

The NJIT logo is displayed in white on a red background. It features the letters "NJIT" in a serif font, with a white swoosh underline that starts under the "N" and extends under the "T".

NJIT

**STRATEGIC PLAN
2030**

**NJIT MAKES AN
INNOVATION
NEXUS**

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NJIT



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FROM THE PRESIDENT AND PROVOST

Teik C. Lim and John A. Pelesko

Dear Members of the NJIT Community,

We are thrilled to introduce the new strategic plan for New Jersey Institute of Technology—**NJIT Makes An Innovation Nexus**—as we embark upon a journey towards 2030 that will make NJIT a physical and intellectual focal point for ideas, actions, and people focused on innovation, including researchers, learners, entrepreneurs, and partners from government, industry, and the community. We envision a future where NJIT leads the region in technological innovation and economic advancement, with impacts that extend not only nationally but globally. The NJIT Innovation Nexus will be where students, faculty, industry partners, and members of the global community converge physically and virtually to realize their visions and drive positive socio-economic impact.

At the heart of this strategic plan lies NJIT’s commitment to student success. NJIT will offer a technology-infused higher education experience that equips students with cutting-edge skills and prepares them for impactful careers. This will be accomplished through flexible modalities and experiential learning opportunities; every student will have the chance to integrate research, study abroad, service learning, or co-ops and internships into their academic journey, ensuring they emerge as influential contributors to society.



From top, Teik C. Lim and John A. Pelesko

NJIT’s faculty will be the drivers of our Innovation Nexus, empowered to develop and deliver cutting-edge curricula while mentoring the next generation of professionals and scholars. We will prioritize the expansion and quality of our faculty body, creating an environment where their careers can flourish. A new Center for Educational Innovation and Excellence will support faculty through the integration of best practices and innovative technologies, further enhancing our academic offerings.

Research, innovation, and entrepreneurship will thrive within our Innovation Nexus, with our New Jersey Innovation Institute (NJII) serving as a catalyst for economic advancement through industry partnerships and the commercialization of intellectual property. By doubling our research portfolio and strengthening our infrastructure, NJIT will lead large-scale collaborative projects that address real-world challenges and drive meaningful progress.

Our commitment to fostering an engaged community will deepen, with NJIT playing an essential role in addressing socio-economic challenges and facilitating collaborations with local and state agencies.

Each of the above-referenced priorities will be supported by two cross-cutting initiatives. Through digital transformation, we will redefine the educational experience and create a campus that leverages disruptive technologies to enhance learning and collaboration. Additionally, fiscal excellence and resource stewardship will be paramount for NJIT. We will strategically steward resources to ensure a vibrant university that fosters a sense of community and provides a rewarding STEM-focused education to all students.

We are excited about the journey ahead and the opportunities that NJIT’s new strategic plan presents. Together, we will build an Innovation Nexus that not only leads the way in technological innovation but also drives positive change in our communities and beyond.

Sincerely,
Teik C. Lim
 NJIT President

John A. Pelesko
 Provost and Senior Vice President of
 Academic Affairs



VISION

NJIT will transform the public polytechnic research university experience into an Innovation Nexus through unparalleled education, limitless innovation, and pioneering research to cultivate a diverse community of leaders and professionals.

MISSION

NJIT advances the state of New Jersey, the nation, and the world through its contributions as an Innovation Nexus:

- **Public Polytechnic University**—by harnessing the power of experiential learning to transform a diverse community of students into leaders, innovators, and global citizens.
- **Research Leader**—by advancing knowledge through high-impact basic, applied, and transdisciplinary research, and by developing technological solutions that advance the state-of-the-art and drive economic growth.
- **Innovation Partner**—by anticipating the needs of industry, government, and civic organizations to spur growth, innovation, and entrepreneurship.
- **Inclusive Workplace**—by engaging diverse colleagues whose differences build a strong community dedicated to accomplishing our vision.
- **Community Member**—by applying our technological expertise to serve and elevate the communities that NJIT calls home.

CORE VALUES

As Highlanders, our core values reflect our beliefs, guide our behavior, shape our culture, and establish a sense of community and common purpose.

Excellence

We pursue excellence in all that we do in order to meet and sustain the highest standards of performance.

Integrity

We conduct ourselves honestly and ethically.

Civility

We treat one another with dignity and respect the opinions and viewpoints of others.

Sustainability

We operate and innovate in a way that promotes stewardship of resources for present and future generations.

Social Responsibility

We engage with the communities in which we live, study, and work to benefit society as a whole.

Diversity

We create a sense of belonging by celebrating the differences of individuals so that all members of our community feel included and empowered.

Collaboration

We recognize that individual skills and expertise are strengthened through cooperation and teamwork.

Courage

We move forward by overcoming uncertainty, taking on challenges, and making sacrifices for the common good.

NJIT MAKES AN INNOVATION NEXUS

Strategic Plan 2030

NJIT's 2020 *Vision* strategic plan transformed the university, fostering unprecedented growth in enrollment, faculty, and research. NJIT's 2025 plan, *Building on a Strong Foundation*, sought to continue that success, but was disrupted by global events including a pandemic, rapid advancements in generative artificial intelligence, and changing demographics of college-going students. This plan evolves the university's 2025 plan to address these challenges directly. Through *NJIT Makes An Innovation Nexus*, NJIT will forge ahead to make an Innovation Nexus that transforms the public polytechnic research university experience through unparalleled education, limitless innovation, and pioneering applied research, all designed to cultivate a diverse community of leaders and professionals. This will be accomplished through the six priorities discussed in this document.

Our students of the future sit at the center of our Innovation Nexus and our first priority is **Learner Advancement and Success**. Our transformation of the public polytechnic research university experience begins with the educational opportunities we provide. Building on NJIT's strong legacy, we seek to make experiential learning the hallmark of an NJIT education. By providing our students with the opportunity to participate in internships, co-op programs, study abroad experiences, undergraduate research, and service-learning programming, all students will engage in meaningful real-world experiences. These interactions will provide students

with hands-on experiences that contribute to their personal growth as well as to the economy in New Jersey, the region, the nation, and the globe.

Our ability to advance student success and reach the objectives defined in our first priority rests upon the excellence of our faculty, and **Faculty Success** is our next priority. Continuing to build NJIT's cadre of dedicated world-class faculty and developing an aspirational campus master plan that creates an environment that best allows them to share their knowledge and expertise with our students defines our work in this area. As we continue to recruit faculty who are the foremost authorities in their respective fields, we will also enhance our support for the translation and commercialization of their research. At the same time, we will work to better integrate our lecturers and adjuncts into the university community, ensuring that all members of our community are best able to utilize their skills and talents in service of our mission.

