

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

Task Force #1 Objective: 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.

Tactic
The development of a prioritized list of specific improvements that affect campus appearance.
Phased implementation of an appearance improvement/ landscape plan.
The development of a prioritized list of specific improvements that affect appearance of interior spaces.
Development of a comprehensive Master Plan

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Task Force #2 Objective: Systematically reengineer administrative and academic processes to improve customer and student satisfaction over the next five years.

Tactic
Reengineer Employment Processing.
Redesign Campus Communications, Calendaring, Events, News, and Announcements Venues.
Establish Comprehensive Employee Training and Development Program as an essential part of the mission of a restructured human resource function.
Improve Faculty, Staff, and Student Satisfaction with desk-top computer support.
Identify those administrative and academic operations that need reengineering.
Reengineer Graduate Student Financial Support Nomination Process.
Improve consistency of academic advising across academic departments.

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

Tactic

Move Men's soccer program to Division I.
Conduct comprehensive program review and needs assessment. Review athletic program readiness for Division I move.
Create 3 year action plan and budget.
Establish Athletic Oversight Committee.
Begin facility upgrades.
Begin Division I process.

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Task Force #4

Objective: Implement high-profile, intellectually stimulating on-campus events by 2005.

Tactic
Bring high profile colloquia and/or performances to campus.
Promote on campus activities of students, faculty, staff.

Priority: Increase revenue from private sources.

Task Force #5

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

Tactic
Implement Alumni Relations Strategic Plan
Improve alumni address data quality, including overseas alumni, in Advancement record system
Begin cultivating alumni as donors prior to their graduation
Begin cultivating parents
Increase overall recognition of alumni giving and interests
Improve recognition and rewards for high-end annual gifts
Personalize solicitation of long lapsed donors and non-donors
Increase alumni engagement as volunteers
Define funding opportunities aligned with university's priorities contained in the strategic plan
Appoint a full time fundraising professional for the Athletic Dept
Build relationships through clusters of alumni already bonded by "communities of interest" toward eventual solicitation
Establish a calendar of routine alumni gatherings in key geographic regions

Intensify cultivation of high end prospects
Train Deans, Dept Chairs and Directors in cultivation and solicitation of major benefactors
Dedicate a Development Officer to each School/College
Increase funding proposals submitted to corporations and foundations
Implement initial planning for campaigns for Honors College and Athletics
Develop campaign plan and materials
Begin Quiet Phase
Begin Public Phase
Declare victory
Provide a go/no go scenario to Trustees and Overseers for major campaign
Perform feasibility study for major campaign
Develop campaign plan for approval and endorsement of NJIT Trustees & Foundation Overseers
Identify lead gift prospects
Plan large-scale multi-year campaign kick-off

Priority: Develop a core of nationally recognized programs.

Task Force #6 Objective: (a) Build three programs to national prominence by 2008. (b) Strengthen by 2006 three niche areas with high potential for NJIT and the State of New Jersey.

Tactic
Mathematics Program
Augment Department strength and productivity in the focus areas of mathematical biology (MB) and mathematical fluid dynamics (MFD)
Enhance visibility in the mathematics community and increase research productivity by offering attractive research opportunities to outstanding new PhDs
Increase infusion of leading-edge ideas into Department, and reach out to community to highlight the importance of mathematics and demonstrate the prominence of the Department
Make the PhD Program in Mathematical Sciences even more attractive to the best students in the country by expanding research opportunities and increasing monetary support
Increase and improve equipment, materials, and supplies for research, instruction, and student and faculty recruitment in order to enhance the competitive position of the Department
Expand faculty participation in an organization of prestigious conferences in the mathematical sciences, enhance Department visibility, and encourage multidisciplinary interaction with industry
Upgrade Department facilities and infrastructure to a level commensurate with national prominence
Architecture Program

Architecture program focus in CAD expanded to CAM.
FAB LAB
Architecture program focus in Large-scale planning and community design to expand across the program.
Curricular changes to reflect the impending transformation of professional services in architecture.
New Program in Industrial Design
Increase research volume and expand research agenda.
Wireless Communications and Networking Program
Strengthen the critical mass of faculty expertise in Wireless Communications and Networking.
Strengthen research focus and national and international visibility of the program.
Enhance the university-industry-government partnerships and external interaction to increase national visibility of the program and to stimulate future research collaborations.
Enhancement and upgrading of infrastructure equipment facilities
Niche area: Advanced Engineered Particulate Materials
Recruit key faculty and staff to strengthen and complement existing particulate research, development and technology transfer
Fill the voids of critical equipment needs.
Expand existing industrial collaborations and technology transfer activities
Niche Area: Nanotechnology
Focus on two synergistic research areas: nano-bio and nano-optoelectronic
Niche area: Neural Engineering
Recruit one new nationally recognized faculty to nucleate nascent neural engineering efforts.
Fill the voids of critical equipment needs.
Increase the Department's national visibility

Priority: Develop a core of nationally recognized programs.

