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The College of New Jersey

**Strategic Profile**

*2012-2015*

May, 2012

The College of New Jersey

Strategic Profile: 2012– 2015

# Introduction

This Strategic Profile summarizes the Strategic Plan for The College of New Jersey for 2012 through 2015. It includes the following major elements:

* Mission and Core Values of The College of New Jersey
* Strategic Map of The College of New Jersey
* The rationale for each strategic priority and its supporting objectives

# Mission of The College of New Jersey

An organization’s mission is a concise statement of why it exists, its reason for being. It is an enduring statement that usually remains the same for many years – providing long-term direction and continuity for the organization.

*The College of New Jersey, founded in 1855 as The New Jersey State Normal School, is primarily an undergraduate and residential college with targeted graduate programs. TCNJ’s exceptional students, teacher-scholars, staff, alumni, and board members constitute a diverse community of learners, dedicated to free inquiry and open exchange, to excellence in teaching, creativity, scholarship, and citizenship, and to the transformative power of education in a highly competitive institution. The College prepares students to excel in their chosen fields and to create, preserve and transmit knowledge, arts and wisdom. Proud of its public service mandate to educate leaders of New Jersey and the nation, the College will be a national exemplar in the education of those who seek to sustain and advance the communities in which they live.*

**CORE VALUES**

The College of New Jersey affirms the following Core Beliefs as fundamental to its Mission:

1. The College comprises a caring, friendly, and respectful community where the contributions of students, faculty, staff and alumni are valued and recognized.
2. The College provides a seamless, engaging educational environment characterized by academic freedom, creative expressions, critical thinking, intellectual inquiry, and service learning.
3. The College’s faculty and staff take pride in offering a personal educational experience to every undergraduate and graduate student.
4. The College’s cultural, social, and intellectual life are enriched and enlivened by diversity.
5. The College provides facilities, programs, services, and amenities that enhance opportunities for formal and informal interaction in a living-learning environment.
6. The College promotes wellness and fosters the development of the whole person.
7. The College embraces its heritage and is committed to reevaluating its mission in response to the changing needs of society.
8. The College prepares its students to be successful, ethical, and visionary leaders in a multicultural, highly technological, and increasingly global world.
9. The College believes that an educated individual possesses an understanding of his or her own culture, an appreciation of other cultures, and the capacity to facilitate genuine cross-cultural interaction.
10. The College regards education in the service of human welfare as its chief end.

# Explanation of the Strategic Map

The Strategic Map of The College of New Jersey – depicted on the next page – summarizes the College’s strategy for 2012 through 2015.

The oval at the top of the Strategic Map depicts the **Central Challenge** that TCNJ faces over the next three years: “Make the strategic choices necessary to provide educational excellence on an affordable, sustainable basis.” The Central Challenge is the focal point of TCNJ’s Strategic Plan/Map. It reflects the College’s need to make difficult strategic choices in order to:

* Sustain educational excellence,
* Keep the College affordable for students, and
* Achieve long-term sustainability in a difficult and changing economic climate

The Central Challenge is supported by six strategic priorities, labeled A thru F on the Strategic Map. Pages 4 through 13 provide a more detailed explanation of each strategic priority and the strategic objectives that support each priority.



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|  | Strategic Priority AClarify and Communicate TCNJ’s Mission, Identity and Distinctiveness. Strategic Priority A builds on the mission of the College. It emphasizes the need to both clearly define TCNJ’s identity and uniqueness and communicate it to key audiences. Effectively communicating the College’s distinctiveness is an important step in differentiating TCNJ from other institutions.  Objective A-1 focuses on clearly defining the unique identity of the College and developing a concise statement of that identity that can be used to effectively communicate the College’s value and uniqueness. The College’s institutional identity needs to capture the essence of TCNJ for key audiences and communicate the College’s leadership role in the state as well as position TCNJ nationally and internationally.  Objective A-2 emphasizes the importance of clarifying and communicating the value that TCNJ provides to its graduates. This includes helping students appreciate their full potential, preparing them to take on whatever challenges they choose, and preparing them to succeed as tomorrow’s leaders.  Objective A-3 prioritizes the identification, development and communication of key areas of TCNJ excellence and distinctiveness that differentiate it from other institutions. These points of excellence and distinctiveness need to be both recognized and embraced internally and effectively communicated externally.    Objective A-4 emphasizes the importance of reaching a wide range of audiences with consistent, effective messaging. These audiences include potential students, students, parents, faculty, staff, alumni, donors and the general public. |