Building on the strengths of our world-renowned faculty and their expertise in areas such as robotics, artificial intelligence, and advanced materials, the objectives in our third priority, **Research, Innovation, and Entrepreneurship**, focus on strengthening our position as a premier research university, accelerating research through strategic collaborations, catalyzing intellectual property commercialization, and enhancing our research infrastructure to facilitate research success in a highly competitive landscape.

Our fourth priority, **Engaged Community**, positions NJIT as the nexus of innovation in our home city of Newark, regionally, and globally, fostering a dynamic ecosystem that nurtures learning, research, creativity, and technological advancements. In this role, NJIT will bring together industries, government agencies, alumni, faculty, staff, and students to foster innovations that address societal challenges.

The final two priorities outline essential objectives that underpin the efforts of the first four priorities. These crosscutting priorities are Digital Transformation and Fiscal Excellence and Resource Stewardship.

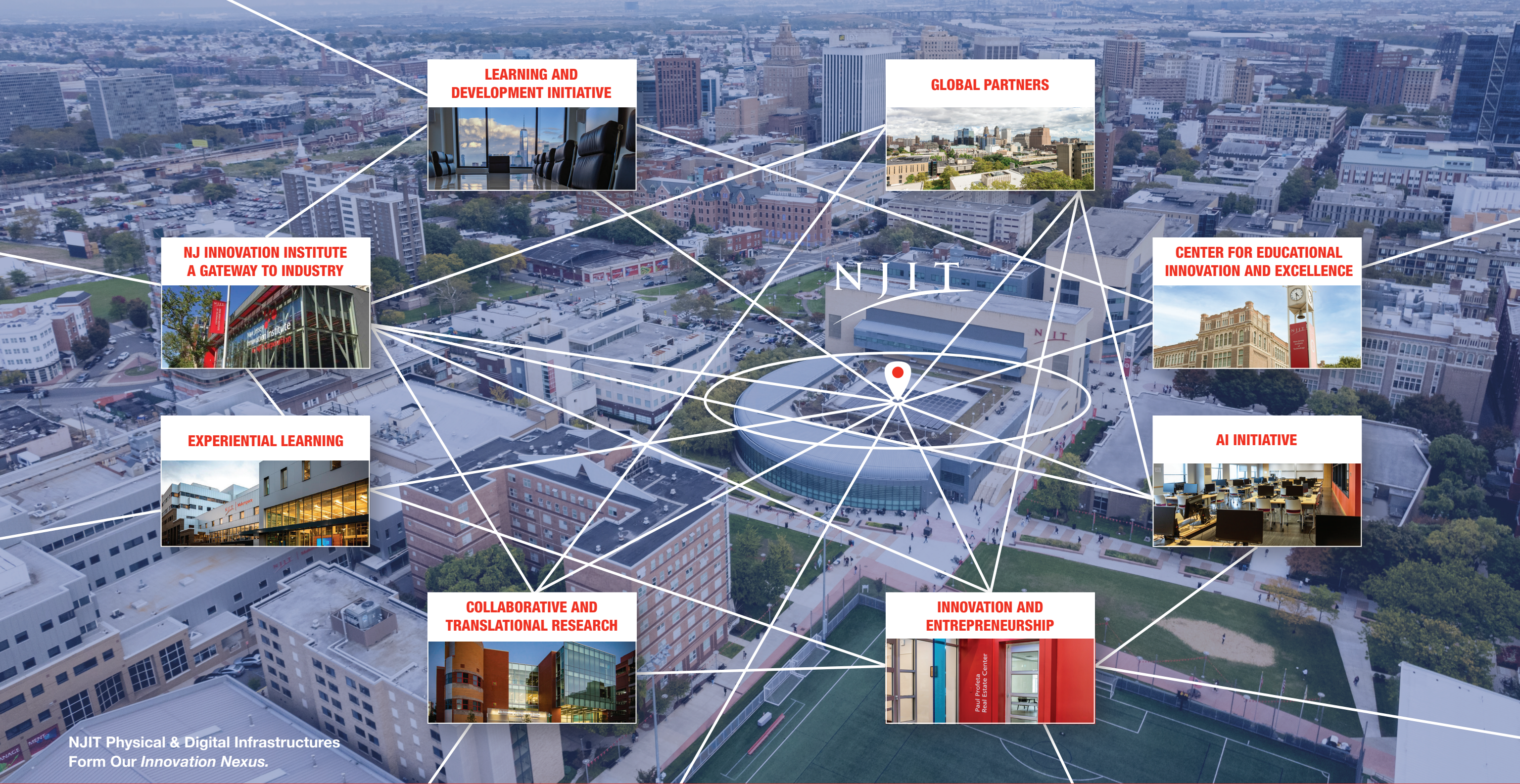
The objectives within our crosscutting priority of **Digital Transformation** focus on developing the infrastructure needed to enable our community to best leverage technology in service of our mission. Creating a seamless, flexible, technology-enabled teaching and learning environment will help us redefine the student experience. Integrating the latest technological innovations, such as artificial intelligence, will allow us to create a truly digital workplace and to enhance our operations, our research, and our entrepreneurship. By embedding and utilizing technology across all aspects of our enterprise, we seek to truly become a boundless smart campus to serve the students of the future.

The **Fiscal Excellence and Resource Stewardship** crosscutting priority proposes objectives recognizing and expanding the university's business intelligence capabilities to support strategic decision-making.

Other objectives focus on strengthening our resource development processes, developing responsive and transparent methods for investing, strategically growing revenue, and innovating revenue diversification.

As a critical spoke in the Innovation Nexus, NJIT's New Jersey Innovation Institute (NJII) will spur technological innovation and an entrepreneurial spirit through a stronger alignment with the university with a particular focus on expanded support for faculty research, innovations, and intellectual property. An enhanced Continued Learning portfolio, offered through the Learning and Development Initiative, will position NJIT and NJII as strategic partners in regional workforce development, reskilling, upskilling, credentialing, and career transitions. NJII will also refocus its efforts to support local tech companies and startups.

In the pages that follow, each of our four priorities and two crosscutting priorities are discussed in detail. Objectives within each, the actions we will take to achieve these objectives, and the ways in which we will measure our success are presented for each priority. We invite you to explore *NJIT Makes An Innovation Nexus* and share in our vision of redefining the public polytechnic university as an active and vibrant Innovation Nexus whose physical and digital infrastructures are visualized in the diagram on the next page.



