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THE PLAN

The final step in the strategic planning process is to provide a framework of integrated goals and strategies that will guide institutional decisions, actions and resource allocations for the next five years and beyond. The plan seeks to be responsive to external trends, to build upon internal strengths and to address continuing weaknesses.

During the recent period of economic growth, NJIT developed significant resources. During the current period of economic constraint, the university is looking to utilize these resources as fully as possible, to strengthen and stabilize in areas of recent change and growth, to permit time for further evaluation, and to identify areas for further development as resources permit. During the period of economic growth, NJIT's scope and influence expanded; the capacity to help effect positive change in New Jersey and beyond substantially increased. This has not diminished. There is considerable evidence, in fact, that the university's influence continues to grow because it has been responsive to opportunities and built a solid foundation of success. NJIT is thus encouraged to continue to develop, although presumably at a more deliberate pace.

The strategic plan will shape the university's development for the foreseeable future. It provides no- or low-cost strategies that can be quickly implemented. It also identifies strategies with significant cost implications (denoted "\$"). Efforts must be made throughout the university to identify and secure additional sources of support. The distribution of internal funds will be based upon institutional priorities, with student-related strategies receiving the most immediate attention. **Above all, NJIT's goal is to improve undergraduate and graduate education so that students are better prepared for further study, professional careers, personal development and, ultimately, for leadership in a global economy.**

The format is designed to provide a sense of priorities. It also mirrors the categories used in the introductory chapter, making it possible to understand future institutional directions in the context of what has already been accomplished.

The responsibility for implementation of the plan will be shared, just as its production was a cooperative effort. To achieve these goals requires the commitment and hard work of the entire university community, a willingness on the part of each member to ask what he or she can do to make it happen. The Office of Planning and Evaluation will continuously monitor progress in implementing the plan. It will report regularly to the President and semi-annually to the Long Range Planning Committee for full discussion and mid-course corrections, as necessary.

Teaching and Learning

GOAL: To ensure that the curriculum remains congruent with the realities of a dynamic world, both demographically and technologically.

OBJECTIVE: To enhance student awareness of an increasingly complex, diverse and interdependent world.

STRATEGY: Appoint a faculty committee to analyze and review General University Requirements (GUR), striving to enhance the interdisciplinary basis, intellectual and cultural breadth, geo-economic understanding, and ethical sensitivity, with special attention to humanities and the social sciences.

OBJECTIVE: To continue to expand the use of computing hardware and software and other advanced technologies.

STRATEGY: Continue to strengthen the classroom use of computer and video aids by use of structured periodic departmental reviews.

STRATEGY: Continue to upgrade workstation capabilities and create in-house courseware based upon instructional needs. (\$)

STRATEGY: Further develop supercomputing capabilities. (\$)

STRATEGY: Equip a CAD/Simulation Laboratory that would make possible simulations requiring intensive computation and realistic computer graphic animation to serve the needs of students in the engineering disciplines and architecture. (\$)

STRATEGY: Strengthen distance learning delivery and capability, including increased development of new video products (five per year), expansion of the ITF and development of a corporate subscription service. (\$)

STRATEGY: More closely coordinate Distance Learning and Extension Programs so that a wider selection of courses will be available to students at remote sites.

OBJECTIVE: To expand links between what students and faculty do on campus and their experiences in industry and other professional settings.

STRATEGY: Increase student participation in co-operative education and internships by expanding employer networks and improving internal marketing.

STRATEGY: Continuously update curricula in all programs leading to professional licensure to ensure their currency with industry.

STRATEGY: Establish a career resources library with increased print, computer and video materials that is linked via networking to central databases, resume referral services and the library. (\$)

STRATEGY: Explore the feasibility of a teacher "co-operative education" program in which faculty are placed in professional positions in industry during the summer, sabbaticals or leaves of absence; the program would be designed to attract faculty and would provide practical applications to enhance teaching.

GOAL: To strengthen and enhance student analytical and communications skills.

