

Strategy	Task Force	Objective(s)	Tactics	Responsible for Executioin	Metrics	Resources	Expense Allocation	Baseline Metric	Target	Target Completion Date	Progress Toward Target Completion	Balanced Scorecard Perspective
Quality of academic and campus life	#1: Urs Gauchat	Landscape Master Plan	Identify opportunities for physical improvement (estimate costs)	VP for Administration & Treasurer	Number of projects	Directed effort		None	Summary of projects			Community
			Review standards for street furniture and other landscaping features		Progress toward developing review report	Directed effort		None	Review report			Community
			Establish and apply criteria to rank prioritize projects		Money spent	Fund allocation		FY11 Capital Project List	Prioritized list			Community
	#2: Nick Tworischuk	Reengineer administrative processes			Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)	Directed effort		None	Processes reengineered			Community
			Engage in a continual review of administrative processes	VP for Administration & Treasurer								
			Identify end-use satisfaction	VP for Academic & Student Services and VP for Human Resources	Satisfaction surveys	Directed effort		None	Favorable ratings on satisfaction surveys			Community
		Inculcate Core Values	Incorporate assessment of adherence to Core Values in performance evaluations	VP for Human Resources	Performance review ratings	Directed effort		None	Favorable performance review ratings			Community
	#3: Norbert Elliot	Refine outcomes assessment efforts in student learning	Create a standing committee for outcomes assessment	President and Provost & Sr. VP for Academic Affairs	Committee creation	Directed effort		None	Created			Community
			Benchmark other universities in assessment efforts		Report on and adoption of best practices in outcomes assessment	Directed effort		None	Best practices adopted			Education
			Identify commonalities in outcomes assessment among accrediting agencies and NJIT programs		Summary report	Directed effort		None	Summary report			Education
			Revise current assessment program emphasizing best practices for programs not separately accredited		Progress toward revision	Directed effort		None	New assessment program			Education
			Create a campus-wide outcomes assessment effort		Progress toward creation of a campus-wide outcomes assessment document approved by UCRC and CAA including tracking of results from accrediting agencies	Directed effort/ Fund allocation		None	Campus wide assessment documentation			Community
			Launch experiments in using new technologies in outcomes assessment		Employment of electronic portfolios	Directed effort/ Fund allocation		Kepler (Architecture and Design)	Accredited units employ electronic portfolios			Community
			Extend outcomes assessment efforts to graduates through Office of Alumni Relations		Progress toward launching a social media effort aimed at graduates	Directed effort/ Fund allocation		None	Alumni involvement in assessment			Community

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	#4: Jack Gentul	Implement a performing arts component of campus life	Design two series of three one-credit courses, one series in ensemble singing and one in instrumental music	VP for Academic & Student Services	Progress toward course development	Directed effort/ Fund allocation		None	Courses in place			Education
			Recruit/hire adjunct faculty for voice (fall 10) and for instrumental music (spring 11)		Identify and hire adjuncts	Directed effort/ Fund allocation		None	Faculty in place			Education
			Begin choral group fall 10		Progress toward developing group	Directed effort/ Fund allocation		None	Group in place			Community
			Identify practice space and equipment needs		Progress toward assigning space and equipment	Directed effort/ Fund allocation		None	Space/equip- ment in place			Education
			Begin instrumental group spring 11		Progress toward developing group	Directed effort/ Fund allocation		None	Group in place			Community
Quality of academic and campus life	#5: Joel Bloom	Complete the initial block of Greek organization houses in a Greek Village and provide replacement parking	Convene a Greek Village Task Force of stakeholders to identify critical issues for development of a Greek Village	VP for Academic & Student Services	Progress toward recommending Greek Village governance, housing needs and design, costs, funding options, land lease and reporting to the Greek community	Directed effort		Existing	Recommendation s on issues complete			Community
			Create a Greek Village Housing Council		Establish membership; progress toward developing policies and procedures for operation of the Village	Directed effort		None	Established			Community
			Designate a developer for the Greek Village	VP for Administration & Treasurer	Designation	Directed effort		None	Designated			Community
			Designate a Management Agent for operations of the Village		Designation	Directed effort		None	Designated			Community
	#6: Henry Mauermeyer	Implement the NJIT Campus Gateway Plan	Complete Development contract with Jones Lang LaSalle	VP for Administration & Treasurer	Signed contract	Directed effort		Existing	Contract in place			Engagement
			Complete Phase #1 supplemental agreement with Jones Lang LaSalle and initiate construction		Signed agreement/Construction initiated	Directed effort		None	Construction initiated			Engagement
			Develop NJIT staffing to support the project		Status of staffing	Fund allocation		None	Sufficient staffing			Engagement
			Complete Phase #2 supplemental agreement with Jones Lang LaSalle and initiate construction		Signed agreement/Construction initiated	Directed effort		None	Agreement in place			Engagement
			Monitor progress		Meeting phasing schedule	Directed effort		Established with RDA (10/2009)	Phasing on track			Engagement
Private support	#7: Bob Boynton	Develop a strategic plan for the Alumni Association of NJIT by end of FY10	Establish an Alumni Task Force planning group	VP for Advancement	Status of identifying planning group	Directed effort		Task Force Established	Plan in place			Community
			Use a consultant to facilitate development of a strategic plan		Status of consultant and progress toward plan development	Directed effort/ Fund allocation		Existing	Consultant work complete			Community