LEARNING AND DEVELOPMENT INITIATIVE



GLOBAL PARTNERS



**NJ INNOVATION INSTITUTE
A GATEWAY TO INDUSTRY**



**CENTER FOR EDUCATIONAL
INNOVATION AND EXCELLENCE**



EXPERIENTIAL LEARNING



AI INITIATIVE



**COLLABORATIVE AND
TRANSLATIONAL RESEARCH**



**INNOVATION AND
ENTREPRENEURSHIP**



NJIT Physical & Digital Infrastructures
Form Our *Innovation Nexus*.

NJIT MAKES AN INNOVATION NEXUS

NJIT STRATEGIC PLAN

2030



PRIORITY 1: LEARNER ADVANCEMENT AND SUCCESS



NJIT MAKES CAREER-READY GRADUATES AND FUTURE LEADERS.

The landscape of higher education in the United States is changing rapidly and significantly. To leverage the opportunities this change creates, we commit to delivering a STEM-focused education that provides the highest possible value for today's learners. Our efforts will take into consideration the demographic decline, particularly in the northeastern United States, which is expected to lead to a smaller population of high school graduates, while also addressing the changing public perception of the value of higher education. Our approach will also directly address the fact that today's students have more choices than ever for career paths post high school, and their expectations of higher education are evolving rapidly, with today's students demanding flexible anytime support, adaptable programs of learning, and the promise of career success post-graduation. NJIT is uniquely positioned to thrive within this landscape with its focus on polytechnic education and its role as an Innovation Nexus. With a focus on student success, NJIT will provide an exceptional educational experience reinforced by experiential learning for all learners that emphasizes outcomes, career-readiness, and preparation to become influential contributors to society. NJIT students will be exposed to cutting-edge technologies. They will have access to an innovation and entrepreneurship ecosystem. They will have experiences in research labs, government agencies, and international corporations. Building on NJIT's already excellent return on investment (ROI) for students, the university will become a student success powerhouse.

KEY METRICS

- Retention and graduation rates
- Student satisfaction with quality of instruction
- Percent of students taking part in experiential learning
- National and international awards and recognitions received by students
- Post-graduation employment rate
- Alumni average salary at mid-career
- Student perception of belonging and inclusion on campus

OBJECTIVE 1: Promote student learning, equity, and achievement across all delivery modalities through revolutionized learning experiences and groundbreaking technologies.

Students come to NJIT for a STEM-focused education that will prepare them for success. Recognizing that students have distinct needs and preferences, we will offer tailored curricula to support all learners, challenge students with advanced learning opportunities, and ensure an equitable education for all students. We will also offer anytime, anywhere learning, removing the educational barriers of space and time.

To ensure that our students are well prepared, our curricula will be at the leading edge of scientific, technical, and research trends as well as industry demand. We will adopt new trends in pedagogy and train faculty in teaching and delivery methods designed to promote and enhance student learning. Finally, we will listen to and learn from our students to identify the practices that are working well and improve where possible.

ACTIONS:

Launch a campus-wide student success initiative, jointly led by the Office of the Provost and the Division of Student Affairs, charged with addressing the obstacles and challenges faced by learners, identifying opportunities for new approaches to education, and implementing changes to our educational enterprise.

Establish a Center for Educational Innovation and Excellence to empower faculty with best practices, innovative technologies, and support for pedagogical research to drive continuous improvement and innovation in our academic enterprise.

INITIAL KEY INVESTMENTS

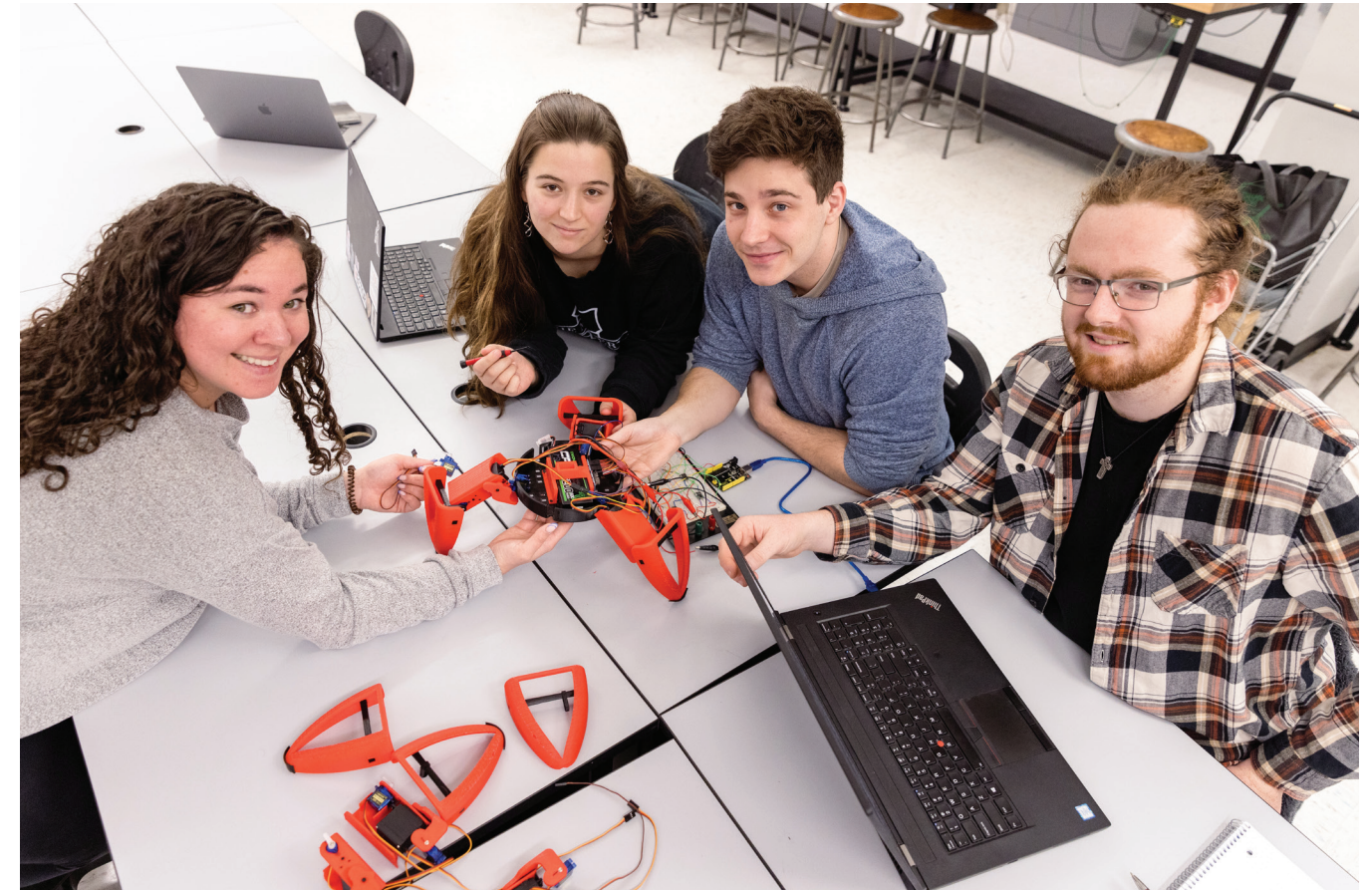
NJIT will continue to invest in Learner Advancement and Success through an ongoing emphasis on student support and delivery of an exceptional education complete with opportunities for meaningful experiential learning. Strategic efforts will enhance efficiencies to provide outstanding student services. New investments will support expansion of the Albert Dorman Honors College and the extension of EOP-level support to additional student cohorts. These efforts will benefit all students, strengthening our pervasive student success infrastructure.