STRATEGY: Based upon the recommendations of the National Science Foundation's study of curricula in science, mathematics and engineering, undertake a major review and revision of NJIT's curriculum, with an emphasis on students' analytic and integrative abilities. (\$)

STRATEGY: Develop an integrated universitywide program that fosters information literacy, i.e., the ability to recognize the need for information, identify the information needed, locate it, evaluate it, organize it and use it effectively. Link with a more extensive program of bibliographic instruction.

STRATEGY: Revitalize the university's writing across the curriculum program initiated several years ago with a grant from the Department of Higher Education. (\$)

STRATEGY: Incorporate the teaching of written and oral presentation throughout the senior engineering design courses to be team-taught by faculty from the engineering departments, Humanities, and Science, Technology and Society (STS). (\$)

STRATEGY: Grade all student work including laboratory reports on the basis of both scientific/technical merit and verbal presentation/communication (as required by ABET for engineering programs).

STRATEGY: Upgrade the ESL laboratory with the addition of computerized audio recorders and playback units for individualized language practice. (\$)

STRATEGY: Continue to develop collaborative academic programming in appropriate areas with Rutgers-Newark.

GOAL: To improve undergraduate and graduate teaching skills.

OBJECTIVE: To support programs that foster teaching excellence and the use of effective teaching techniques.

STRATEGY: More fully engage the support of chairpersons and deans in realizing the potential of the Master Teacher Program.

STRATEGY: In order to focus attention and effort upon teaching, establish a Center for Teaching Excellence and Curriculum Development and seek ways to provide support for selected educational development projects. (\$)

STRATEGY: Encourage the most able faculty in each department to teach undergraduate, and especially freshman, courses, and emphasize that good performance leads to career rewards.

OBJECTIVE: To more effectively assess the quality of teaching as part of the promotion and tenure process.

STRATEGY: Under the auspices of the Committee on Academic Affairs, undertake an evaluation of the university's teaching assessment and

reward processes; components of this effort should include a definition of superior teaching, professional evaluation of the instruments and processes used for teaching assessment, and identification and implementation of improved assessment tools. (\$)

STRATEGY: Based upon the outcomes of the CAA evaluation effort, further improve the quality and uniformity of the documentation on teaching provided by faculty to, and through, the departmental P&T committees to the university P&T committee.

GOAL: To create a learning environment that better serves and supports underrepresented student groups such as women and minorities.

STRATEGY: Seek increased funding for EOP and other programs that support minority students, looking particularly for support from industries seeking to employ a diverse workforce. (\$)

STRATEGY: Develop a plan to increase scholarship endowment and begin implementation.

STRATEGY: Study the potential impact of and establish, as appropriate, a women students' lounge, women's study groups and an advisory board on women's programs.

GOAL: To improve retention across all student populations.

STRATEGY: Continue to implement and further refine the early academic warning system initiated by the Office of Freshman Studies.

STRATEGY: Improve academic advising with targetted efforts directed toward academically at-risk and transfer students. Consider such approaches as assigning specific faculty in each department with

that responsibility and/or by establishing an Office of Academic Advising.(\$)

STRATEGY: Continue to review, discuss, revise and implement, as appropriate, the Pre-Professional Program for incoming students who are academically underprepared for the standard (typically rigorous) freshman curriculum. (\$)

STRATEGY: Continue to work closely with community colleges for the purpose, in part, of recruiting well-prepared students into NJIT's upper division programs.

STRATEGY: Develop scholarships to cover residence hall expenses, offering an enriched environment for living and learning. (\$)

GOAL: To implement a planned increase in outcomes assessment activities.

OBJECTIVE: To link the core curriculum to a system of outcomes assessment.

STRATEGY: Implement the recommendations of the Committee on General Education, appointed by the Outcomes Assessment Steering Committee, as appropriate.

OBJECTIVE: To link study in the major to a system of outcomes assessment.

