

# 2020 Vision Implementation

## Coordination, Assessment, and Reporting

The coordination, assessment, and reporting for the *2020 Vision* implementation phase will be led by a steering committee chaired by the provost and co-chaired by the Faculty Senate President and Director of Institutional Research and Planning. It will be supported by committees in each of the priority areas. These strategic priority implementation committees will be chaired by the responsible division head and will report to the steering committee every semester. Each committee will include administrative and staff members of the university as well as faculty appointed by the Faculty Senate.

Throughout implementation, committee recommendations will be guided and informed by assessment. KPI reports monitoring the Key Performance indicators (KPIs) will be provided to all planning committees at the beginning and end of every semester. Additional assessment specific to the implementation of strategic priorities within each division is also expected.

### **Management and Reporting**

*2020 Vision* is a strategic plan with a blueprint, therefore the implementation phase will be managed as a project more so than the strategic planning process that gave rise to it. Membership on the implementation committees will be limited to roughly ten members and participants will be selected based on functional responsibilities, engagement, and ability to drive change at the university. Committee activities will be tracked and individual tasks will be reported on a ninety-day cycle during the academic year.

During the academic year, priority committees will provide reports to the steering committee on a 90-day cycle, describing activities, tasks, and the status of short-term objectives. These will include an assessment of progress and the challenges foreseen. The steering committee will offer each priority committee specific comments and guidance. As needed, the steering committee will make recommendations on resource allocation and management to optimize plan fulfillment.

The steering committee will also prepare reports to the university president at the conclusion of every semester. These reports will include the current status of KPIs and a narrative evaluation of progress toward meeting the targets set out in *2020 Vision*, with attention given to both areas of success and areas where progress may not be advancing as quickly as desired. The steering committee may offer recommendations for adjustments to the objectives or emphases as required by circumstances, the availability of resources, or the evaluation of programs and outcomes.

### **KPI Reports**

Ongoing assessment will be an integral part of implementing *2020 Vision*. To keep constant attention on the success of implementation, a separate KPI report will be issued at the conclusion of each academic year with the most current numbers. The KPI report will be provided to all committees and posted to the strategic planning website. As an active tool for planning, it will be treated as an organic document. Some numbers, such as retention and graduation rates, will be updated officially once every year, but the KPI report will include preliminary data, when available. As final numbers are set the KPI report will be modified.

### **Steering committee**

The committee will assess and report on the effective implementation of *2020 Vision*. It will monitor and coordinate activities in the strategic priorities which will guide the development of students, the transformation of the curriculum, the growth of scholarly research, the fostering of a global community, and the investments in human, physical, and technological resources. The steering committee will ensure coherent assessment and reporting through coordination with priority committees. It will also issue KPI reports and offer guidelines for ongoing assessment specific to the work of each strategic priority committee.

Chair: Fadi Deek (as Provost and University Senate President)

Co-chairs: Prof. Amit Bose (Faculty Senate President) & Perry Deess (Director of Institutional Research and Planning)

Suggested Members: Dean Belfield, Dean Caudill, Dean Gauchat, Dean Kam, Dean Passerini, Dean Rusinkiewicz, Basil Baltzis, Atam Dhawan, Ed Bishof, Joe Tartaglia, Wendy Lin-Cook, Kamal Joshi, Chuck Brooks, Prof. Cheickna Sylla, Prof. Dan Bunker

### **Strategic Priority Committees**

One committee will be established per priority. Each will be led by a division head (or designee).

#### *Priority 1—Students*

This committee will assess and report on NJIT's efforts to increase retention and graduation rates. Once enrolled at NJIT, students will receive the highest level of academic and social support to enable them to persist through a rigorous curriculum and become leaders in their professions or continue advanced studies. In both undergraduate and graduate programs, new initiatives will refine and target admission processes to increase the rates of academic success.