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	#8 and #9: Chuck Dees	Develop and implement a communications and messaging plan	Restructure Communications and introduce a new web design	VP for Advancement	Status of administrative organization of Communications and web design implementation	Directed effort/Fund allocation		Existing organization and web site	Communica-tions reorganized and new web site in place			Community
			Select key messages to support communications and messaging plan		Messages selected	Directed effort		Current branding effort	Key messages selected and tracked by use			Community
		Create a culture of alumni participation in the Annual Fund to that of benchmark peers	Create Highlander Society, \$1,000 cumulative by tenth year after graduation, to attract young alumni		Status of giving club and membership	Directed effort		None	Created/ membership increased			Resources
			Establish freshman class gift program (\$5 from every member)		Number of freshmen who participate	Directed effort		None	Established/ participants increased			Resources
			Expand phonathon program and provide opportunity to choose communication media		Phonathon participation	Directed effort/ Fund allocation		FY10	Increased participation			Resources
			Segment lists for solicitation and validate number of individuals solicited		Number on solicitation lists and number solicited	Directed effort		FY10	Increased solicitations			Resources
			Engage faculty in Annual Fund		Number of faculty giving	Directed effort		None	Increased participation			Resources
Private support		Meet the timeline to launch the public phase of a Comprehensive Campaign	Secure a volunteer leadership team of 20		Status of recruitment	Directed effort		None	Recruitment complete			Engagement
			Recruit national Chair		Status of recruitment	Directed effort		None	Recruitment complete			Engagement
			Secure 200 planned gift commitments		Number of planned gifts	Directed effort		FY10 base	Gifts secured			Resources
			Raise at least 65% of Campaign goal with a leadership gift of \$10 million or more		Funds raised	Directed effort		FY07 base	Funds raised			Resources
			Conduct Campaign regional events		Events conducted	Directed effort/ Fund allocation		None	Increased events			Resources
			Develop Campaign marketing and PR materials		Number and status of materials	Directed effort/ Fund allocation		None	Materials developed			Resources
		Increase unrestricted annual gift revenue to \$1.5 million per year over five years	Capture and include additional databases for cultivation and solicitation		Number in databases	Directed effort/ Fund allocation		None	Increased solicitations			Resources
			Increase visits as part of Annual Fund		Number of visits	Directed effort/ Fund allocation		FY10 base	Increased visits			Resources
			Enhance web capability for fundraising		Status of web enhancements	Directed effort/ Fund allocation		Existing				Resources