STRATEGY: Modeled on the program in Chemical Engineering, pilot the program of outcomes assessment which integrates general educational skills with the major in one or two additional departments, and then review for the possibility of implementing universitywide.

STRATEGY: Continue to administer the locally developed Engineering Fundamentals-like examination, evaluate the results and revise the curriculum as appropriate to improve the performance

of NJIT students and graduates on the EIT test.

OBJECTIVE: To review academic programs on a regular basis.

STRATEGY: Continue to implement the revised cyclic review process for all graduate programs. Develop a process to ensure implementation of the findings and recommendations of the reviews.

OBJECTIVE: To improve the integration of the university's various assessment-related activities.

STRATEGY: Develop linkages between locally developed initiatives and those conducted in response to State and national requirements through central oversight of all assessment activities and appropriate representation on assessment-related institutional committees.

STRATEGY: Improve universitywide dissemination of outcomes information.

Research and Graduate Studies

GOAL: To continue to move NJIT toward status as a nationally recognized research university as signified by designation as a Carnegie Foundation Doctorate Granting University II and then I and ultimately as a Research University II.

OBJECTIVE: To increase external research support by 100%, with annual funding levels at \$30 million by 1997 as a result of growth in the number and size of grants awarded.

STRATEGY: Focus efforts on increasing support from federal and private sources through closer links with Congressional committees, utilizing external counsel.(\$)

STRATEGY: Concentrate fundraising efforts in areas of institutional focus, those in which the university has significant strengths, including but not

limited to environmental science, manufacturing systems, microelectronics and transportation.

STRATEGY: Establish faculty chairs in Environmental Engineering and Science and in Materials Science and Engineering. (\$)

OBJECTIVE: To improve institutional structure and policy to further encourage research.

STRATEGY: Formalize mechanisms for initiating and supporting interdisciplinary programs, including approaches to resolving concerns related to such matters as faculty recruitment, teaching load, and promotion and tenure.

STRATEGY: Establish a consistent, comprehensive policy for the appointment of national and international postdocs, research associates and visiting professors.

STRATEGY: Review, simplify and generally strengthen procedures for grant budget preparation and graduate student stipend awards.

STRATEGY: Implement the policy for opening and closing research centers.

OBJECTIVE: To provide faculty with increased opportunities to build research programs.

STRATEGY: Implement a reinvestment policy for research activities, making discretionary research incentive accounts available for principal investigators, academic departments and research centers, with allocations proportional to externally funded faculty time and earned indirect recovery during the year. This requires implementation of a concurrent policy to increase indirect cost recovery (overhead charges).

OBJECTIVE: To increase the number of people from industry involved with NJIT, including expanded opportunities for joint research projects.

STRATEGY: More fully utilize gifts-in-kind as an approach to cultivating industrial interest in NJIT's research.

STRATEGY: Develop an NJIT speakers' bureau and market it to industry and other appropriate clients.

GOAL: To establish a flexible teaching load policy, consistent with the goals of a comprehensive technological research university, on a basis uniformly understood and appropriately negotiated in relevant part.

STRATEGY: Reduce the contractual teaching load for faculty with demonstrated records of scholarly activities while eliminating payment for piece work such as thesis advisement.

STRATEGY: Assign reduced teaching loads to new faculty and non-tenured faculty on tenure track appointments.

STRATEGY: For other faculty and at the discretion of the department, assign teaching loads of up to twelve credits per semester.

GOAL: To increase measurable scholarly productivity.

STRATEGY: Continue to emphasize scholarship measures, especially published research in refereed journals, books and other media, along with teaching and service in the faculty reward system.

STRATEGY: Link the departmental reward system, e.g. travel budgets, with faculty productivity.

GOAL: To improve the quality of the graduate student population.

OBJECTIVE: To continue to implement more rigorous and uniform admissions procedures.

STRATEGY: Continue to implement more selective policies and procedures for distributing financial aid.

STRATEGY: Employ more aggressive approaches in attracting as full-time graduate students the best students from NJIT, as well as from other high quality U.S. institutions.

