

We are beginning the process of revising the University Strategic Plan. I am asking each of you to serve as a member of the Steering Committee. The Committee has responsibility for coordinating and guiding the planning process, which is described in ViSTa, A Strategic Planning Process for NJIT, Vision-Strategy-Tactics, a planning process framework developed by the Board of Overseers and one that we followed in developing the current Strategic Plan. The ViSTa planning process document can be found on the University Planning site at <http://www.njit.edu/president/planning/index.php>. Please review this document at your earliest convenience.

The current Plan is organized as described in ViSTa to incorporate the following elements, in a hierarchy from the general to the specific: Mission; Vision; Core Values; Value Proposition; Goals; Strategic Priorities; and Strategic Objectives, each of which is backed up by a number of Tactics to be executed to meet the Strategic Objectives. Only the Strategic Priorities, Strategic Objectives, and Tactics change to any extent over a few planning cycles. The Senior Staff has reviewed the current Strategic Plan (http://www.njit.edu/president/docs/2005/0-Revised_Strategic_Plan.pdf) and has drafted a revision through the Strategic Priorities. A copy of that revised draft is attached for your review.

Changes over the current Strategic Plan consist of using language consistent with the current University descriptor, “New Jersey’s Science and Technology University,” including “design” as an emphasis in the Mission, and combining the two Strategic Priorities focused on developing nationally recognized programs and improving rankings in research and technology development. The combination makes clear that research and learning are intimately related.

The responsibilities of the Steering Committee are to review and finalize the Strategic Plan through the Strategic Priorities, draft and finalize the Strategic Objectives, and guide the work of various Task Forces that will be established around certain Strategic Objective themes. The Task Forces will draft sets of Tactics, which the Steering Committee will review and finalize. The Steering Committee will be responsible for developing assessment metrics and a Balanced Scorecard as well.

As we work through the process of revising the Strategic Plan, we all need to be cognizant of the University’s financial position. A Plan that results in Strategic Objectives and Tactics that are focused on allocating or reallocating substantial financial resources likely will not have much

impact. The focus of the Plan should be on aligning our work around meeting objectives so that the human capital resources are focused and pulling in the same direction.

The work of revising the Strategic Plan will form, in part, input to efforts to develop a Self-Study Report for a Middle States accreditation visit during 2011-2012. A draft of the Self-Study Report needs to be complete in the fall of 2011 with a final Report to be ready in January of 2012 for a visit in the spring of that year. We will discuss the Self-Study organization as part of the discussions at the Strategic Plan Steering Committee meetings.

In order to move the strategic planning process along, attached is a schedule of Strategic Plan Steering Committee meetings, all to be held in Fenster 325, from this point on. Please note these on your calendar and make a concerted effort to attend as many as possible, realizing that conflicts can't be avoided. Also, it is not likely that we will use all of these slots, so if a slot is not needed, meetings will be cancelled ahead of time. Also attached is a list of Steering Committee members.

We have the opportunity to build on the successes of the current Strategic Plan and the very successful Middle States accreditation visit in 2002 and Periodic Review Report of 2007. I look forward to using the opportunity for us to enhance NJIT even further.

Thanks,

Bob