NJIT ALUMNI AND FRIENDS:
Planning is an essential element in the continuing evolution of a university. It assists in adapting to a changing environment, creates a vision for the future, provides a basis for allocating resources, and guides our work. Our recently completed strategic plan for NJIT is a blueprint we have drawn for the university’s future, one of which we think you, as stakeholders, will be proud. Our vision is for NJIT to be counted among the nation’s leading public research universities, and, like those great state universities, to play a central role in the region’s intellectual and economic development. The plan outlines decisive steps that take us in that direction.

The planning effort, carried out over the course of about nine months, has been a thoughtful and inclusive one. Approximately one hundred individuals from all sectors of the university community were involved in developing the plan following a process, much akin to a business strategy model, that evolved from discussions with NJIT’s Board of Overseers. We set out to determine ways to take NJIT to its next level of accomplishment while preserving and building upon a century-long tradition of excellence in education and, more recently, in applied research and partnerships with industry.

Oftentimes university-based planning ends with the publication of a plan, as though committing ideas to printed word is a goal in itself. We have taken steps to ensure that ours is a plan of action for the university’s growth and development, and one of continual change. Rather than align the work of constituents around departments, the plan aligns work around university objectives, with departments developing plans consistent with the university’s priorities and objectives. As a result, the plan is not only strategic, but, because we cannot “be all things to all people,” it is focused and provides the pathway for enhancing our academic and research programs, the quality and diversity of our student body, our quality of life, and gaining the recognition for our accomplishments that we deserve. We hope that you will find the plan, about which additional information can be found at http://www.njit.edu/publicinfo/planning.php, as exciting and forward looking as does the campus community.

ROBERT A. ALTENKIRCH
President of NJIT
By targeting programs for national prominence within the next five years, NJIT’s planners opted to build upon its strongest academic areas, selecting programs that already have a level of national visibility and providing them with the resources to place among the top-ranked leaders in their fields.

- **Mathematics**: Already recognized nationally for quality education and applied research programs, the department is highly funded from the National Science Foundation and the National Institutes of Health. The department will strengthen focus areas in mathematical biology and fluid dynamics and expand the PhD program.

- **Architecture**: New Jersey School of Architecture is already an established national leader in computer-aided architectural design. Students of NJSOA have taken top national honors in CAD design for seven consecutive years. Program focus will expand to computer-aided manufacturing, large-scale planning and community design, and industrial design.

- **Wireless Communications and Networking**: Electrical and Computer Engineering has a major focus on research aimed at making wireless telecommunications both practical and secure. The program has extensive grant support from the New Jersey Commission on Science and Technology, NASA, and the U.S. Army, as well as private support from companies such as Mitsubishi and Northrup Grumman. The program will further strengthen and enhance faculty, facilities and industry partners.

In addition, three interdisciplinary research areas with high potential for NJIT and for New Jersey on which to focus were selected: advanced engineered particulate materials; nanotechnology; and neural engineering. These programs will receive support to add faculty and specialized equipment. All six programs will be featured in a marketing program, to be launched next year, that impacts constituents and local, regional, and national media.
A top-flight research program is the heart of a great public research university. A strong research enterprise stimulates the university’s intellectual vitality, attracting top-ranked senior researchers as well as the most promising junior faculty. Students have the opportunity to learn from professors who are at the forefront of their specialties and to participate in cutting-edge studies; as graduates, they bring state-of-the-art knowledge and advanced analytical and problem-solving skills into the workplace. University researchers generate advances that fuel a knowledge-based economy and work through public and private partnerships to develop commercially-promising new technologies into new industries.

NJIT is already well on the way to building excellence in its research endeavor. NJIT has built its research program around multi-disciplinary centers that encourage partnerships among various disciplines, as well as with other educational institutions, private enterprise and government agencies. Research expenditures have grown over 3000% over the past two decades. With one of the fastest growing programs in the nation, NJIT now ranks among the nation’s 200 top research universities.

OVER THE NEXT FIVE YEARS:

- **Research Expenditures** from externally-sponsored research and development expenditures will double;

- **Commercial Licenses** from university-held intellectual property will increase; and

- **PhD Graduates** will number at least 60 in 15 disciplines each year.

Tactics to achieve these objectives include: offering seed grants to support promising start-up projects; encouraging and facilitating interdisciplinary interaction around common research interests; providing increased information and support infrastructure for both grant opportunities and intellectual property development; increasing support for doctoral students; and enhancing visibility and recognition for successful researchers.
NJIT’s progress is in the hands of its students. Their future success is what will build the university’s reputation nationally. Their respect for NJIT’s expertise is the foundation of our future partnerships and joint ventures with industry. Their enthusiasm for sharing the NJIT experience with the next generation of students underlies our recruitment and fund raising efforts.