STRATEGY: Elevate the minimum TOEFL score required for admission of international students to 550.

STRATEGY: Continue to evaluate institutions in the major feeder countries from which we accept graduate students.

OBJECTIVE: To improve the completion rate of graduate students.

STRATEGY: Continue to implement consistent procedures for review of graduate students' academic standing and appropriate advising of graduate students.

GOAL: To enhance/improve Ph.D. programs.

OBJECTIVE: To continue to develop internal support systems for doctoral students.

STRATEGY: Review the allocation of assistantship funds annually in terms of departmental plans and achievements with respect to the granting of doctoral degrees.

STRATEGY: Require deans to report regularly on specific plans and programs for each department.

STRATEGY: Increase on-campus colloquia and seminars, including programs focused on interdisciplinary studies

STRATEGY: Update facilities inventory to determine whether resources such as laboratories and the library are appropriate to current and future needs. (\$)

OBJECTIVE: To increase the number of enrolled Ph.D. students to 250 and the completion rate to a minimum of 25 doctoral degrees conferred annually by 1997.

STRATEGY: Implement appropriate recruitment initiatives, including the development of programs targetted to employed U.S. nationals in specific industries.

STRATEGY: Increase sponsored activities support for doctoral students.

STRATEGY: Increase the number of cooperative Ph.D. programs with Rutgers-Newark, as for example Physics and Mathematics.

OBJECTIVE: To increase external input into program development and review.

STRATEGY: Increase utilization of external advisory committees by including committee reports and recommendations in the annual departmental budget submissions.

GOAL: To develop adequate library services and collections and increase access to information in order to meet the needs of a comprehensive technological research university.

STRATEGY: Complete a new building that will house a library with more square footage and shelf space, and with provision for further expansion. (\$)

STRATEGY: Expand access to information systematically to support curriculum and research in all NJIT's collegiate units.

STRATEGY: Utilize advanced technology to expand information availability through an integrated library system that includes an on-line catalogue and database networking. (\$)

STRATEGY: Complete the operating plan that defines the collaborative arrangements with Rutgers-Newark; expand interlibrary loan programs and other cooperative arrangements.

STRATEGY: Establish an ongoing program for systematic communication with faculty to ensure that collections and services support the educational goals of the university.

Student Diversity

GOAL: To increase the number of full-time enrolled women undergraduate students and the number of full-time enrolled minority graduate students.

OBJECTIVE: To achieve a female enrollment of 20% of all full-time undergraduate students and 15% of Newark College of Engineering undergraduate students by 1997.

STRATEGY: Expand current recruitment activities to include:

increased visits to high schools in New Jersey and contiguous states;

summer research opportunities for female high school students;

increased visits to community colleges in New Jersey and contiguous states;

busing guidance counselors from new markets to the NJIT campus;

increased use of faculty, enrolled students, and alumni in recruitment activities;

specialized recruitment materials directed specifically at women;

targetted scholarship programs;

and marketing of special programs.

STRATEGY: Develop additional funding sources for targetted populations, as well as more focused policies and procedures for distributing the aid.(\$)

STRATEGY: Implement the recommendations of the Task Force on the Recruitment of Women, including creating a position whose sole function is to advocate for and support women; responsibilities would include recruitment, retention and related activities. (\$)

STRATEGY: Organize a team of women alumnae to speak to and work with (mentor) prospective and enrolled women students; they might provide information on the benefits of an NJIT education, individual experiences, coping skills and the advantages to women of each of the team members' professions.

OBJECTIVE: To achieve an underrepresented minority graduate enrollment of 10% of full-time students by 1997.

STRATEGY: Expand current recruitment activities to include:

exchange programs with other universities, including summer research opportunities;

advertising in specialized publications;

and increased use of faculty, alumni and enrolled students in recruiting activities.

STRATEGY: Become a member of the National Consortium for Graduate Degrees for Minorities in Engineering and Science (GEM).