Infuse technology across our educational enterprise, with a focus on emerging technologies such as generative AI, ensuring that all learners are exposed to and equipped with the skills and knowledge needed for post-graduation success.

Implement a consistent and strategic approach to delivery modalities that enhances flexibility for all learners while ensuring academic quality.

OBJECTIVE 2: Make experiential learning the hallmark of an NJIT education by expanding opportunities and ensuring that every NJIT student participates in at least one high-impact experiential learning practice before graduation.

Experiential learning is a cornerstone of the NJIT educational experience and our objective is to ensure that every NJIT student has such an experience. To support these co-curricular and extracurricular learning experiences, we will expand opportunities for experiential learning such as hands-on training, study abroad, and service learning. At the same time, we will foster industry relationships to create internship and co-op opportunities for our students that enrich their educational programs. Finally, we will support experiential learning as a research sub-discipline at NJIT.



ACTIONS:

Establish a clear and visible administrative structure charged to develop, administer, and promote engagement in experiential learning.

Develop a center for entrepreneurship education and mentoring to foster and increase student and faculty participation in entrepreneurial activities.

Increase participation in international learning opportunities through strategic partnerships with higher education institutions and the establishment of international campuses such as NJIT-Egypt.

Foster interaction and engagement to enrich intellectual and cultural experiences for all students.

OBJECTIVE 3: Develop a holistic campus experience that supports the well-being of learners through enhanced student services, wellness, and quality of campus life.

Recognizing the challenges faced by students today, we will focus on student services, wellness, and quality of campus life to ensure that students succeed at NJIT. Working with the leaders of the NJIT Student Senate and other student groups and associations, we will foster a dialogue to identify and develop opportunities to enhance the student experience.

ACTIONS:

Enhance student well-being through expanded on-campus access to counseling services and a health clinic that together provide a health and wellness center for students.



Invest in the Campus Center to transform it into a vibrant, inclusive hub that meets the needs of a diverse student body.

Expand the Office of Accessibility Resources and Services to accommodate the growing student body and ensure instructors are equipped to support students with diverse needs.

OBJECTIVE 4: Increase the engagement and retention of a diverse student population through enhanced mentorship and guidance.

Diversity begins at student recruitment. To continue to build a diverse community of learners, we will develop, deploy, and monitor recruiting efforts, including pre-college programs, focused on groups that are underrepresented in higher education and at NJIT.

While recruitment builds an incoming cohort of students, engagement is instrumental to student retention and success. In particular, academic advising and mentoring are essential to ensuring that all students receive consistent and clear guidance to assure their progress toward graduation. Student engagement and progress will be monitored so that timely interventions can be implemented.

ACTIONS:

Create incentives for graduates of the Center for Pre-College Programs to attend NJIT and strengthen the connection between pre-college and university experiences.

Enhance recruitment tactics for underrepresented groups via strategies such as the availability of multilingual recruitment literature and staff.

Optimize our structure of academic advising to ensure that every student receives tailored support based on their unique academic journey.

Develop a comprehensive campus-wide mentorship program that supports students throughout their academic and professional development, fostering a sense of community.

Conduct a critical review of first-year offerings to inform strategic modifications to courses and support services available to first-year students, thereby ensuring a smoother transition to college and awareness and use of academic resources.

OBJECTIVE 5: Achieve a reputation for excellence and become nationally and internationally recognized for student achievements.

NJIT students and alumni achieve great successes, and we will proudly share these achievements with the world. Efforts to continue to build our reputation for excellence will include strengthening efforts to nominate NJIT students to national and international awards and prestigious fellowships, supporting student groups engaged in national and international competitions, and promoting student attendance and participation at professional conferences in their areas of study.

ACTIONS:

Strengthen support for student awards, competitions, and activities to facilitate successful student participation in such activities.

Communicate and catalog student achievements strategically to attract future students.

OBJECTIVE 6: Promote, support, and facilitate post-graduation career success.

NJIT's return on investment has been recognized by numerous ranking organizations. Our graduates earn competitive salaries and typically graduate with job offers in hand. To strengthen the outcomes for our graduates, we will maintain vigorous outreach to corporations inside and outside of our geographical vicinity to increase the number and quality of corporations that hire our graduates. Finally, we will tap the potential of our alumni and regional professional associations to mentor our students as they prepare for successful and rewarding careers.

ACTIONS:

Strategically assess our students' return on investment through career success tracking and analyses.

Redefine Career Development Services to ensure all students have a pathway to post-graduate success.

Create an Employers Circle to derive actionable insights from employers of NJIT graduates.

Develop a graduate education support program to encourage continued learning of recent certificate and master's program graduates.

Strengthen ties with alumni and professional associations to provide mentoring for students, increase engagement, and enhance networking opportunities between recent graduates and current students.

PRIORITY 2: FACULTY SUCCESS



NJIT MAKES A STRONG COMMUNITY OF EDUCATORS AND RESEARCHERS.

