CONCLUSION

As New Jersey’s science and technology research university, NJIT is dedicated to accountability. Processes of strategic planning, transparency, and communication have been emblematic of the university’s framework for assessing the effectiveness of institutional context and educational effectiveness. The mission of the university is congruent with the emerging State Strategic Plan: New Jersey’s State Development & Redevelopment Plan to foster targeted job growth, thus preserving the state’s critical resources.

To enhance mission penetration, NJIT has retained its commitment to diversity while expanding educational opportunities for students both at home and abroad. There are abundant opportunities for traditional and online instruction, designed for young students recently graduated from high school to mature students advantageously pursuing career advancement. The NJIT educational experience begins with the elementary school students enrolled in the Center for Pre-College Programs, continues with undergraduate and graduate study, and extends through career workforce development. NJIT is capacious in its commitment to education and service.

The university’s dedication to economic development and research is equally clear. In a single year, the 86 companies in the NJIT Enterprise Development Center created more than 300 jobs, employed more than 100 students part-time, and posted combined revenue of $40M. Expansion of the Office of the Senior Vice President for Research and Development has been accompanied by an increase in research expenditures from $69.1M in 2002 to $100.5M in 2011. Thematic core areas of integrated research and learning assured that retiring faculty will be replaced with researchers who will serve the university’s cohesive future.

Planning, resource allocation, and prudent use of institutional resources have led to sound fiscal management—indeed, to an internal structure so firm that the university has been able to turn its gaze toward Newark itself. In an unprecedented alliance with the city of Newark, NJIT has taken on the role of redeveloper in a project valued at over $1 billion. The Gateway Project promises to allow Newark enhanced urban renewal. In a period of severe financial constraint, the university has achieved municipal bond ratings of “A1” and “A+”—while taking on a leadership role to benefit its host city.

In areas of governance, NJIT has achieved a comprehensive Faculty Handbook revision and has worked to strengthen shareholder collaboration. In areas of curricular reform—from the strengthening of general education to the creation of a uniform system for student learning assessment—the university community has assured solidification of gains by charting the future along a path of continuous improvement. With a commitment to quality that is more than a slogan, NJIT has a documented record reflection that assures its constituency of an overwhelming truth: the NJIT mission is evidenced in all we say and do.

A discernable pattern running through the recommendations made by the working groups is an institutional appetite for continuous improvement. As connections among recommendations are examined, it becomes apparent that processes of integration, communication, and transparency of the university’s robust systems deepen the NJIT mission. As has been clear in this decennial report to the Middle States Commission on Higher Education, accreditation is a vehicle by which the NJIT
community speaks to the worth of its achievements. As such, this report has documented achievements of which shareholders are proud. A hallmark event for NJIT, that effort is here concluded.