STRATEGY: Continue to develop more focused policies and procedures for distributing financial aid.

STRATEGY: Develop additional funding sources for targetted populations. (\$)

GOAL: To increase the resident student population in order to improve retention, quality of life, attractiveness of campus to more distant populations, and as part of university visibility plan.

STRATEGY: Construct a fourth residence hall. (\$)

STRATEGY: Increase recruitment activities in southern New Jersey and other states.

STRATEGY: Build a parking structure.

GOAL: To increase the number of domestic (U.S. national) full-time graduate students.

OBJECTIVE: To enroll additional U.S. nationals as full-time graduate students so that they comprise 25% of the total by 1997.

STRATEGY: Expand current recruitment activities to include:

participation in Graduate Forums sponsored by the Council of Graduate Schools;

aggressive follow-up of GRE score reports sent to NJIT by prospective students;

increased use of ETS's Graduate Student Locator Service;

increased advertising in appropriate publications;

increased use of faculty through contacts with colleagues at other institutions to interest their students in NJIT;

research exchange programs with other universities;

and on-campus open house programs.

STRATEGY: Increase graduate stipends so that they are competitive with industry (i.e., at 50%-60% of average starting salaries).(\$)

STRATEGY: More effectively market NJIT's special areas of excellence through wider, targetted dissemination of informational materials, a speakers' bureau and presentations at professional meetings.

GOAL: To improve the recruitment and retention of adult learners.

STRATEGY: Upgrade the education of professionals in the workforce through increased enrollment in master's level programs.

STRATEGY: Seek designation for a branch campus to be located in Mercer County.

STRATEGY: Initiate a media campaign involving print and broadcast activities. (\$)

Faculty and Staff

GOAL: To continue to improve the quality of NJIT personnel, both faculty and staff.

STRATEGY: Require all departments to develop hiring plans which the chairpersons would submit to the appropriate area Dean and the Provost prior to initiating any search process.

GOAL: To increase the number of women and minority faculty.

OBJECTIVE: To recruit intensively so that by 1997 women account for 10% and minority for 5% of full-time faculty.

STRATEGY: Provide extra faculty lines to departments for this purpose without counting them as authorized budget lines.

STRATEGY: Identify and replicate exemplary faculty recruitment efforts at comparable institutions.

STRATEGY: Expand linkages with historically black colleges and universities.

STRATEGY: Study the potential impact of and initiate, as appropriate, industrial fellowship programs, part-time Ph.D. programs and consideration of non-traditional credentials.

GOAL: To provide a more favorable atmosphere for labor-management negotiations.

STRATEGY: Schedule regular meet-and-discuss sessions between union representatives and key administrators during the periods between formal negotiations.

GOAL: To foster a more welcoming and supportive environment for all new and veteran NJIT employees.

OBJECTIVE: To establish a formal, cohesive staff and management development/training program.

STRATEGY: Implement a training/orientation program for all new employees, familiarizing them with the "mechanics" of the university, informing them of all benefits available to advance their careers, and emphasizing the importance of service to students.(\$)

STRATEGY: Implement training programs for middle management which include skills development in such areas as conducting performance appraisals, handling difficult employees, and implementing collective bargaining agreements. (\$)

STRATEGY: Develop and disseminate handbooks and manuals on policies and procedures.

STRATEGY: Provide staff training programs that emphasize the quality of work and the importance of their work to the university.

STRATEGY: Continue to develop a comprehensive program of employee support, including an Employee Assistance Plan, benefits and retirement seminars, and wellness programs.

OBJECTIVE: To create or improve upon career development ladders for non-faculty employees.

STRATEGY: Develop a consistent set of job descriptions for all NJIT employees.

STRATEGY: Design and implement appropriate staff training programs.

GOAL: To improve employee productivity, efficiency and effectiveness.

STRATEGY: Evaluate and implement, if and where appropriate, a Total Quality Management system.