The rapid progress being made in generative artificial intelligence (AI) is transforming the nature of knowledge creation and technological innovation. At the same time, funding organizations such as the National Science Foundation are shifting their focus to larger, more collaborative research undertakings. NJIT is well positioned to take advantage of these shifts and changes due to our expertise in AI, the applied nature of our research enterprise, and our existing collaborations with government and corporations. Our faculty are central to our success as an Innovation Nexus. They are responsible for developing and delivering a cutting-edge curriculum, originating new knowledge and intellectual property, and mentoring the next generation of scholars. We will develop a cadre of world-renowned faculty and set a national benchmark for workforce engagement and satisfaction in higher education. We will create a work environment that inspires all faculty, including lecturers and adjunct instructors, to build their careers with NJIT. Our approach to integrating university lecturers into the faculty will be innovative, surpassing current standards and setting new benchmarks in higher education. At the same time, we will develop a comprehensive support system for our researchers, providing them with unparalleled resources and opportunities. The principles of Diversity, Equity, Inclusion, and Belonging (DEIB) will be woven into every aspect of our workforce strategy, ensuring that every member of our community feels valued and empowered.

KEY METRICS

- Number of faculty holding Fellow and National Academy status
- Faculty retention, promotion and tenure rates
- Total number of tenured and tenure-track faculty
- Faculty diversity
- Number of doctoral students supported through Teaching Assistantships, Research Assistantships, and Fellowships

OBJECTIVE 1: Grow a diverse community of faculty in emerging fields to support academic excellence.

Teaching and research are central activities for our faculty. As a Carnegie R1 institution, we will continue to increase the research productivity and excellence of our faculty while enhancing their educational excellence. To do so, we will continue to grow our diverse faculty community through strategic hiring of faculty with expertise in emerging fields who have the intellectual depth to grow and become the top experts in their fields. We will also seek faculty with national academy status or the caliber to become a national academy member. We will provide training and mentoring programs for new faculty and lecturers; promote professional development opportunities for all faculty, lecturers, and adjuncts; and create meaningful merit-based recognition programs to attract and retain them. Our diverse and vibrant teaching and research community will also be bolstered by increasing the number of doctoral students teaching and mentoring our learners and working with faculty on their research. A visiting professor program will expose our university community to new areas of research and enhance our national and international reputation.

ACTIONS:

Develop a multi-year strategic faculty hiring plan to both enhance disciplinary excellence and to ensure a critical mass of faculty in targeted research areas.

Create merit and incentive programs to foster talent retention and promote excellence across faculty ranks.

Ensure faculty gender equity by developing a data-driven action plan to promote transparency and ensure equity in hiring and promotion.

Ensure that professional development funds are appropriately available to tenure-track faculty,

university lecturers and adjunct faculty.

Implement a faculty-led committee to ensure excellence in faculty recruitment and retention.

Enhance instructional resources offering training on best practices and pedagogy for instructors to increase the success of a diverse community of learners.

Grow numbers of National Academy members to enhance the overall scholarly strength of our faculty body.

Implement a system of family-friendly policies including dual career hiring and other supports to ensure work-life balance.

Ensure appropriate levels of support for faculty in terms of teaching assistants and postdoctoral researchers and instructors.

Establish a visiting professor program to increase the intellectual diversity on our campus.

Grow the number of doctoral students by increasing the number of university-supported teaching assistants in relation to instructional needs, increasing fundraising efforts to support graduate fellowships, and incenting the support of research assistants on research grants.

OBJECTIVE 2: Integrate more fully the lecturer and adjunct populations into the university community.

University lecturers and adjuncts are an integral part of the NJIT community. To recognize the importance of these individuals, the university will implement an enhanced career ladder for lecturers and also support a sabbatical program to enhance professional development and opportunities for new course and curriculum

development. To strengthen our teaching and learning community, we will increase engagement of faculty, students, and staff through events and interactions on campus.

INITIAL KEY INVESTMENTS

We will continue to strategically invest in building our faculty ranks, developing a multi-year hiring plan that focuses on both tenure-track and instructional faculty. Strategic efforts will enhance efficiencies in faculty hiring, retention, and development to further advance our community of world-renowned faculty, while new investments will ensure NJIT maintains its status as a premier teaching and research university in a federal and private funding landscape that favors large-scale, multidisciplinary collaborative research projects.

ACTIONS:

Create teaching faculty ranks to enhance career advancement opportunities for instructional staff without tenure.

Develop a teaching recognition program for instructional staff to encourage and recognize exceptional teaching practices.

Develop tailored professional development programs to address specific needs of instructional staff, including a sabbatical program.

OBJECTIVE 3: Enhance institutional support for and recognition of faculty translation and commercialization of research.

NJIT will strive for real-world impact through technology transfer and commercialization of research results. We will promote economic development while anticipating the needs of business, government, and

civic organizations to foster growth, innovation, and entrepreneurship. An important element to accomplish this will be strengthening support for intellectual property (IP) protection and commercialization, and updating our promotion and tenure policies to better recognize these achievements.

ACTIONS:

Refocus NJII to expand its integration with faculty research and expertise in support of the translation and commercialization of innovations.

Increase support for intellectual property development and the commercialization and translation of intellectual property to promote a culture of innovation and entrepreneurship.

Review promotion and tenure policies to ensure that faculty research translation and commercialization activities and participation in collaborative multidisciplinary teams are fully recognized.



PRIORITY 3: RESEARCH, INNOVATION AND ENTREPRENEURSHIP



NJIT MAKES INNOVATORS AND ENTREPRENEURS.

Generative AI is creating new opportunities for innovation and knowledge creation while also challenging the traditional model of a research enterprise. At the same time, the development of intellectual property and the translation and commercialization of research requires dedicated investment and space, both of which have been constrained as the university has grown. NJIT's status as a Carnegie R1 (Very High Research Activity) university and New Jersey's only public polytechnic university make it uniquely positioned to serve as an Innovation Nexus, bringing together highly productive researchers, government organizations, industries, local entrepreneurs, angel investors, and mentors dedicated to facilitating new business ventures built on the ideas and IP of faculty, staff, and students.

NJIT will focus its research enterprise on collaborative, large-scale, applied projects in areas such as healthcare, sustainability, and data sciences while not precluding individual achievements. We will provide robust support for single principal investigator (PI) initiatives, including those targeting young investigator awards which are the seedbeds for innovation. The emphasis on large-scale collaborative research will harness the synergy that comes from multidisciplinary teams working together towards common goals, while strategic corporate engagement will ensure that our endeavors align with industry needs and benefit from corporate expertise and resources. A focused research portfolio will be balanced by partnerships beyond the corporate realm to include non-profits and government agencies.

