



NJIT DRAFT Strategic Plan Summer 2003

- **Mission**
- **Vision**
- **Core Values**
- **Value Proposition**
- **Goals**
- **Strategic Priorities**
- **Strategic Objectives**



NJIT DRAFT Strategic Plan Summer 2003

Developed from Overseers planning process:

**ViSTa – A Strategic Planning Process for NJIT
Vision – Strategy – Tactics**

**Steering Committee Consisting of Provost's
Cabinet, VP's, General Counsel, Chief of Staff,
Director of IR&P, developed draft through
Strategic Objectives**

**Task Forces to review Strategic Priorities and
Objectives and develop Tactics**



NJIT DRAFT Strategic Plan Summer 2003

Strategic planning useful in:

- **Creating a vision of a desired future and a course of action for achieving that vision**
- **Determining how to obtain competitive advantage**
- **Establishing priorities and objectives**
- **Making decisions about allocation of scarce resources**
- **Aligning work of constituents around objectives**



New Jersey Institute of Technology

--innovative, entrepreneurial, engaged

Mission

NJIT is a the *state's technological research university*, committed to the *pursuit of excellence* ----

- 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, the sciences, including the health sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;



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Mission

- in contributing to the state's *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;
- in *service* to both its urban environment and the broader society of the state and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.



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Mission

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.



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Vision

A preeminent technological 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.

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.



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Core Values

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.



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Core Values

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.



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Value Proposition

NJIT provides accessible, affordable education for the technological professions 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 revenue base, 5) impact the economy, and 6) strengthen our efforts in civic engagement.



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Strategic Priority: fundamental issue an organization addresses to deliver on its value proposition and achieve its mission

Strategic Objective: specifies milestones the organization will work toward to address strategic priorities

To stay focused, objectives should be SMART

S	Specific	Describes exactly what is expected
M	Measurable	Quantifies the result that is expected
A	Actionable	Describes the actions that will be taken
R	Realistic	Is highly challenging yet achievable
T	Time-based	Has a completion deadline



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Tactic: describes the actual actions to be taken to achieve objectives. Specifies who will do what, when, and how.

Strategy is all about making choices –choices about resource allocation.

Tactics identify where and how resources will be allocated.

Each tactic must be fully aligned with a strategic objective, to ensure scarce resources are appropriately invested.

As each tactic is proposed, ask: “To what extent does completing this task move the University closer to achieving an objective?”



Strategic Priorities/Objectives

Priority: *Enhance and enrich the quality of life of the university community and ensure a focus on the student.*

TF#1 Develop and implement a landscaping/campus appearance enhancement plan, including improvement of the interior condition of buildings, by 2005 followed by completion of a facilities and infrastructure master plan by 2006.

TF#2 Systematically reengineer administrative and academic processes to improve customer and student satisfaction over the next five years.

TF#3 Move the men's soccer program to NCAA Division I status by spring 2005 as an integral part of the move of the university's intercollegiate athletics program from NCAA Division II to Division I.

TF#4 Implement high-profile, intellectually stimulating on-campus events by 2005.



Strategic Priorities/Objectives

Priority: *Increase revenue from private sources*

TF#5

- Increase the percentage of alumni donors from 16% to 21%, the mean for Tier II National Doctoral institutions, in three years.
- Increase unrestricted gift revenue from private sources, exclusive of gifts-in-kind, by 5% annually for the next three years.
- Successfully launch and complete two focused capital campaigns within the next three years.
- Launch the quiet phase of a comprehensive capital campaign in three years.



Strategic Priorities/Objectives

Priority: *Develop a core of nationally recognized programs*

TF#6

- **Build three programs to national prominence by 2008.**
- **Strengthen by 2005 three niche areas with high potential for NJIT and the State of New Jersey.**

TF#7

- **Develop and implement a marketing program by 2005 that impacts constituents and local, regional, and national media.**



Strategic Priorities/Objectives

Priority: *Improve national rankings in research and intellectual property development*

TF#8

- **Double externally sponsored research and development expenditures over the next 5 years.**
- **Increase number of faculty awards to at least the average of a select set of benchmark peer institutions within five years.**
- **Reach and maintain a three-year average of 60 PhD graduates per year in 15 disciplines within five years.**

TF#9 Increase the number of licenses from university held intellectual property to at least the average of a select set of benchmark peer institutions within five years.



Strategic Priorities/Objectives

Priority: *Become nationally recognized for attracting high achieving students from diverse national and international populations.*

TF#10

- Increase enrollment by fall of 2008 in the Dorman Honors College to 1 of 5 freshmen of newly admitted undergraduate students, excluding undeclared, to
25 % women, and
15% African-American, and
15% Hispanic.
- Increase the mean SAT score by 20 points for an incoming freshman class of at least 750 by 2005.
- Increase the graduation rate of first-time, full-time freshmen (FTFTF) to 55% by fall 2010.



Strategic Priorities/Objectives

Strategy is all about making choices –choices about resource allocation.

Tactics identify where and how resources will be allocated.

About \$2.1M set aside in budgeting for priority investments.

Questions:

Are the above Strategic Priorities/Objectives the only areas to which funds will be allocated?

NO, we need to allocate to other ongoing activities to sustain, improve, but priorities take precedence in order to maintain focus.



Strategic Priorities/Objectives

Do the Priorities/Objectives ever change?

YES, when priorities/objectives met or abandoned, others take their place.

Will fund allocation to priorities take place annually?

YES, to the extent possible. And, Colleges, Departments, etc., should plan and prioritize as well.



Strategic Priorities/Objectives

Next Steps

- **Complete Task Force formation**
- **Task Forces complete review of Priorities/Objectives, propose Tactics-October**
- **Steering Committee develops Balanced Scorecard-October**
 - ✓ **performance measured from limited # of perspectives, e.g., financial, growth, customer, processes**
 - ✓ **perspectives assessed with limited #, e.g., 3-5, measures**
- **Board of Trustees approves-November**