NJIT Graduate Growth Initiative (GGI)

August 2006
Objective

Improve NJIT’s bottom line, bring in new part-time enrollments, and engage industry
Strategy

- Meet market need by promoting new academic (largely graduate) programs and enhancing existing ones
- Name “Faculty Leaders” for each initiative
- Where necessary, engage “Industry Liaisons” (or NJIT professionals who can perform this function) to build relationships with companies/governmental organizations and sell NJIT’s programs
  - Educated in the discipline
  - Worked in the industry
  - Strong selling and relationship management skills
- Ultimately deliver instruction at client facilities and via distance or blended learning, if appropriate.
- Create an entrepreneurial environment within the University community (accountability and reward)
Academic Programs Already Approved

- **Pharmaceutical Engineering**—MS and 1 Graduate Certificates (GCs)
  - Faculty Leader: P. Armenante
  - Industry Liaison: pending

- **Engineering Management**—MS and 1 GC
  - Faculty Leader: A. Bladikas
  - Industry Liaison: pending

- **Emergency Management and Homeland Security** (Although from different academic departments, bundled together for “one NJIT” face to clients and to achieve economies of scale)
  - 2 GCs
  - 1 Undergraduate Certificate (strictly for off-campus delivery)
    - Faculty Leaders: M. Turoff and N. Gehani
    - Industry Liaison: R. Statica and M. Chumer

- **Biomedical Engineering**—MS
  - Faculty Leader: R. Foulds
  - Industry Liaison equivalent: M. Roman
Possible New Academic Programs to be Added in AY 2006-7

- Sustainable Design
- Critical Cyber-Infrastructure
- Financial Engineering
- Human Computer Interaction
- Others?
Process for Gaining Approval for New Candidates

- Note – NJIT organizations within brackets below represent owner of deliverable – task to be assigned at appropriate level

- Identify Graduate Program Opportunities (Provost)
  - Identify faculty leader
  - Develop program concept
  - Identify industry contacts for industry advisory board
  - Identify Industry Liaison

- Conduct Business Analysis (VP of Academic and Student Services)
  - Conduct demand analysis (Institutional Research and Academic Department)
  - Build financial model (CPE)—see Prototype Profit/Loss Definitions, next slide

- Submit GGI Proposal to Provost’s Office

- Go/No Go decision (Senior Management)
Definitions Used in Profit and Loss Statement

- ‘Revenue’ includes all tuition and fees and assumes class size to be 12-15.
- ‘Expenses’ include all costs associated with this initiative.
  - ‘Business Development’ costs include the cost of an Industry Liaison or functional equivalent, marketing materials and associated travel to clients and industry events.
  - ‘Instruction’ includes instructional costs (calculated at adjunct rates and adjusted to market realities, supplies and travel to client locations or extension sites.
  - ‘Operations’ includes costs to administer the client programs including student support.
- ‘Net Income’ equals Revenue less Expenses.
- ‘ROI’ is Return on Investment and equals Net Income divided by Total Expenses. This tells us if we made the right financial choice regarding how to invest our funds.
- ‘Breakeven Enrollments’ represent the number of NEW course enrollments required to cover all costs associated with the program.
Process for Executing Once Candidate Program is Approved

- **Execute** (CPE as Project Manager)
  - Marketing
    - Partner with University Communications to capitalize on NJIT investment
    - Develop marketing strategies
    - Design marketing materials
  - Course development (Academic Department)
  - Academic advisement (Academic Department)
  - University processes (Admissions, Registration, Bursar, Budget, etc.)
  - Student, Faculty, Client (i.e. corporation) Logistics (CPE)
  - Course delivery (Academic Department)

- **Program Assessment** (Provost)
  - Enrollments
  - Financial (CFO)
  - Industry and academic
  - Other

- **Program Continuous Improvement** (Graduate Studies)

- Back to #1
Internal Financial Treatment

- Net Income to be shared among University, participating Academic Departments and CPE
  - 70% to the University
  - 30% split on a 50/50 basis between the Academic Department and CPE to sustain and nurture future academic program growth and future marketing budgets
    - In FY 07, Biomedical Engineering receives 30% since CPE does not support their initiative
Next Steps

- Quarter 1 Report of ROI Outcomes from Existing Programs released Mid-October
- Provost’s Office to issue Request for Proposals for next GGI round in early November