Task Force #7 Objective: Develop and implement a marketing program by 2005 that impacts constituents and local, regional, and national media.

Tactic
Devise brand options, construct marketing elements
Implement brand marketing program

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

Task Force #8 **Objective: (a) Double externally sponsored research and development expenditures over the next 5 years. (b) Increase number of faculty awards to at least the average of a select set of benchmark peer institutions within five years. (c) Reach and maintain a three-year average of 60 PhD graduates per year in 15 disciplines within five years.**

Tactic
Develop New Funding Sources
Create and staff a Proposal Development Office
Facilitate PI-level development of funding sources and/or seed fund new initiatives or provide continuity for proven performers
Improve the start-up funding offered to selected faculty candidates
Increase access to information about grant opportunities
Policy & Procedure
Ensure that university funding for R&D provides a measurable return in external funding
Infrastructure
Use IS/IT to facilitate the lifecycle processes for academic research
Provide management and administrative support to large-scale, multi-investigator projects and programs.
Visibility
Promote cross disciplinary interaction around common research interests.
Recognition
Publicize new grant awards to increase public recognition in professional and local media.
Recognize research funding productivity
Focus marketing
Increase program offerings
Increase fully -paid students
Identify relevant university rankings
Institutionalize the nomination process
Assist in the nomination process

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

Task Force #9 **Objective: 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.**

Tactic

Conduct external market based preliminary screening analysis of all invention disclosures
Conduct benchmark study of peer institutions to establish metrics
Initiate IP Awareness Seminars for NJIT Faculty
Market NJIT IP to prospective licensees
Establish External Industrial Advisory Board
Identify use of NJIT IP by third parties
Enhance NJIT IP web site
Attend industry tech transfer /IP/Licensing conferences
Establish For Profit NJIT Entity
Attend NJIT Technology Center Industrial Advisory Meetings
Improve IP elements of sponsored research agreements
Develop a model to spin in / spin out new technology companies
Link NJIT EDC Incubator activity with NJIT IP activity

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

Task Force #10 Objective: (a) Increase enrollment by fall of 2008 - (i) in the Dorman Honors College to 1 of 5 freshmen and (ii) of newly admitted undergraduate students, excluding undeclared - to 25% women, to 15% African-American, and to 15% Hispanic. (b) Increase the graduation rate of first-time, full-time freshmen (FTFTF) to 55% by fall 2010. (c) Increase the mean SAT score by 20 points for an incoming freshman class of at least 750 by 2005.

Tactic
Create a Recruitment Coordinating committee (RCC) with representatives from: EOP, Admissions, Pre-College, ADHC, Murray Center, NCE, SOA, SOM, CSLA and CCS
Designate an Admissions officer to be responsible for out-of-state recruitment to expand recruitment pool to enhance diversity (New Position)
Provide support to schools/colleges to execute recruiting plans and reaching recruitment targets
Develop "Recruiting Teams" of faculty/staff/students, including women & minorities, to present NJIT at community orgs., schools
Designate a Communications officer to support diversity efforts
Enhance Murray Center programs targeting women high school & community college students (e.g. The MC's Women in Technology High Awards Program; Introduce a Girl to Engineering Day)
Focus on National Merit Scholars, finalists and semi-finalists (Black, Hispanic & female) in NJ, NE region
Recruit Fullbright Scholars
Enhance Urban Scholars Program. Add "eastern, northwestern & southwestern NJ" areas.
Support programs that focus on converting women & minority accepts to actual women & minority students (e.g. expand Women-Student-for-a-Day/ Overnight program & phone-a-thon; invite prospective students & parents to school/college awards banquets.)
Review institutional policies concerning course withdrawals and course repeats

Provide Wintersession and Summer School financial support
Intervene early for students not doing well in Mathematics
Institute revolving recruitment fund for faculty from underrepresented groups