Chair: Charlie Fey (VP, Academic Support & Student Affairs)

Co-chair: Prof. Mohamad Saadeghvaziri

Suggested Members: Dean Caudill, Prof. Jonathan Luke, Prof. Shanti Gopalakrishnan, Prof. Gordon Thomas, University Senate representative TBD, and additional staff directly involved in the area, for example: Wendy Lin-Cook, Sarah Vandermark, Sharon Morgan, Albert Martinez, Lisa Easton (Total participants ~10)

#### *Priority 2—Learning*

This committee will assess and report on efforts to ensure that our students encounter a course of study that is under continual scrutiny in order to ensure it meets current professional standards, provides the general education to produce the most highly qualified leaders, and is delivered by enthusiastic instructors using innovative and effective methods. Digital learning will be an integral part of every student's experience, with instructors engaging students through "converged" pedagogies where the boundaries between on-line and face-to-face instruction fade. Students will be given more opportunities to learn at their own pace and to explore their own

path to achieve their learning goals. Academic programs and other learning opportunities will foster in the students a professional attitude, broaden their cultural experiences, and increase their understanding of civic responsibilities.

Chair: Basil Baltzis (Vice Provost for Academic Affairs)

Co-Chairs: Sotiri Ziaavras (Associate Provost for Graduate Studies) & Ron Rockland (CUE chair)

Suggested Members: Dean Rusinkiewicz, Prof. Pemberton, Prof. Somers, and additional staff directly involved in the area, for example: Gale Spak, Greg Mass, Rich Sweeney, Blake Haggerty, Chuck Brooks, Lucie Tchouassi, Conrad Corpus (Total participants ~10)

### *Priority 3—Scholarly Research*

This committee will assess and report on NJIT efforts to achieve a national and international presence in research. The faculty of NJIT will be engaged in increasing knowledge in their respective fields by participating in innovative, prominent research, and creative work. The university will provide the necessary and full support administratively, technologically, and materially in order to assist the faculty in achieving their full professional potential. To inspire the most creative innovative research, multidisciplinary approaches will be supported and facilitated.

Chair: Atam Dhawan

Co-Chair: Prof. Zeyuan Qiu

Suggested Members: Dean Kam, Dean Belfield, Andrew Christ, Prof. Andrzej Zarzycki, Prof. Marvin Nakayama, Prof. Namas Chandra, Prof. Asokan Anandarajan. Additional staff directly involved in the area, for example: Dave Ullman, Norma Rubio, Tim Franklin, Jessica Bucco (Total participants ~10)

### *Strategic Priority 4—Community*

This committee will assess and report on work to ensure that we value the diversity of students and faculty diversity and will build upon it, striving to expand the representation of women and underrepresented minorities in the faculty and administrative ranks. NJIT will increasingly mirror the global society. To make us a stronger community, alumni engagement, particularly with students, will be deepened.

Chair: Kay Turner VP Human Resources

Co-chair: Prof. Norman Loney

Suggested Members: Dean Passerini, University Senate representative TBD, Prof. Anthony Schuman, Prof. Hindy Schachter, (one more faculty to be named), Prof. Prof. Nancy Steffen Director of the Women Center, Holly Stern, and additional staff directly involved in the area: Tony Howell, Michael Smullen, Andrea Connell (Total participants ~10)

### *Strategic Priority 5—Investments*

This committee will assess and report on efforts to ensure that the human, physical, and technological resources for student learning and faculty research have the highest priority. The university's faculty will continue to grow in numbers and renown. They will work in the best

laboratories with the highest quality equipment and technology infrastructure. All classrooms will accommodate a variety of instructional layouts and will offer the latest technology. A multi-year campus plan for student learning, faculty, research, and community investment will propel NJIT to state, regional, national, and international prominence.

Chair: Andrew Christ, VP Real Estate and Capital Development

Co-Chairs: Ed Bishof and Prof. Anthony Rosato

Suggested Members: Dean Gauchat, University Senate representative, Prof. Andrew Sohn, Prof. Kamalesh Sirkar, Prof. Trevor Tyson and additional staff directly involved in the area: Joe Tartaglia, Boris Shapiro, Charlie Nieves (Total participants ~10)

### Reporting Cycle

Strategic planning implementation will provide regular reports to monitor progress at all levels.

	Report Type	Frequency
<b>NJIT Board of Trustees</b>	Implementation Progress Report	June
	KPI Report	June
<b>President</b>	Implementation Progress Report	December and May
	KPI Report	December and May
<b>Community</b>	Implementation Progress Report	June
	KPI Report	June
<b>Faculty and University Senates</b>	Implementation Progress Report	December and May
	KPI Report	December and May
<b>Steering Committee</b>	KPI Report	December and May
	Priority Committee Status Update	Every 90 Days
<b>Priority Committee</b>	Individual Task Completion	Every 90 Days