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|  | Strategic Priority BStrengthen TCNJ Intellectual Community and Focus Academic Programs. Strategic Priority B emphasizes achieving academic excellence both by strengthening a robust intellectual community and by focusing the College’s academic programs.  Objective B-1 focuses on faculty scholarship as a driving force in deepening the scholarship of the entire campus. It emphasizes the importance of supporting the teacher-scholar model as the basis for effective teaching, learning and faculty-student scholarship.  Objective B-2 emphasizes the importance of using program assessment to drive excellence. This requires defining clear success criteria and effective methods of assessment. It calls for using assessment as the basis for determining which programs to strengthen, maintain and reduce/discontinue.  Objective B/C-3 emphasizes integrating both curricular and co-curricular learning experiences. It calls for defining, identifying and prioritizing signature-learning experiences that define TCNJ’s unique value. Signature learning experiences integrate scholarly and deep learning, building leadership skills and developing social/global awareness. This objective also calls for ensuring a broad range of student participation in these experiences.  Objective B/C-4 focuses on achieving academic rigor and learning integration in all programs and engaging new and leading pedagogies for current and future students. It also emphasizes the essential role of staff in supporting student learning.  Objective B/C-5 focuses on the importance of student advising – ensuring advising encompasses both curricular and co-curricular learning. |
|  | Strategic Priority CStrengthen the Integrated, Transformative Total Student Experience. Strategic Priority C emphasizes transformation as the goal of the TCNJ experience. The TCNJ total student experience begins with student recruitment, encompasses all aspects of the student curricular and co-curricular experience and continues through the lifelong alumni experience.  Objective C-1 calls for enhancing entry point and transition opportunities – particularly during student recruitment, orientation, welcome week and the first-year experience – as a significant way of creating a student experience that is transformational. It also calls for focusing on students who transfer into TCNJ or transfer majors within the College.  Objective C-2 focuses on the need for and challenge of implementing an assessment process capable of encompassing the breadth and richness of the total student experience. It calls for establishing and measuring outcomes for the total student experience, particularly TCNJ’s signature experiences.  Objectives B/C-3, B/C-4 and B/C-5 are explained above on page 4 of this document. They encompass both Strategic Priorities B and C to emphasize the integration of curricular and co-curricular learning experiences.  Objective C-6 focuses on improving the facilities available for co-curricular activities and upgrading the quality of current facilities. A lack of adequate, modernized student life space has a negative impact on the total student experience. It could imply that student life has been “left behind.” |

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|  | Strategic Priority DDevelop and Implement a Sustainable Financial Model Supporting Strategic Priorities A, B and C. A variety of factors, most notably the decline of state funding for TCNJ, make rethinking the College’s financial model a strategic imperative. This priority – viewed as essential for supporting Strategic Priorities A, B and C – includes resource reallocation, acquisition of new resources, and optimizing the deployment of available resources.  Objective D-1 calls for developing and implementing financial models capable of analyzing available information and exploring resource implications of alternative strategic options. These models need to be based on realistic assumptions about the future in order to help guide strategic decision-making and facilitate strategic investments.  Objective D-2 recognizes that resource constraint is a reality. It emphasizes resource reallocation as a critical strategy in making difficult choices about where to invest and where to cut back.  Objective D-3 calls for innovative approaches to growing revenue. It emphasizes creative thinking and increased nimbleness in exploring future options – including educational options with non-traditional students. This may pose governance challenges that will need to be addressed.  Objective D-4 focuses on building the College’s development capability in order to ensure continuing excellence, maintain affordability for students and ensure the College’s sustainability.  Objective D-5 emphasizes the importance of providing adequate human resources to support Strategic Priorities A, B and C. This requires effective allocation and deployment of available human resources, including addressing the challenges of carrying out this strategy in a union environment. |

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|  | Strategic Priority ECreate a Strategically Effective Institution Supporting Strategic Priorities A, B and C. Strategic Priority E calls for improving TCNJ’s strategic effectiveness. It encompasses strengthening and aligning a number of areas – including the governance process, the College’s culture, organizational structure, technology and physical infrastructure.  Objective E-1 emphasizes creating and implementing a College-wide approach to decision making aligned with TCNJ’s strategic plan. This approach needs to be supported by strong capability in institutional effectiveness.  Objective E-2 calls for creating a College-wide framework for aligning essential components of this decision making process – including institutional planning, institutional assessment and budgeting.  Objective E-3 focuses on creating/aligning the College’s organizational culture with innovation and improved strategic and organizational effectiveness. This will be a critical aspect of ensuring that students, faculty and staff are fully engaged in the creative efforts to develop and implement the College’s strategic plan and meet future aspirational goals.  Objectives E-4 emphasizes aligning the College’s physical infrastructure in support of its strategic plan. The facilities master planning process currently underway will provide an important vehicle for achieving this objective.  Objective E-5 focuses on ensuring that TCNJ has the technology necessary to increase its strategic effectiveness and carry out its strategic plan.  Objective E-6 focuses on the College’s most important resource – its people. It emphasizes the critical role that expanding and strengthening faculty and staff development need to play in carrying out the strategic plan and positioning the College for future excellence and sustainability. |

# Cross-Cutting Strategic Priority F



Strategic Priority F, “Create a culture of accountability focused on outcomes and metrics,” is a cross-cutting strategic priority. As such, it differs from the strategic priorities at the top of the map in several important ways.

* First, a cross-cutting strategic priority is placed at the bottom of the map to show that it is foundational to the entire map.
* Second, a cross-cutting strategic priority spans the map from left to right. This indicates that efforts to implement the cross-cutting priority need to be embedded in efforts to implement the other five strategic priorities at the top of the map.
* No effort to implement the other strategic priorities will be considered complete unless it includes emphasis on the cross-cutting priority.

The emphasis of cross-cutting Strategic Priority F on creating a culture of accountability is essential to ensuring that appropriate and carefully defined outcomes and metrics guide implementation of the strategic plan and long-term efforts to build the College’s strategic and institutional effectiveness.