It is essential to NJIT’s mission to provide a welcoming and supportive campus environment and to offer a well-rounded, intellectually stimulating collegiate experience that nurtures students’ talents and interests and allows them to reach their full potential. This is increasingly important as our residential student population continues to grow.

● **Campus Appearance:** Expanded and ongoing efforts to make the campus more visually appealing. Funds have been allocated for landscaping as well as for improvement of interior spaces. A comprehensive facilities master plan will be in place by 2006.

● **Administrative Infrastructure:** Efforts include streamlining administrative processes, enhancing campus communications, improving computer support systems, and ensuring the consistency of academic advising university-wide. The target is a new era in student, faculty and staff satisfaction by 2008.

● **Athletics:** Enhanced athletics programs are one of the keys to NJIT’s regional and national visibility, as well as a source of pride and community among students and alumni alike. The men’s soccer program has already moved into NCAA Division I and is a member of the Atlantic Soccer Conference. Planning is underway to upgrade all intercollegiate sports. A $5 million fund raising campaign will support facilities improvements for the campus community as well as athletics scholarships.

● **Cultural Activities:** A great public university is a center for cultural enrichment and intellectual dialogue that stimulates students, attracts alumni back to campus, and engages the surrounding communities. The plan targets 2005 for a full agenda of high-profile cultural events.
If the U.S. is to maintain a leadership position in the global marketplace, its universities must nurture the next generation of innovators and entrepreneurs who will lead in shaping the 21st century economy. We must attract the most highly talented and motivated young people to science, engineering and technology. Higher education must work to overcome the demographic imbalance of the U.S. technical workforce. Currently, women, African-Americans, Hispanics, Native Americans, and persons with disabilities comprise two-thirds of the overall workforce but hold only about a quarter of the technical jobs that drive innovation. This imbalance threatens the economic future of all Americans.

NJIT has a long history of providing a quality undergraduate education that emphasizes the needs of the marketplace. The university was also among the first to launch aggressive educational opportunity and pre-college initiatives, ensuring diversity in the technological workforce. NJIT today ranks 9th in the nation for campus diversity, and among the nation’s leading schools for graduating students from underrepresented minorities.

Over the next five years, the university plans to increase the quality and diversity of the student body through targeted recruitment efforts, including out-of-state recruitment, through the work of Admissions, the Pre-College Programs, the Educational Opportunity Program, the Murray Center for Women in Technology and the schools and colleges. Targets for enrollment of newly admitted undergraduates, an increase in SAT scores, and an increase in graduation rate of first-time, full-time freshmen are:

- **Enrollment of Women**: increase to 25% of newly admitted undergraduates
- **Enrollment of African-Americans**: increase to 15% of newly admitted undergraduates.
- **Enrollment of Hispanics**: increase to 15% of newly admitted undergraduates.
- **Enrollment in the Albert Dorman Honors College**: increase to 1 in 5 of freshmen students
- **SAT**: increase by 20 points
- **Graduation Rate**: increase to 55%

"Attracting more bright young women into technology careers is not merely good for equality; it is good for technology as well. In fact, it’s essential. We know that bio-diversity makes for more resilient ecosystems, and the same principle applies to human systems. Trying to solve important problems using only half of the collective human brain is just not smart."

"This strategic objective will help NJIT strengthen its position among the nation’s leading research universities, and help continue our legacy in the area of providing educational opportunities for all students. Our efforts in addressing the national shortages of qualified mathematicians, engineers and research professionals will be greatly enhanced by this initiative!"
While State support and tuition provide base support, private funding at public universities provides competitive enhancements. Private support is a major component in distinguishing one public university from another.

Gift Revenue: A large proportion of private gifts support student scholarships and fellowships, helping the university to attract talented young people to its undergraduate and graduate programs, as well as to provide a gateway of opportunity for students from underrepresented groups who might not otherwise be able to pursue, and earn, a college degree. Private funding is also important in providing NJIT with the flexibility to respond quickly and efficiently to changing marketplace trends or emerging societal needs.

Alumni Support: Beyond the financial benefits, gifts from alumni are a good indicator of graduates’ perception of their university. Increased alumni support signifies a greater number of alumni who are actively engaged with NJIT. Some national rankings of colleges and universities use the percentage of alumni who are donors as an indicator of graduates’ satisfaction with the educational program.

Focused Campaigns: The university has already launched two focused capital campaigns, one to raise $20 million for Dorman Honors College, and another to raise $5 million for athletics, both within the next three years.

Comprehensive Campaign: Once these focused campaigns are completed, the university will undertake a comprehensive fund raising campaign in support of university and department priorities.
Mission
NJIT is 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;
- 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;
- 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.

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 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.
- 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 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.