KEY METRICS

- Total research & development expenditures
- Number and funding level of collaborative research grants
- Doctoral student enrollment and graduation rates
- Retention of Carnegie R1 status
- NJIT total revenue
- Professional and corporate education revenue



OBJECTIVE 1: Strengthen our position as a premier research university through centers, institutes, and laboratories dedicated to cutting-edge experimentation and the advancement of knowledge and technologies.

With a focus on strengthening our R1 status, NJIT, in part led by NJII, is poised to have a sustained and important societal and commercial impact through research and innovation of the highest caliber. NJIT discoveries enhance the reputation of the university and New Jersey while reinforcing our position as a valued innovator in the national and international research agendas and as a catalyst for cutting-edge, critical research.

ACTIONS:
Develop a targeted plan in collaboration with NJII to identify and pursue diverse funding opportunities to increase overall funding success rates.

Develop, support, and promote a range of engagement activities including networking events with industry, academia, and government through colloquia and guest lectures.

OBJECTIVE 2: Accelerate research through collaborations within and outside the university.

Large scale projects requiring collaboration both internally, across the colleges within NJIT, and externally with universities around the globe and various industrial partners, will become paramount in the near future for continued and expanded research success.

These collaborations will not only aid in securing larger external funding, but will also secure NJIT's position as a leader in technological innovation and research.

ACTIONS:
Harness the assets and industry connections of NJII to connect faculty with research needs of industry and government agencies.

Enhance the NJIT Research, Innovation, Translation and Entrepreneurship (RITE) ecosystem to expand collaboration with industry and external partners and increase external funding for research initiatives.

Develop collaborative research agreements and facilitate international research collaborations to expand the university's research network and increase visibility and participation in global research activities.

Standardize processes for communication and security to ensure compliance with international research collaboration requirements.

INITIAL KEY INVESTMENTS

NJIT and NJII will work together to expand opportunities for research translation and commercialization including creation of a new venture studio enterprise. Strategic efforts will enhance efficiencies in research administration and support and expand opportunities for research collaborations and the translation of research and intellectual property. New investments will provide support for students, faculty, staff and alumni to launch new business ventures or commercialize innovations.

OBJECTIVE 3: Catalyze commercialization through entrepreneurship and technology transfer.

It is widely recognized that there is a significant challenge in translating academic breakthroughs into products and services that can solve unmet societal needs. We will provide pathways for faculty, students, and the community seeking to turn concepts or research into marketable products that positively impact economic development.

Strengthening the bridge between academia and industry via commercialization, and specifically leveraging NJII, delivers measurable benefits to our region. In addition to being an alternative source of revenue, this commercialization ecosystem will serve to retain talent in New Jersey, further driving workforce growth and the economic impact to the region.

ACTIONS:
Create a commercialization ecosystem that leverages NJIT students as Commercialization Fellows, facilitates commercialization processes, and improves and scales commercialization pathways.

Develop a supportive and inclusive entrepreneurship environment through co-curricular workshops to enhance entrepreneurship skills and increase opportunities for commercialization through relationships with mentors and funders.

Create a venture studio enterprise within NJII that focuses on launching companies based on intellectual assets of faculty, researchers, alumni, and students.

OBJECTIVE 4: Enhance research infrastructure to increase competitiveness.

Enhanced grant management and support staff allows faculty to concentrate more on the scholarly aspects of their sponsored research projects. With increasing competition, improving the professional quality of grant applications can lead to a higher success rate across a broader range of opportunities. Establishing greater support will allow faculty to focus on recruitment, retention and training of graduate students and junior faculty fellows, thus further enhancing the level of research productivity. Attracting more doctoral students is a critical part of the research infrastructure resource pool.

ACTIONS:
Strengthen the university's research infrastructure through strategic investments in staffing, core facilities, shared equipment, and support for patent acquisition and technology transfer.

Develop a multi-year funding model for doctoral students to increase the university's competitiveness in attracting and retaining top-tier doctoral candidates.

Leverage NJII's growing infrastructure to enhance the capabilities and capacities of our applied research, especially to support the practical needs of industry.

PRIORITY 4: ENGAGED COMMUNITY



NJIT MAKES OPPORTUNITIES FOR OUR COMMUNITIES.

NJIT is the nexus of many communities, including those of our students, staff, faculty, alumni, and our home city of Newark. In this role, NJIT is poised to play a key role as an indispensable partner to the City of Newark and the State of New Jersey while also enhancing our national and global influence. By forging vital connections that enhance our engagement with our communities, we will expand our role as a key contributor to student and alumni upward socio-economic mobility. We will contribute to Newark's growth and well-being by developing initiatives that address local challenges and opportunities. We will focus our collaborations with state agencies and organizations to create a mutual reliance that underscores our value as a public research university, a powerhouse of workforce development, and a driver of socio-economic progress. We will also achieve national and global impacts by sharing our research, influencing policy, and engaging in beneficial partnerships.

KEY METRICS

- Number of undergraduate students from Newark and New Jersey
- Number of students participating in programs offered by the Center for Pre-College Programs
- NJIT's economic impact on New Jersey
- Number of corporate partnerships and resulting funding
- Alumni engagement rate and satisfaction

OBJECTIVE 1: Grow as a nexus for regional and global economic vitality and innovation, especially related to engagement and as a start-up ecosystem.

NJIT will establish an Innovation Nexus for the greater Newark region and the surrounding neighborhoods to sustain a vibrant and thriving community. By fully engaging all members of the NJIT community, we will foster a dynamic university culture that partners with key industries to strengthen and expand our impact globally.

NJIT will also invest time, talent, and treasure to advance the university's economic impact through engagement and workforce development.

ACTIONS:

Apply the expertise of NJIT and NJII to develop a consulting service model that can offer an alternative method for revenue generation while also strengthening relationships with external entities including corporations, hospitals, schools, and local community groups.

Increase awareness of NJIT and its Innovation Nexus by showcasing the university's contributions to the region, highlighting successful external partnerships, and identifying new opportunities for collaborations and engagement.

Enhance the reach of the Innovation Nexus through an advisory board that engages with government, business, and cultural allies to ensure that the university's initiatives align with local and state priorities and needs.

Develop mixed-use and community-supporting real estate through partnerships contributing to quality of life in the surrounding area.

OBJECTIVE 2: Promote civic responsibility and engagement as a learning outcome for all students and affiliated partners.

