

# STRATEGY

Open Forum Presentation

Dr. Kathryn A. Foster  
The College of New Jersey  
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# STRATEGY





1855-1925:

Strategy:  
“Normalcy”



1925-1958:

Strategy:  
relocation,  
transition and  
expansion



1958-1977:

Strategy:  
comprehensive  
programming  
and growth



1977-1999:

Strategy:  
shrinkage,  
selectivity and  
statewide import



1999-2019:

Strategy:  
“private liberal arts”  
transformation,  
undergraduate focus and slow  
steady growth

2020-

Strategy:

# BOLDER, BETTER, BRIGHTER

**TCNJ**  
**2021:**  
**BOLDER**  
**BETTER**  
**BRIGHTER**


- Talent Recruitment and Retention on a Diverse Healthy Campus
- Signature Experiences  
*(active learning, internships, undergrad research, service learning, leadership)*
- National Recognition
- Operational Excellence
- Financial Sustainability



# WHO AND WHERE WE ARE



# WHO AND WHERE WE WANT TO BE



Impressive stats: *size, range of programs, grad rates, class sizes, placement rates, etc.*

Academic rigor and quality

Exceptional value

Talented students

Talented faculty and staff


Accolades and rankings

Strong academic and social support

Strong sense of community

Solid reputation

**Mission:** Educate and graduate highly qualified learners and leaders



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**Vision:** Be an exemplar of public higher education

# ENVIRONMENTAL SCAN/ INTERNAL ASSESSMENT

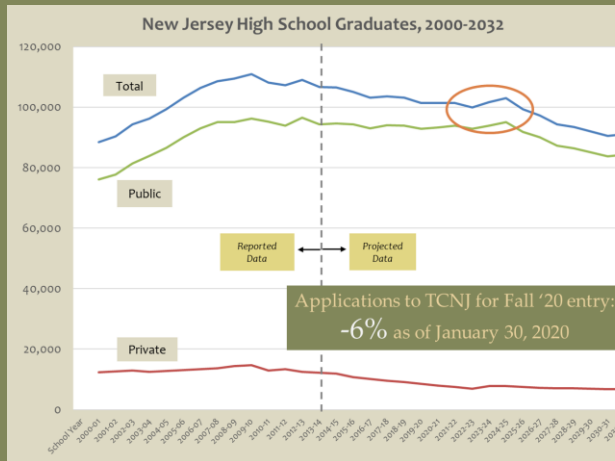
Demographics →

Popular Perception →

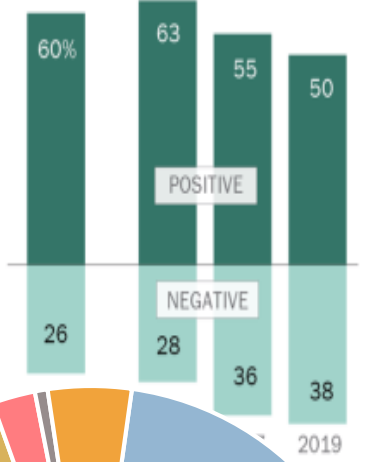
Finances →

State Policy →

Competition →



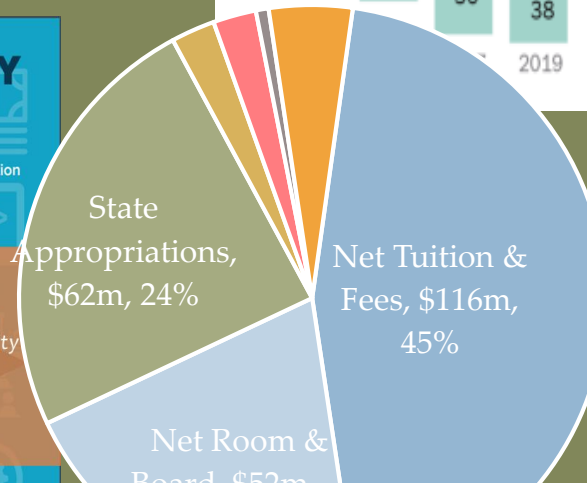
Percent saying colleges/universities are having a positive/negative effect on the way things are going in the country  
Among all adults



**WHERE OPPORTUNITY MEETS INNOVATION**  
A Student-Centered Vision for New Jersey Higher Education

- # of degrees completed
- # of degrees completed by students from under-represented race/ethnicity groups
- # of enrolled students who are Pell-eligible

