

TCNJ 2027: Extending Our Excellence

Overall Implementation Matrix

Strategic Goal	Strategic Priority	Priority Phasing – Initiation & Focused Effort		Partner		Critical Success Factors	Strategic Priority Dependencies	Performance Indicators (reported annually)		Governance		Responsible Cabinet Members	
		Phase 1 (FY23-24)	Phase 2 (FY25-27)	Required? (Y/N)	Who?			Lead Measures	Lag Measures	Board Comm.	Campus Comm.	Primary	Secondary(s)
		Undergraduate Enrollment: TCNJ will educate more students from a wider range of backgrounds	Expand transfer pathways from four-year and community colleges	*				Yes	Community colleges	Expand professional team (recruiters, advisors) supporting transfer students	Increase capacity in high-demand programs	New articulations created	# of new transfer students
Increase capacity in high-demand programs	*			Some	Employers, industry partners	Recruit students; recruit and retain faculty; develop new programs in emerging "high-demand" fields as appropriate	Create physical capacity	# of applications	# of enrollees in key fields; student-faculty ratios	MF	CSPP	VPAA	VPAM/VPO
Assess dual-enrollment pilot program for academically advanced high schoolers and expand accordingly			*	Yes	High schools	Implement dual enrollment pilot and expand accordingly	Interest in area high schools; alignment and approval by academic programs	New programs created	# of dual enrollment students; # of first-year TCNJ applicants	MF	CSPP	VPAM	VPAA
Curricular Experience: TCNJ will support the teacher-scholar model and deepen the impact, efficiency, and appeal of its curricular experiences	Develop 4+1 programs and other flexible pathways to graduate credentials	*		No		Hire professional support to develop program framework and curriculum; shepherd through state approval process	Expand graduate structure and programming	New programs created	# of enrollees	MF	CSPP	VPAA	VPAM/VPO
	Enhance instructional capacity by modestly increasing average class sizes at the department level, bolstering digital learning, and expanding the academic calendar for more robust enrollments in the winter and summer terms	*		No		Reduce overall cost of instruction per FTE; expanded winter and summer course delivery	Build cultural capacity; adequate physical capacity of instructional spaces	Student-faculty ratios	Average class sizes; enrollments by term and modality	MF/B&I	CSPP	VPAA	CFO/VPAM
	Transform the general education curriculum (liberal learning/core) to prepare students for college and lifelong success		*	No		Charge, propose schedule for, and pilot reformed curriculum		New curriculum/experience created	Learning outcomes	MF	CSPP	VPAA	VPSA
	Integrate high-impact career-readiness experiences into the academic curriculum		*	Some	Employers, industry partners	Coordinate and design program-based career-readiness experiences	Build cultural capacity	Academic curricula and co-curricular programs revised	Learning/post-graduation outcomes	MF	CSPP	VPAA	VPSA
Co-/Extra-curricular Experience: TCNJ will deepen the impact, efficiency, and appeal of its co- and extra-curricular experiences	Support an appropriate portfolio of residential options; sustain housing quality	*		Yes	Developers; expert legal, real-estate, finance consultants	Finalize developer partnership list; finalize and coordinate multi-year plan for housing, residential management, budget and communications; hire expertise in residential contracts		New and renovated housing	Residential capacity and occupancy on-campus and off-campus in partner-affiliated sites	B&I/MF	CSPP	VPSA	VPO/VPCA/CFO
	Promote active citizenship and enhance co- and extra-curricular and leadership programs that improve key student outcomes		*	No		Develop co-curricular transcript product and process		Strengthened portfolio of programs	Experiential/leadership outcomes	MF	CSPP	VPSA	VPAM
Lifelong Learners & Impact: TCNJ will diversify its offerings to learners beyond the bachelor's degree and, through education and engagement, will matter more to our state and community	Expand graduate and continuing education structure and programming to serve graduate students and lifelong learners	*		TBD		Consider and act accordingly on graduate task force recommendations for program structure for grad and continuing education; hire personnel accordingly and develop processes for expansion	Bolster marketing; build cultural and physical capacity; develop new programs with state approval; develop and nurture strategic partnerships	New programs created	# of enrollees	MF/B&I	CSPP	VPAA	VPAM
	Assess areas for sustained state and community impact and distinction, building on our foundational strengths in urban education and urban health		*	Yes	State and community partners	Investigate opportunities and develop plan for greater TCNJ impact in region and state; tailor partnership rubric for sound decision making		Key new partnerships established	# and satisfaction of partner enrollees and engagement	MF/B&I	CSPP	VPCA	VPAA
Effectiveness: TCNJ will build capacity and operate to achieve educational excellence with financial sustainability	Implement <i>We Are TCNJ: A Strategy for Inclusive Excellence</i> , a plan for greater diversity, inclusion, and equity	*		Yes	Trainers/facilitators per goal	Finalize an implementation plan for IE strategy, with phasing, metrics, implementation roles and responsibilities	Build cultural capacity	Per <i>We Are TCNJ: A Strategy for Inclusive Excellence</i> plan		IE	FY23: CDC/CSPP FY24-27: New Comm. for Campus Diversity, Equity, and Inclusion	VPPIE	All
	Bolster marketing to attract applications, increase visibility, and highlight brand	*		Yes	External marketing brand firm (continuing)	Finalize and implement multi-year marketing plan for various media and markets; develop tool for determining ROI on marketing return for recruitment and brand awareness		Brand recognition/awareness	Application and yields #s	Advancement/MF	CSPP	VPCA	VPAM/VPAA
	Build cultural and physical capacity to support excellence and extend high-quality educational experiences to new modes of instruction	*		No		Integrate and coordinate strategy goals with divisional plans, e.g., capital planning, asset renewal, IT investment; scale faculty professional development for instruction in new modalities		Coordination of efforts	Realization of annual and overall KPIs	B&I/MF	CSPP	President	VPAA/VPO