NJIT will promote civic responsibility in local, regional, national, and global communities to which we belong by infusing community engagement into and throughout all aspects of the innovative education we deliver, the research we conduct, the economic development we drive and the service we provide to our communities and society. We will commit to promoting, prioritizing and practicing the mutually beneficial exchange of knowledge and resources in partnership and reciprocity.

ACTIONS:

Centralize the organization of civic and community engagement activities to facilitate collaborative projects that provide real-world experiences for students and increase interactions and knowledge sharing between university experts and local community members.

Promote fair and inclusive growth in the local economy by expanding opportunities for the development of minority-owned businesses, improving the skills of the local workforce, and prioritizing hiring and procurement from businesses and residents within the community.

INITIAL KEY INVESTMENTS

NJIT will strengthen its ties with Newark, industry and government. Strategic efforts will enhance efficiencies in expanding and managing community engagement, particularly through the Center for Pre-College Programs. New investments will support the enrollment of more Newark students at NJIT, offering them an excellent ROI through an education recognized for student upward socio-economic mobility.

OBJECTIVE 3: Develop collaborative relationships.

NJIT will partner with members of our broader communities to collaborate, design, and define how we work together to remove barriers and support the greater good. We will develop equitable partnerships, advocate for the strengthening of our collective human capital, and champion diverse, multilayered, mutually beneficial partnerships and activities that sustain continuing education, collaboratively sponsored research, talent development and recruitment, sponsorships, and philanthropy.

ACTIONS:

Build local talent pipelines with K-12 schools, community colleges and workforce programs to provide a well-prepared local talent pool and increase accessibility to workforce training and educational programs for community members.

Develop relationships with local, state and federal government stakeholders to align community initiatives with broader policy goals.

Recruit local Newark residents as students and employees to increase representation of local residents among these constituencies.

Develop a strategic approach to increasing community involvement through sustained civic engagement to strengthen connections between the Newark community and NJIT.

Create opportunities for true engagement with the Newark community to promote belonging and a sense of unity with the community.



CROSSCUTTING PRIORITY 1: DIGITAL TRANSFORMATION



NJIT MAKES A HUMAN-CENTERED DIGITAL EXPERIENCE.

As New Jersey's only public polytechnic research university, NJIT recognizes that technology provides the foundation on which our community teaches, learns, interacts, collaborates, and works. The university's digital transformation underpins all other strategic priorities, serving as the backbone for our Innovation Nexus. We recognize that rapid technological advances create excellent opportunities to advance efficiencies in the university's data systems, processes, and workflows. At the same time, the digital dexterity of our workforce must advance to capitalize on new technologies. Through this priority, we will take advantage of a constantly evolving landscape of disruptive technologies such as artificial intelligence and virtual reality to enhance our operations while maintaining an ethical, human-centered focus.

NJIT will pioneer technological integration in higher education, setting the standard for infusing technology across all facets of an academic institution. As a polytechnic university, we will pioneer the pervasive use of technology not just as a tool but as a foundational element of our identity. At the same time, NJIT will commit to resource stewardship and operational excellence by leveraging technological innovations to improve outcomes in every aspect of the institution. We will embed technology in our operations, academics and infrastructure, ensuring it becomes intrinsic to operationalizing all aspects of our strategic plan. This commitment extends to the responsible management and utilization of resources, ensuring that every process is optimized for efficiency and every policy crafted for effectiveness.

KEY METRICS

- Efficiency and effectiveness of digital business processes
- AI research and application – funding and activities
- Student and employee satisfaction with digital tools and systems



OBJECTIVE 1: Develop a robust infrastructure to support flexible, technology-enabled learning opportunities transcending physical boundaries.

To meet our students where they live, we will pioneer technologies and modalities that offer students the flexibility to participate in high quality, STEM-focused learning experiences regardless of time and space. We will promote lifelong learning by continuously innovating our in-person, online and professional/continuing educational experiences based on emerging skills and technologies.

ACTIONS:

Formalize organizational and support structures to enhance all aspects of NJIT’s credit and non-credit digital education offerings.

Invest in infrastructure to enhance NJIT’s ability to create and offer cutting-edge academic programs using innovative digital learning tools.

OBJECTIVE 2: Integrate cutting-edge digital capabilities to redefine the student experience.

We will expose students to emerging technologies at the forefront of their fields to position them for success, while also integrating and examining the ethical and moral impact that these disruptive technologies have on our community and culture. We will ensure our students of the future receive a top tier educational and social experience by becoming early adopters of digital tools that support learning and a holistic student experience. By doing so, our students will develop the power skills necessary to be digital leaders in a rapidly changing world.

ACTIONS:

Integrate cutting-edge technologies into the curriculum to develop career-ready graduates who are the first choice of employers.

INITIAL KEY INVESTMENTS

As generative AI and other technological advances change the nature of teaching, learning, research, and work, focused investments in this area will establish NJIT as a leading AI-centered university. Strategic efforts will enhance efficiencies through modernized systems, streamlined digital processes, and enhanced professional development to advance the digital dexterity of our workforce. New investments, supported by the Information Services & Technology strategic plan, will ensure that the university develops a coordinated and coherent approach to leveraging the opportunities of AI in education, research, operational excellence, and infrastructure.

Implement a comprehensive digital strategy to improve communication, engagement, and support throughout the student lifecycle.

Apply data-driven insights to improve student success through proactive identification and elimination of challenges and bottlenecks.

OBJECTIVE 3: Seamlessly integrate advanced technologies and digital platforms in support of research, innovation, and entrepreneurship.

We will foster interdisciplinary research, innovation, and entrepreneurship through a digital ecosystem that enables collaboration unbounded by space and time. A unique digital inventory of past, ongoing, and new research, equipment, and resources will showcase the impact of NJIT and the opportunities available to our local, regional, and global communities. This directory will also position our faculty and staff as experts in their fields, enabling future collaborations based on expertise and resources.



ACTIONS:

Apply technological innovations to streamline administrative research tasks, enhancing efficiency and reducing complexity for principal investigators and support personnel.

Develop a digital inventory of research equipment to improve accessibility, increase efficiency, and facilitate collaboration.

Implement innovative technologies to highlight faculty achievements including enhanced faculty profiles and automated CVs.

OBJECTIVE 4: Continuously adopt and improve a digital workplace for our faculty and staff that enhances collaboration, fuels innovation, and drives exceptional outcomes.

NJIT will enhance the employee experience through a digital framework that will strengthen NJIT as a great place to work. From recruitment, a personalized career path, and ultimately retirement, our diverse workforce will be supported through digital platforms that provide meaningful work and professional development experiences. Understanding that our digital transformation must be human-centered and impact all members of the community, we will push the boundaries of technology to facilitate collaboration and innovation at NJIT.