State of New Jersey  
Office of the Secretary of Higher Education  
February 2019



institution name	year	Average net price-students awarded grant or scholarship aid, 2017-18	
		Tuition and fees, 2018-19	
New Jersey Institute of Technology	2018	17,338	17,855
The College of New Jersey	2018	16,551	23,414
Rutgers University-New Brunswick	2018	14,974	16,295
Rutgers University-Camden	2018	14,835	12,279
Rutgers University-Newark	2018	14,409	11,301
Ramapo College of New Jersey	2018	14,374	16,528
Stockton University	2018	13,739	18,577
Rowan University	2018	13,697	21,535
William Paterson University of New Jersey	2018	13,060	14,992
Montclair State University	2018	12,790	17,086
Kean University	2018	12,348	17,067
New Jersey City University	2018	12,052	12,476
Thomas Edison State University	2018	7,519	

# ASSUMPTIONS

Increasingly limited  
state support

More diverse and  
fewer traditional-age  
college-goers

Ubiquitous digital  
connectivity; demand for  
technological literacy

Pressure to generate  
and diversify revenues

Costs continuing to  
rise

Pressure to reduce  
cost to degree

Financial pressure to  
hire full or part-time  
lecturers vs. tenure track



Increasing competition  
for students

Greater interest in  
academic partnerships

Wider range of  
credentials to rival  
college degree

Waning interest in U.S.  
degree from  
international students

Continued interest in  
online/hybrid  
education

Continued interest in  
graduate credentials



# WHO AND WHERE WE ARE



Impressive stats: *size, range of programs, grad rates, time to degree, class sizes, placement rates, etc.*

Academic rigor and quality

Exceptional value

Talented students

Talented faculty and staff

Accolades and rankings

Strong academic and social support

Strong sense of community

Solid reputation



## Top Feeders

*offering reputation, financial aid and superior facilities*



## Is Who/Where We Are Not Enough?

*decline in size, financial pressure, deferred improvements, lower bond ratings, loss of reputation, fewer applicants, difficulty attracting and retaining talent, contraction, demoralization, downward spiral*



## Bottom Feeders

*offering low cost, convenience and faster path to credential*



# TCNJ Strategy

## Diversify our Profile

- ❑ Adjust enrollment size and scope to maintain selectivity, relieve pressure on facilities and services, and diversify revenues
- ❑ Broaden access to a TCNJ education to students of a wider range of backgrounds and talents

## Matter More

- ❑ Forge and leverage key collaborations to better connect, serve and advance TCNJ and partners
- ❑ Through education, service, expertise and partnership, serve as anchor institution for the Trenton region and New Jersey

## Differentiate

- ❑ Direct resources to programs with demonstrated or emerging strength
- ❑ Innovate to lead in public higher education

# Diversify – Size and Scope



Adjust size and scope to maintain selectivity, relieve pressure on facilities and services, and diversify revenues

## Sample Initiatives

- Cap first-year undergraduate enrollments
- Increase transfer entrants
- Increase graduate FTE enrollment
- Expand the graduate portfolio with programs of high demand and quality
- Develop and market relevant 4+1, 3+2 programs
- Reform winter and summer terms to reach larger and new markets
- Coordinate and enhance off-grid, off-site, off-calendar offerings
- Other opportunities

# Diversify -- Access



Broaden access to a TCNJ education to students of a wide range of backgrounds and talents

## Sample Initiatives

- Increase enrollment from underrepresented racial-ethnic groups, first-gen, Pell-eligible, home-schooled, LGBTQ, veterans, special talent, etc.
- Revise entry requirements to relax declaration of major at application
- Offer standardized test optional
- Create “TCNJ prep” for 8-12 graders
- Reduce out-of-state cost
- Increase need-based vs. merit aid
- Revise offerings to attract talented applicants, *e.g., 6-year program in pharmacy, physical therapy*
- Other opportunities



