

Strategies

With a clear understanding of its vision, its internal and external environment, and its core competencies and value proposition, NJIT can begin to develop strategies. These strategies communicate where the university has chosen to focus its investment of resources for the next five years. They communicate, in broad terms, what the university will do – and importantly, what it won't do.

Strategy involves making choices about how to allocate limited resources. Although staff and funds may be allocated to many programs throughout the university, strategy assigns resource priority to a limited set of high return initiatives. For example, although the University may have strength in numerous academic disciplines, the strategic planning process helps the University allocate limited resources by selecting only a few disciplines on which it will focus its investment. By focusing resources on only a few critical areas, the University ensures that it achieves prominence, excellence and competitive advantage.

In developing its strategies, it is recommended that NJIT identify no more than four key issues – or strategic priorities – it will focus its attention on to ensure that it delivers on its value proposition and achieve its mission. To focus the attention of its constituents and motivate performance, it is recommended that the university also establish a small number of specific, measurable objectives for each priority.

Strategic **objectives** specify the milestones the organization will work toward to address its strategic priorities. To ensure financial, people, and other organizational resources remain focused, it is recommended that the university establish only a small number of objectives (e.g., two or three) for each strategic priority. To ensure that people clearly understand the objective and are able to monitor progress toward it, writing objectives in the **SMART** format is proposed:

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

An example of a SMART strategic objective for NJIT could be:

“Obtain and develop world-class faculty in the area of bio-engineering, so that by 2007, at least 75% of bio-engineering faculty are recognized to be leaders in their field, as measured by ...”