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National recognition for thematic core areas of integrated research and learning	#10 and #11: Don Sebastian/Ian Gatley	Demonstrate penetration of thematic area subject matter into 60% of courses	Define college specific core concepts to connect with shared thematic area content	Provost & Sr. VP for Academic Affairs and Sr. VP for Research & Development	Status of courses in thematic areas	Directed effort		FY10 base	Courses in place			Education
			Create professional Masters degrees in thematic areas of application		Degree inventory	Directed effort/ Fund allocation		FY10 base	New degrees in place			Education
			Exploit new media to introduce thematically relevant material		Inventory of new media usage	Directed effort/ Fund allocation		None	Increased media usage			Education
			Develop faculty training programs in instruction and instructional technology		Status of training programs	Directed effort/ Fund allocation		FY10 base	Training programs developed			Education
			Establish standing faculty/staff committee to oversee curricular reform, P&T performance metrics for scholarship of instruction, effectiveness of tactics		Status of Committee	Directed effort		None	Established			Education
		Demonstrate an increase in scholarly activities related to thematic areas	Develop a web portal for thematic areas	Status and content of web portal	Directed effort/ Fund allocation		None	Developed			Education	
			Conduct faculty searches in thematic areas	Status of searches	Directed effort/ Fund allocation		None	Searches completed			Education	
			Proactively seek large-scale R&D opportunities using response teams	Number of proposals submitted/funded	Directed effort		FY10 base	Proposals submitted			Research	
			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship/research of integration	Status of Committee	Directed effort		None	Established			Research	
		National recognition for thematic core areas of integrated research and learning		Demonstrate expanded relations with relevant professions	Dedicate staff function to external event management and facilitation		Status of staff assignment	Directed effort		None	Assigned	
Develop standard event package and pricing model	Package/model stats				Directed effort			None	Package in place			Engagement
	Integrate student professional society activities with local chapters				Degree of interaction with local chapters	Directed effort		FY10 base	Integration complete			Engagement
	Host on-campus awareness days for key corporate partners				Number of events	Directed effort		None	events established			Engagement
	Expand summer internships for faculty and staff				Number of placements	Directed effort		FY10 base	Increased internships			Engagement

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			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship of application		Status of Committee	Directed effort		None	Established			Research
		Implement at least one campus-wide integrative demonstration environment in each of the thematic areas	Coordinate with Development to identify industrial partners to provide matching "funds"		Status of partnerships	Directed effort/ Fund allocation		None	Partners identified			Resources
			Use integrative projects as a framework for design and problem solving exercises		Status of courses affected	Directed effort		None	Projects developed			Education
			Develop communication plan to generate public attention		Status of plan	Directed effort/ Fund allocation		None	Plan developed			Engagement
			Identify grant opportunities for curricular innovation		Number identified	Directed effort		None				Resources
			Seek workforce training funds for demonstration projects		Funds sought/secured	Directed effort		FY10 base	Proposals submitted			Resources
			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship of instruction, integration and application		Status of Committee	Directed effort		None	Established			Education
Be recognized for attracting high achieving students and faculty from diverse populations	#12: Kathy Kelly	Overall enrollment; enrollment mix; program inventory; SAT; GRE and GMAT; freshman class; retention and graduation	Perform an analysis of reasons for student drop out and develop and implement retention tactics to address	VP for Academic & Student Services	Status of retention tactics development	Directed effort		FY10 base	Implemented			Resources
			Assess recruitment and marketing materials and web site for redesign		Status of updating materials and web	Directed effort/ Fund allocation		None	Redesigned			Resources
			Review and reassess recruiting tactics		Status of assessment	Directed effort		FY10 base	Updated recruitment tactics			Resources
			Analyze prospective student demographics to recommend new programs and for revising existing programs		Status of analysis	Directed effort		FY10 base	Programs revised and newly implemented			Education
			Review historical and competitive institutions benchmark data on applicant/admit/enroll ratios and admission criteria in order to "fine tune" enrollment goals		Progress on establishing benchmark peers and reviewing admission data	Directed effort		FY10 base	Established			Resources

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			Review historical and competitive institutions benchmark data on financial support to "fine tune" merit-based award programs		Progress on establishing benchmark peers and reviewing financial support data	Directed effort		FY10 base	Established			Resources
	#13: Steve Tricamo	Actively recruit women and minority faculty to achieve a hiring rate of at least 25% women and minorities among qualified candidates	Examine and identify any specific obstacles in the recruitment, interview and hiring process which prevent the hiring of women and minorities and implement best practices		Progress toward identification of obstacles and implementation of best practices	Directed effort		None	Implemented			Community
			Develop and implement programs to support and retain women and minority faculty		Progress on development and implementation of support and retention program	Directed effort		FY10 base	Implemented			Community
			Establish a Faculty Diversity Committee charged with coordinating NJIT's efforts to recruit and retain women and minority faculty members		Establishment of Committee and documentation of efforts	Directed effort		None	Established			Community