

To: Joel Bloom, President

From: Fadi Deek, Provost and Senior Executive Vice President

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Subject: *NJIT 2025—Building on a Strong Foundation Steering Committee Report*

Summary of Progress—2021-2022 Mid Year

Introduction

The strategic plan *NJIT 2025* serves three purposes: planning, assessment, and long-term resource allocation.

As a document articulating priorities, objectives, and strategies, the plan guides long-term decisions for the university. Throughout the pandemic, recovery was the primary goal, and superseded a focused implementation of the strategic plan. Nevertheless, the guiding principles of *NJIT 2025*: Diversity, Transformation, Sustainability, and Recognition framed decision-making and positioned the university for a strong recovery. The notable achievements in diversity over the past year show the university's commitment to equity, even in the face of the COVID crisis. The rapid shift to a converged learning model in March 2020, and evidence for the return of the international student population in fall 2021, reflect the planning preparations for technology transformation and NIT Global. Similarly, the facility improvements and relatively solid financial basis for a university emerging from a time of crisis demonstrate a commitment to the principle of sustainability. Finally, the rapid growth of research awards in 2021, and the change in reputational rank, show the increase in recognition for NJIT.

As tools for assessment, the published and unpublished KPIs that are built into the strategic plan afford a picture of growth and continuing challenge as NJIT moves into a new normal. This KPI assessment framework gives NJIT a powerful narrative for the MSCHE self-study because the baseline and targets provide an unvarnished view of university performance that is consistently calculated and systematically reviewed. Together, the KPIs focus attention on changes that matter and investments that count.

Now, the pandemic recovery committees are winding down their activities as the formal strategic planning committees launch to refocus efforts on plan implementation. Just as *2020 Vision* guided strategic action and long-term resource allocation, the *NJIT 2025* implementation committees will serve a similar function. However, they will now concentrate more on resource reallocation than the investment of new funds to achieve planned goals and targets. This reflects the financial, health, and social realities of a post-pandemic world and the objective of leading the university in a way that new investments strengthen ongoing initiatives as well as addressing emerging needs.

NJIT 2025: Achievements

During the first year of NJIT 2025, the university has continued the remarkable run of success achieved under *2020 Vision*. NJIT has now established itself as a regular contender for the top 100 schools in *US News*. During the pandemic, unlike most schools in the nation, enrollment at NJIT remained stable and even increased to an all-time high of 11,901 in fall 2021. The international reputation of NJIT also grew, as evidenced by the resurgence of international graduate enrollment and the even more dramatic increase in international applications, which drove the total number of graduate applications to nearly 9,720. Similarly, the number of freshman applications rose to 11,758, a nearly 40% increase in just two years and nearly triple the number of freshmen applications received in 2015.

The past year has marked other important milestones at NJIT. Student diversity has reached an all-time high. The percentage of Hispanic students in the entering class is 25%, higher than it has ever been before. The combined percentage of URM students is also the highest ever. The percentage of women in the entering class has reached almost 30% for the first time. Finally, the percentage of URM faculty is the highest ever, and the percentage of women faculty equals the university's highpoint. These milestones stand as testament to NJIT's commitment to diversity across the community.

The metrics of student success show how NJIT continues to excel. The graduation rate achieved its highest level ever at 74% in academic year 2020-21, a 4% increase over the prior year. To put this number into historical perspective, the graduation rate in 2000 was 39%, slightly more than half what it is today. Third semester retention of the entering cohort remains stable at 88%, a decrease of 1%, but close to the highest rate ever. The impact of COVID-19 on students was significant and the NJIT pandemic response, including the special grading options, continued to support student success despite a multitude of challenges.

Externally funded research at NJIT faced critical difficulties during the pandemic with many labs shut down and others working at reduced capacity. Nevertheless, research expenditures decreased less than 5% before stabilizing. In 2021, total research awards increased dramatically heralding a rapid recovery in externally funded research during the coming years.

In the Resources priority, the university has also found success across a range of areas, including the diversity of administrative leadership and the percentage of classrooms meeting technology standards. Both are approximately halfway to the five-year plan target after only one year. Facilities have also advanced along the arc of improvement, most notably with the objective measure of the facilities condition index rising to within striking distance of the long-term goal of 0.05, or good condition. This improvement is not accidental given the sustained investment with a focus on academic facilities over the past few years.

