least 2 major public events per year associated with each thematic area; (b) 60% increase in the headcount of non-student, non-employee visits to campus; (c) 60% increase in the number of NJIT-hosted professional society events on campus; (d) 60% increase in faculty reported consulting agreements (unique company relations)
- Implement at least one campus-wide integrative, demonstration environment in each of the thematic areas (6)

➤ ***Be nationally recognized for attracting high achieving students and faculty from diverse populations.***

- Achieve an overall enrollment of 11,000 with an increasing percentage of graduate enrollment
- Achieve an enrollment mix for undergraduates that is:
  - as reflective as possible of the demographics of New Jersey
  - at least 25% women
- Develop a market-driven inventory of a minimum of:
  - 12 online MS degree programs
  - 6 one-year MS degree programs
  - 20 graduate certificate programs.
- Increase the middle 50<sup>th</sup> percentile (25<sup>th</sup>-75<sup>th</sup>) for enrolled FTFTF from 480 (25<sup>th</sup>)-580 (75<sup>th</sup>) for Critical Reading to 500-600 and for Mathematics from 550-650 to 570-670
- Benchmark current GRE and GMAT levels and establish admission criteria targets
- Actively recruit women and minority faculty and university lecturer candidates in an effort to achieve a hiring rate of at least 25% women and minorities for the most qualified candidates
- Maintain a minimum in the entering freshman class of:
  - 15% Dorman Honors Scholars
  - 15% Education Opportunity Program
- Achieve an FTFTF retention rate of 86% and a graduation rate of 60%