Mission Statement:
The College of New Jersey, a nationally recognized public institution founded in 1855 as New Jersey State Normal School is a primarily undergraduate and residential college, with targeted graduate programs built upon the strength of our undergraduate experience. TCNJ challenges a diverse community of learners through a personalized, collaborative and rigorous education. Students engage at the highest level within and beyond the classroom. With a belief in the transformative power of education to develop critical thinkers and responsible citizens, the College fosters student development from learners to leaders who shape their communities both locally and globally.

Vision Statement:
At TCNJ, our vision is to offer an unparalleled education in a vibrant, collaborative, and inclusive community of learners. We will engage talented students with a personalized, experiential, and accessible education provided by world-class faculty and staff. In the face of significant challenges confronting higher education, our community will boldly and creatively enhance our academic quality and affordability. Our efforts and accomplishments will advance the reputation of the College and our academic programs at the national and international levels.

Core Values:

Excellence
- We challenge talented students to reach their full potential.
- We support innovation and experimentation and refuse to rest on our accomplishments.
- We hold the highest expectations for ourselves and support each other in meeting those expectations.

Engagement
- We encourage students, faculty, and staff to pursue their curiosities and passions inside and outside the classroom.
- We collaborate across disciplinary and operational boundaries to draw on all our strengths.
- We play an active role in our local, national, and global communities.

Integrity
- We treat each other with civility and respect.
- We behave ethically and take responsibility for our choices.
- We work together in a spirit of fairness, cooperation, and transparency.

Inclusion
- We recognize the unique worth of each member of our community.
• We affirm and embrace our different backgrounds, perspectives, and abilities.
• We encourage everyone to share their voice.

**Strategic Priorities:**

Strategic planning at TCNJ involves a need to make disciplined, informed decisions about the goals that we will and will not pursue. To sustain and advance the academic enterprise at TCNJ, we dedicate ourselves to a focused pursuit of the following strategic priorities, with the understanding that these priorities are not in a hierarchical order:

**Priority I: Enhance/develop/integrate our Signature Experiences to deliver innovative pedagogy and deep engagement with students.**

Goal 1: Create a shared understanding of signature experiences, including best practices, across all units of the College to promote campus-wide investment in and support of SE.

Goal 2: Develop a new infrastructure/group for organizing, overseeing, and assessing the SEs including a sustainable process to collect and report data utilizing consistent cross-disciplinary metrics.

Goal 3: Collect and organize data on existing frequency and practices on signature experiences in order to identify strength areas and development needs.

Goal 4: Create mechanisms to help students to reflect on, catalogue, and disseminate the work completed through SEs both inside and outside the TCNJ community.

**Priority II: Build and maintain the physical and technological infrastructure that allows us to support high caliber learning and to prepare students for a changing world.**

Goal 1: Create and implement a comprehensive information technology plan that anticipates and prioritizes both instructional and administrative technology needs.

Goal 2: Improve the cleanliness and maintain the quality of existing facilities.

Goal 3: Create and implement a comprehensive Facilities master plan that addresses both the short (10-15 years out) and long-range (15-30 years out) space needs of the College on a conceptual level.
Goal 4: Create and implement a comprehensive asset renewal plan that preserves the College’s investment in its existing physical plant, including both individual buildings and central infrastructure elements.

**Priority III: Strengthen/Promote/Project a distinctive identity for TCNJ that enhances our institutional and program recognition at the national and global level.**

Goal 1: Identify the target audiences with whom we wish to grow our reputation.

Goal 2: Define what makes us distinctive and create corresponding identity framework.

Goal 3: Develop a consistent and resonating core message(s) for the entire institution that serves all audiences, augmented by messaging for specific audiences.

Goal 4: Develop and implement targeted strategies for reaching target audiences.

**Priority IV: Attract and retain talented students, faculty and staff into a diverse and inclusive community.**

Goal 1: Promote diversity and inclusiveness on campus.

Goal 2: Maintain the quality of the undergraduate student population.

Goal 3: Offer targeted graduate and continuing education programs that serve the needs of NJ and the region.

Goal 4: Expand our recruitment net in order to diversify faculty, staff, and student applicant pools.

Goal 5: Grow our international and national presence.

**Priority V: Achieve a sustainable financial model that allows us to realize our vision while maintaining quality and affordability for the students we serve.**

Goal 1: Grow enrollment in targeted ways, guided by a comprehensive enrollment plan that addresses undergraduate, graduate, and continuing education.

Goal 2: Build a multi-year financial plan that integrates capital and operating budgets to support institutional priorities.

Goal 3: Increase external funding through development, grant acquisition, and other forms of external support.