It should be noted that the surveys on which the Resource priority KPIs are based were not conducted in spring 2020. Because of the highly unusual conditions, the results would not have been comparable to other years. For this reason, the baseline for all survey KPIs referenced in the table below will be the spring 2021 surveys.

The ‘prominence’ of NJIT has also grown over the past year. A metric not included among the published KPIs shows the growth in NJIT’s respect among peers. According to the ranking agency *US News*, NJIT’s reputation among our peers has achieved our highest ever score of 2.9. Perhaps more importantly, this measure for NJIT has grown more in the past five years than it has for almost any other university in the national ranking. Fortunately, this growth in reputation has been mirrored, as the KPIs for prominence show, in media mentions, academic exposure, and, most importantly, in the endowment.

Implementing *NJIT 2025*

The achievements outlined above, and shown in the KPI table below, are more remarkable considering the pandemic’s impact on the university and the nation. Since March 2020, strategic planning has only operated within the structure of pandemic recovery committees. Although the themes of *NJIT 2025* played a guiding role, the primary objective has been recovery, broadly conceived. Now, after nearly two years, the activities of pandemic recovery committees are slowly being merged back into a planning committee structure similar to that used for *2020 Vision*.

By mid-November, the *NJIT 2025* Steering Committee met for the first time. This committee, representing the full range of university constituents: students, alumni, faculty, and operational staff, includes all the co-chairs of the strategic planning priority committees. At this first meeting, a new process for plan implementation was laid out. This process will emphasize transparently tracking the implementation of tactics and the resource investments those tactics require.

For *NJIT 2025*, as with *2020 Vision*, some new resources are budgeted specifically for plan implementation strategies. Beyond these resources, however, committees will be asked to focus on reallocating existing resources toward achieving strategic planning objectives. This approach recognizes budget realities. For the plan to succeed, it must redirect resources and change practices.

As part of this change in allocations for plan implementation, priority committees will be asked to track the implementation of strategies and resources on a planning spreadsheet. Although the annual budgeting process will still include requests for new plan-guided investments, the emphasis must be on the reallocation of existing funds. Strategies based entirely on new resources should be few, and those based primarily on reallocation, as shown

on the tracking spreadsheet should be prioritized. This will increase the impact of strategic planning without imposing an unsustainable resource burden on the university budget.

The tracking spreadsheets developed by each priority committee will show specific strategies, tactics, resources required, and the source for those resources, whether new or reallocated. These excel spreadsheets, although unpublished, will be included in future internal strategic plan annual reports for *NJIT 2025*. (The extended narrative of tactics description will no longer appear with annual planning reports.)

Conclusion

The achievements of *2020 Vision* and the first year of *NJIT 2025* build a strong foundation for the remainder of this strategic plan's implementation. As the nation emerges from pandemic conditions, with many struggling to resume their pre-pandemic activities, some universities will find the need to reorganize and reorient. The reshuffling of university reputational status is nearly certain. By adhering to the principles and objectives of our strategic plan and reallocating resources accordingly, NJIT has the potential to solidify its position among the nation's top research universities while ensuring a sustainable future. Consistent pursuit of our strategic planning objectives will help realize this potential.

Building on a Strong Foundation—NJIT 2025 Published KPIs

Objective	Metric	2020 Baseline	2021	2025 Target
STUDENTS				
Success	FTFTU retention rate	89%	88%	92%
	6-year graduation rate	70%	74%	75%
Diversity	Percent of Hispanic students (FTE)	20%	21%	25%
	Percent of Black students (FTE)	8%	9%	10%
	Percent of women students	25%	26%	30%
	URM retention rate	87%	83%	91%
	URM graduation rate (Non-URM graduation rate)	64% (72%)	65% (77%)	72%
Enrollment	Total enrollment	11,652	11,901	12,215
	Average SAT composite score	1297	1296	1300
	Number of freshman applications	10,299	11,578	14,000
	Number of master's applications	5,919	9,150	8,700
	Global campus enrollment	500	648	3,000
Recognition	Number of students applying for/receiving prestigious fellowships or awards	40/8	47/7	72/14
	Number of students/student teams winning competitions	4	4	10
FACULTY				
Renewal	Total tenured/tenure-track faculty	315	323	365
	Percent of faculty hired in the last 10 years	45%	49%	53%
Diversity	Percent of faculty who are women	22%	22%	25%
	Percent of faculty who are URM	5%	6%	9%
Recognition	Number of faculty achieving fellowships in professional societies	59*	59	75
RESEARCH				
Expenditures	Total research and development (millions) (FY)	\$155.7	\$155.9	\$225
	Externally funded academic research (million) (FY)	\$36.5	\$37.1	\$55
	Externally funded business and technology development (millions) (FY)	\$66	**	\$100
	Ventures active with student, faculty, or alumni founders	70*	70*	\$100
Impact	Average citations per faculty member	57.4	59.0***	65.0
	Number of grants supporting commercialization of technology	54	63	68
RESOURCES				
Human	Employee satisfaction with NJIT	75%*	75%	80%
	Percent of administrative leadership who are women	36%	43%	50%
	Percent of administrative leadership who are URM	43%	53%	50%
Digital	Student perceptions of experience with IT	3.93*	3.93	4.00
	Faculty perceptions of experience with IT	3.82*	3.82	3.90
	Percentage of scheduled classrooms meeting technology standards	59%	76%	90%
	Student satisfaction with library services	4.22*	4.22	4.30
	Faculty satisfaction with library services	3.98*	3.98	4.10
	Number of courses using open educational resources/textbooks	18*	18*	70