# Differentiate -- Strengths



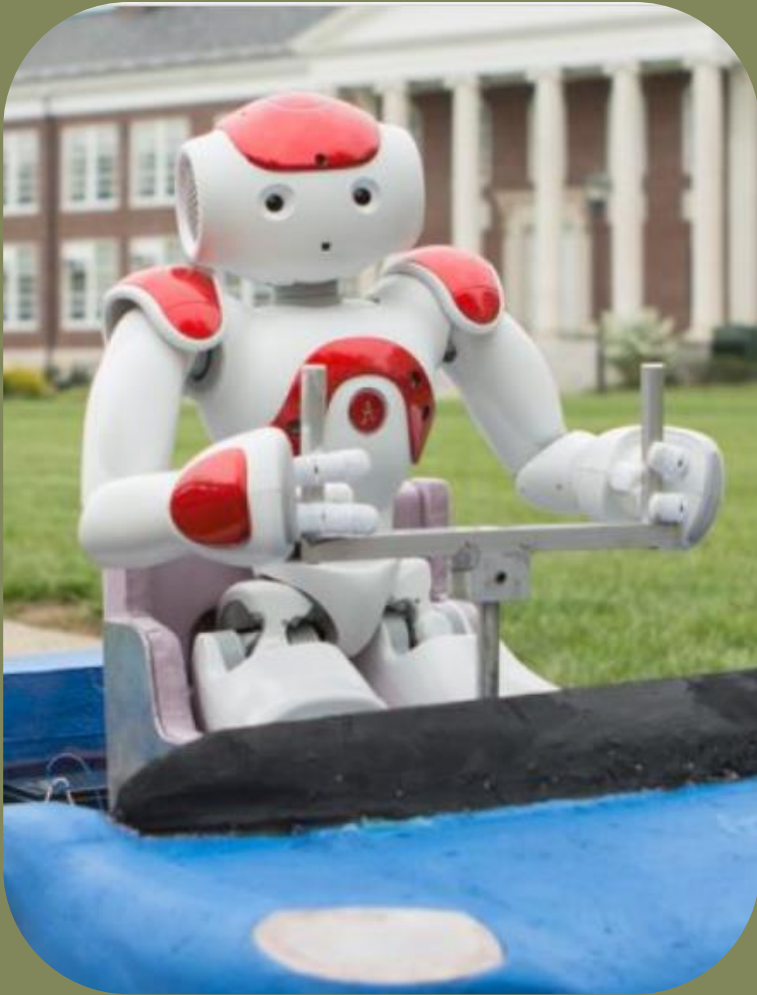
Direct resources to programs with demonstrated or emerging strength to maximize distinction and innovation

## Sample Initiatives

- Identify and invest in strengths; leverage niches
- Support centers or institutes for education, scholarship and service on prominent strengths
- Organize annual conferences on niche strengths of TCNJ, *e.g., biopharma, women in STEM, ethics*
- Recognize and support non-academic distinctions, *e.g., athletics, restorative justice, Fulbright*
- Support professional development and scholarly growth
- Other opportunities



# Differentiate – Innovation



Lead through innovation in public higher education

## Sample Initiatives

- Create an innovation fund to support program advances and deepening of distinction
- Institute programs and practices to attract interest and attention, *e.g., three-year degree; automatic acceptance after significant gap year; novel first-year experience; values-based curriculum; educational enhancement for retirees; biomass/solar energy*
- Innovate with calendar and curricular innovation, *e.g., block scheduling, five-week courses, January or June term outdoors*
- Other opportunities

# Matter More -- Partnerships



Foster and leverage key collaborations to better connect, serve and advance TCNJ and partners

## Sample Initiatives

- Develop enduring relationships for academic enhancement, exchange, support, service and shared facilities
- Deepen partnerships with key collaborators, *e.g., J&J, NJM, Katzenbach School*
- Draw on alumni and friend networks to expand and promote “\_\_\_\_\_ in residence” programs for artists, entrepreneurs, writers, scientists, athletes, etc.
- Forge partnerships with hospitals and health centers to expand opportunities and access to facilities and education
- Other opportunities

# Matter More – Region and State



Through education, service and expertise, serve as an anchor institution for the Trenton region and New Jersey

## Sample Initiatives

- Commit to sustained and coordinated community engagement, education and public scholarship
- Lead other colleges and universities to leverage higher ed as an asset for the Trenton region
- Implement hiring and spending policies to support regional economic development
- Support a TCNJ institute/center for applied research and service to regional and state communities
- Expand innovative middle-school programming in Trenton and Ewing
- Develop a Trenton hub for use by institutes, schools, and extra-curricular programs
- Other opportunities

# TCNJ Strategy

Component	Actions	Challenges Addressed	Opportunities Realized
Diversify our Profile	Adjust Size and Scope	enrollment pressure; workload pressure; facilities pressure; services pressure; state funding; student anxiety	selectivity; market expansion; revenue diversification; improved community college relations; campus diversity; improved external relations; diversification of disciplines
	Broaden Access		
Differentiate	Invest in Strengths	low distinction; squandered opportunity; competitive pressure; complacency; low visibility	greater renown; greater focus; greater competitiveness; greater innovation; greater confidence
	Innovate		
Matter More	Leverage Partnerships	limited allies; low visibility; educational constraints; insularity; lesser impact unrealized opportunity	stronger connections; greater impact; financial & facilities relief; enhanced recruitment; deepened external relations; enhanced educational opportunities
	Serve our Region and State		



# THE NEXT LEVEL



more eminent,  
more differentiated,  
more relevant,  
more original  
more connected,  
more valuable  
more recognized

WILL THIS BE ENOUGH?

WHAT ELSE IS NEEDED?

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