ACTIONS:

Utilize data analytics and business intelligence to monitor the employee lifecycle including hiring, performance management, career progression, professional development, and compensation to increase employee engagement, retention, and satisfaction.

Implement modern technologies for finance, human resources, and identity and access management to improve business processes and workflows.

Increase the capabilities of our workforce through expanded opportunities for training and professional development.

Strengthen data security and protection through robust security measures and a modern network to protect data availability and integrity.

OBJECTIVE 5: Seamlessly integrate AI and other cutting-edge innovations to unlock unprecedented process efficiency, elevate transparency, and foster a culture of collaborative excellence across our community.

Embracing the paradigm of artificial intelligence and emerging technologies, NJIT is primed to adopt continuous digital evolution. Through the continuous improvement of enterprise systems and early adoption of state-of-the-art applications, we will continue to build a seamless digital ecosystem. Additionally, by harnessing the power of advanced analytics and establishing an intelligent data repository, we will empower decision-makers with real-time, AI-driven insights, transcending intuition and propelling strategic choices into a culture governed by data-driven wisdom.

ACTIONS:

Transform NJIT into a Smart Campus, providing intuitive, seamless experiences for students, faculty, and staff.

Integrate AI into governed dashboards and reports for improved data accessibility, quality, and insights to inform decision-making.

Publish a framework for deploying emerging technologies to increase awareness and ensure consideration of privacy and ethical guidelines.

Embed accessibility across campus to improve usability and ensure a fully inclusive environment that benefits all students.



CROSSCUTTING PRIORITY 2: FISCAL EXCELLENCE AND RESOURCE STEWARDSHIP



NJIT MAKES STRATEGIC INVESTMENTS IN ITS FUTURE.

This crosscutting priority is essential to the success of all other strategic priorities. By investing in our future, NJIT commits to stewarding, growing, investing, and diversifying university resources in a strategic and fiscally sustainable manner. The university will move away from its current, almost sole, reliance on tuition revenues which challenges our ability to offer a rewarding STEM-focused education to historically economically underserved students who would benefit from NJIT's highly competitive return on investment. Recognizing that shrinking state support and increasing expenses further exacerbate the situation, we will implement strategic fiscal management aligned with our mission and vision, ensuring a vibrant and thriving campus community now and into the future.

Part of NJIT's strategy to advance resource growth is the enhancement of the endowment, which is critical for providing sustained financial support for our expanded educational offerings. A more robust endowment will enable us to invest in innovative teaching methods, technologies, and program development. More generally, NJIT is committed to the principle of good stewardship through the responsible management and utilization of our resources including ensuring that every process is optimized for efficiency and every policy crafted for effectiveness. One strategy to achieve substantial growth of our institutional resources to support and enhance our mission is to expand STEM education for non-traditional learners. To achieve this, we will escalate the development of our STEM programs for non-traditional populations, leveraging our specialized applied learning methodology, strong industry partnerships, and faculty expertise. Our commitment to anytime/anywhere learning models will facilitate access and flexibility, catering to the evolving needs of our learners.

KEY METRICS

- Endowment size and growth rate
- Total philanthropic gifts received annually
- Net tuition revenue
- Auxiliary revenue
- State funding



OBJECTIVE 1: Enhance fiscal stewardship.

NJIT will enhance transparency and accountability of fiscal resources to incentivize growth and responsible fiscal stewardship. The governance of university assets and resources will be student-focused, leading to sustainable growth while advancing the university’s mission of teaching, research, and public service.

ACTIONS:

Implement a new hybrid budget model to increase transparency, improve stewardship at all levels, and create incentives for academic entrepreneurship.

Implement business intelligence capabilities and governance principles to create more efficient workflows in support of responsible decision-making.

Develop in-house expertise in areas including budget planning and grant writing.

OBJECTIVE 2: Focus on resource development.

NJIT will develop and implement processes to acquire, maintain, and advance the physical, human, technical,

and financial resources necessary to carry out the university’s strategic priorities and fulfill its mission.

ACTIONS:

Optimize marketing resources to increase enrollment by promoting new and existing degrees that meet industry demands.

Strengthen endowment development through increased funding from alumni, corporations, and others.

OBJECTIVE 3: Strengthen strategic investment.

NJIT will invest all resources strategically through a reimagined budget model that is responsive, transparent, and agile. The process is data-driven, providing timely and necessary information to make resource generation and allocation decisions. This will strengthen the short and long-term fiscal health of the university to realize our strategic priorities.

ACTIONS:

Establish a budgeting process based on cost-benefit analyses to drive unit-specific strategic investments in alignment with the new budget model.

Define a process and metrics to support the annual evaluation of strategic investments.

INITIAL KEY INVESTMENTS

NJIT, together with NJII, will continue to strengthen the university’s financial standing by achieving fiscal excellence. Strategic efforts will enhance efficiencies in sustainable enrollment growth and resource development while business intelligence and analytics will enable better decision-making in support of the university’s new hybrid budget model. New investments, led by NJII, will allow us to diversify the university’s revenue stream while also meeting the growing needs of both employers and learners through a robust portfolio of Continued Learning (CL) and Professional and Corporate Education (PCE) faculty-sponsored programs offered through our Learning and Development Initiative (LDI).

OBJECTIVE 4: Grow revenue strategically.

NJIT will strategically manage enrollment, the research enterprise, and fiscal and physical assets to grow revenue in order to meet student, industry, and community needs aligned with our public mission.

ACTIONS:

Grow enrollment sustainably while also increasing selectivity, expanding geographic areas of yield, and diversifying the student population.

Maximize the social impact and equity of the research enterprise and incentivize interdisciplinary and collaborative projects.

Manage fiscal assets by rewarding growth and cross-unit collaborations and incentivizing greater connections to corporations.

Optimize and enhance the physical environment to support learning and research.

Utilize university-wide data to generate insights and develop holistic revenue strategies.

OBJECTIVE 5: Develop innovative methods to diversify revenues.

NJIT will identify new and innovative means and methods to generate additional revenues.

ACTIONS:

Offer expanded opportunities for upskilling and corporate professional education using a variety of teaching modalities and shortened terms to attract more non-traditional student populations.

Expand international student markets by targeting outreach to underserved areas.

Increase our international presence through strategic partnerships with international universities and the establishment of international campuses such as NJIT-Egypt.

NJIT STRATEGIC PLAN

2030