Physical	Facilities Condition Index	0.08	0.07	0.05
	Student satisfaction with facilities	3.98*	3.98	4.10
	Faculty satisfaction with facilities	3.68*	3.68	3.85
	Percent of capital renewal spent on academic facilities (FY)	65%	68%	70%
	Number of classrooms and teaching laboratories added/comprehensively renovated	31	48	90
Fiscal	Alternative revenue sources as percentage of total revenue	**	**	**
	Ventures active with student, faculty, or alumni founders	70*	70	100
PROMINENCE				
Visibility	Earned media advertising value	\$388M	\$467M	\$600M
	Academic audience exposure	3.7M	4.0M	4.5M
	Number of on-campus WEC events attended by more than 300 people	34*	34	40
	Classification by AASHE	Unranked	Unranked	Silver
Giving	Undergraduate alumni giving rate	10.35%	10.76%	15%
	Overall philanthropic giving (millions) (FY)	\$13.6	\$19.2	\$20
	Total endowment (millions) (FY)	\$137	\$164	\$185

* KPI not available for 2020 therefore the 2021 KPI is the baseline.

** KPI not yet available

*** Preliminary number

NJIT 2025 Unpublished KPIs

The unpublished KPIs shown below are a work in progress and will be reviewed and revised by the *NJIT 2025* priority committees based on their relevance and importance as guiding metrics. The committees will also use these unpublished KPI targets as goals for individual operational divisions.

Building on a Strong Foundation—*NJIT 2025* Unpublished KPIs

Objective	Metric	2020 Baseline	2021	2025 Target
STUDENTS				
Success	Percent of students participating in events and organizations on campus			
	Retention of transfer students into their 3 rd semester at NJIT	87%	83%	
	Net Promoter Score	-20 (UG) -7 (Grad)		
Diversity	Equity gap	8%	12%	
	Pell recipient retention rate	88%	86%	
	Pell recipient graduation rate (Retention of students not receiving Pell grants)	64% (73%)	68% (77%)	
	Number of FTFTU students from Newark	52	76	
Enrollment	Average GRE Quantitative Score (MS)	156	156	
	Number of transfer applications	2,045	1,975	
	Number of doctoral applications	564	579	
Recognition	Placement of students in high visibility apprenticeship, co-op, and internship programs			
FACULTY				
Renewal	Number of new teaching professor positions			
Diversity	Number of institutionally funded postdocs			
Recognition	Number of faculty receiving prestigious awards			
	Number of faculty achieving membership in national academies			

RESEARCH				
Impact	Average number of peer-reviewed articles per faculty member			
RESOURCES				
Human	Employee career advancement			
	Percent of non-instructional staff receiving annual professional development/training			
Digital	Staff perceptions of experience with IT			
	Average time to resolution of IT projects			
Physical	Campus carbon footprint			
Fiscal	Ratio of tuition increase to Higher Education Pricing Index national average (FY)	*	88% (1.94/2.2)	
	Revenue generated from non-credit, executive and continuing education courses (FY)			
PROMINENCE				
Visibility	Social network account followership			
	Number of academic conferences hosted			
Reputation	Academic reputation score	2.8	2.9	
Giving	Percent of alumni with engagement score of 4 or higher		13.13%	25%

* Tuition was not increased in 2020 due to the effects of the pandemic on our students and their families.