Campus Life

GOAL: To improve the quality of services provided to students and other constituents.

OBJECTIVE: To impart to students and employees a sense of being treated fairly and equally.

STRATEGY: Seek ways to regularly promulgate the importance of service to students. This should be incorporated into employee performance evaluations as appropriate.

STRATEGY: Expand the current program of diversity, including the development of mandatory workshops for faculty, staff and students on prejudice, cultural diversity and gender issues. Focus attention on women in the engineering and technology disciplines.

STRATEGY: Publish a list of names and telephone numbers of university personnel to whom victims of bias can turn under appropriate circumstances.

OBJECTIVE: To continue to develop an environment that provides a tangible sense of community for students, faculty, staff and administration.

STRATEGY: Review the recommendations of the Task Force on Campus Life and implement as appropriate.

STRATEGY: Expand student participation in university activities including formal NJIT functions, such as convocation, and through joint recreational and cultural activities planning with Rutgers-Newark.

STRATEGY: Introduce additional campuswide events that have the potential to increase the commitment and bonding of the members of the NJIT community.

STRATEGY: Increase student and staff participation in physical fitness activities, as well as intramural and intercollegiate athletic activities.

OBJECTIVE: To provide a safer environment through implementation of improved security and fire safety systems.

STRATEGY: Evaluate the current campus security system and consider reinstituting the Student Patrol Force.

STRATEGY: Continue to implement as feasible an improved system to secure doors to additional buildings after normal working hours and expand, as appropriate, the automated security system that checks all who enter. (\$)

STRATEGY: Continue to ensure safe access to all remote parking lots.

STRATEGY: Evaluate the State-mandated personal safety training program and strengthen as necessary. Consider implementing safety workshops for all constituents. (\$)

OBJECTIVE: To address parking needs on campus.

STRATEGY: Develop a computerized car pooling system to match riders and drivers with parking spaces; offer preferred parking spots to those who car pool.

STRATEGY: Construct a parking structure on campus based on user fees; consider including retail and office space which have the potential for financial support of the facility, thereby reducing user fees. (\$)

OBJECTIVE: To improve campus appearance and convenience.

STRATEGY: Develop campus directories and locate them at strategic spots throughout the campus.

OBJECTIVE: To continue to develop services and facilities appropriate to the needs of women on an urban campus.

STRATEGY: Assign the women's advocate (proposed position; see under Student Diversity above) to review existing services and facilities, develop a plan for improvement and oversee its implementation.

STRATEGY: Continue to develop and operationalize the proposed child care facility (a service to many men students and employees as well). (\$)

GOAL: To ensure appropriate levels of participation in the decision-making process.

OBJECTIVE: To improve communications and information dissemination.

STRATEGY: Make available on-line all policies and procedures for the university and widely promulgate their availability.

STRATEGY: Review the existing university committee structure and eliminate, consolidate and/or initiate committees as appropriate; involve the committees, as appropriate, in participatory decision-making.

Public Service

GOAL: To serve diverse student populations through the continued development of programs and services for disadvantaged pre-college students, as well as special populations such as the gifted, the disabled and practicing professionals.

OBJECTIVE: To continue to develop innovative programs for elementary and secondary school students.

STRATEGY: Increase emphasis on elementary and secondary teacher training in the sciences, mathematics and technology through review of existing programs with modification as required and the development of new programs as appropriate.

STRATEGY: Analyze critical success factors and strengthen school/college collaborative arrangements, with a special focus on the City of Newark and its metropolitan area.

STRATEGY: Further develop mentoring programs for pre-college students; expand the resource list of available mentors, recruiting from student organizations, industry, and professional and community organizations.

STRATEGY: Establish a Center for Science Education which would serve as a national laboratory to coordinate research and development efforts for instruction, curriculum and technology. (\$)

STRATEGY: Offer college-level courses to qualified high school students.

STRATEGY: Strengthen the program of counseling and related support services to Newark students during the transitional year from elementary to high school. (\$)

OBJECTIVE: To continue to develop services for the professional community.

STRATEGY: Review current approaches to continuing professional education for the scientific, engineering, management and architectural communities in New Jersey and beyond and improve programs as appropriate.

STRATEGY: Develop a concrete business plan for the continuing education program, including expanded program volume to serve new clients and the potential generation of additional revenue for the university.

STRATEGY: Evaluate and improve marketing of services to the professional community, including more effective use of the university's many industrial advisory boards for this purpose.

STRATEGY: Develop stand-alone training materials such as videotapes, programmed learning packages and training materials.

STRATEGY: Utilize distance learning to expand services to populations for whom the campus may be inaccessible for various reasons.

GOAL: To increase the involvement of students, faculty and staff in community service.

STRATEGY: Expand and enhance the current activities of the NJIT Service Corps, under the auspices of the Office for Community and Public Service. (\$)

STRATEGY: Replicate the Housing Fellows Program in other areas, such as transportation and environmental protection.

STRATEGY: Incorporate a community service module into existing curricula, as appropriate.

STRATEGY: Expand the number of community service options available to students, including work/study assignments in community service agencies and volunteer activities in the public schools.

STRATEGY: Encourage and support community service activities provided

under the aegis of student government and other student organizations.

STRATEGY: Building upon the work of existing technology assistance programs, consider the development of a management assistance program, i.e. a coordinated effort in which faculty and students, individually and in teams, would meet the defined management needs of the non-profit and governmental sectors, with a special focus on Newark. (\$)

Economic Development

GOAL: To serve the economic development needs of the City of Newark, the State and the northeastern United States.

OBJECTIVE: To make the best possible use of NJIT's special talents and expertise in service to its external communities.

STRATEGY: Building upon the success of previous development in University Heights, design and implement a University Heights Science Park in cooperation with the other members of the Council for Higher Education in Newark. Begin to secure the necessary financial resources from private and public developers; fully lease the Enterprise Development Center; and expand technology outreach/transfer efforts. (\$)

STRATEGY: Building on the work of the Office of Economic Development and the University Patent Committee, establish a technology transfer and licensing office that would better support faculty, staff and students who seek to commercialize their inventions. (\$)

STRATEGY: To meet a growing demand, establish a second small business incubator for technology-based firms using a university building and incorporating the return of purchase price in the lease structure. (\$)

Resource Management and Development

GOAL: To continue to improve the budgetary process for academic and administrative sectors, ensuring appropriate links between allocation decisions and institutional mission, goals and strategic priorities.

OBJECTIVE: To improve formal linkages between all planning activities and resulting documents, and institutional budgets.

STRATEGY: Initiate a revised budgetary review process that encourages focused presentations and frank discussion, emphasizes future policy directions, and results in an allocation system directly linked to institutional priorities.

STRATEGY: Refine the university's financial and resource forecasting system.

STRATEGY: Increase faculty involvement in the planning process, including the development of departmental plans.

STRATEGY: Increase universitywide communications on the budget throughout the development process.

STRATEGY: Increase communication on budgetary needs to enable university advancement to market projects and programs.

STRATEGY: Develop clear, concise business plans in emerging areas of operation.

GOAL: To continue to develop resources to support ongoing programs and the implementation of plans for NJIT's future.

OBJECTIVE: To significantly increase the university's endowment.

STRATEGY: Conduct a campaign for increased endowment.

OBJECTIVE: To increase giving from alumni.

STRATEGY: Personalize the annual appeal to the greatest extent possible.

STRATEGY: Continue to execute a planned giving marketing plan.

STRATEGY: Increase the cadre of alumni volunteers to the greatest extent possible.

STRATEGY: Encourage the Alumni Association in the development of chapters.

OBJECTIVE: To reconstitute and reinvigorate the Board of Overseers.

STRATEGY: Establish committees and councils that focus on university goals.

STRATEGY: Increase the number of actively engaged CEOs, expanding the membership to fifty.