

TCNJ 2027: Extending Our Excellence
Year 1 Implementation Plan (FY23)

Strategic Goal	Strategic Priority	Projects for 2022-2023	Key Performance Indicators	Leadership		
				Primary Cabinet Officer Responsible	Secondary Cabinet Officer(s) Responsible	Unit(s) Responsible
Undergraduate Enrollment: TCNJ will educate more students from a wider range of backgrounds	Expand transfer pathways from four-year and community colleges	Hire new transfer coordinator	Team member hired; relationships/articulations established; increased number of applications/enrollments	Angeloni	Osborn	Admissions; EM Office
		Establish and foster presence at 2-3 partner community colleges				EM & AA Offices; Admissions; Deans
		Identify and mitigate institutional-level and program-level barriers to transfer	Policies, practices, curricula changed; retention and graduation rates	Osborn	Angeloni, Stallings	Admissions; R&R; Finan Aid; Deans; Student Affairs
		Implement scheduling software enabling improved planning, scheduling, and registration to remove barriers to on-time completion	Software package identified, procured, and integrated		Angeloni, Blanton	R&R; Deans; EA
	Increase capacity in high-demand programs	Rebalance hiring efforts to increase capacity in high-demand areas	Number of new students in high-demand areas; student-faculty ratios	Osborn	Angeloni	AA Office; Deans
		Create an institutional academic advising support center	Team members hired; center created			AA Office; Assoc Provost; Deans; CSS
		Increase investment in institutional financial aid	Increased yield rates	Angeloni	Osborn	Admissions; EM Office
		Expand support for student success (e.g., academic coaching, mentoring)	Increased enrollments; retention rates			CSS; Deans
		Expand/repurpose facilities to accommodate growth in high-demand areas	Priority spaces identified; spaces renovated			Blanton
	Assess dual-enrollment pilot program for academically advanced high schoolers and expand accordingly	Expand and foster early-college/dual-enrollment presence in OSHE grant-supported districts	Number of students enrolled; number of applicants and enrollments to TCNJ	Angeloni	Osborn	Early College; Deans
Pilot dual-enrollment presence in 1-3 area school districts		Number of high schools, classes, and faculty mentors				
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	Develop 2-4 priority programs for 4+1s with strong interest among current and prospective students and faculty/academic departments	Number of new programs and certificates developed	Osborn	Donohue, Angeloni	Vice Provost; Deans; AA Office
		Develop 3-6 priority graduate certificates with strong interest among current and prospective students and faculty/academic departments				Vice Provost; Deans; Communications; Admissions
		Create a 4+1 and certificate marketing plan that resonates with prospective students				Plan developed and launched; awareness
	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	Identify, monitor, and evaluate program and course demand to align student interests with hiring decisions, course scheduling, and selectivity	Faculty allocations; average class sizes; student-faculty ratios	Osborn	Angeloni, Blanton	Deans; AA Office; R&R; EA
		Implement classroom scheduling software to more effectively and efficiently utilize instructional spaces	Software package procured and integrated			
Transform the general education curriculum (liberal learning/core) to prepare students for college and lifelong success	NA in FY23	NA in FY23	Osborn		NA in FY23	
Integrate high-impact career-readiness experiences into the academic curriculum	NA in FY23	NA in FY23	Osborn	Stallings	NA in FY23	
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 and sustain housing quality	Conduct campus residential housing study	Study conducted; partner identified	Stallings	Blanton, Donohue, Ricketts	Residential Living; Campus Planning; Community Relations; Treasurer; Gen Counsel
	Promote active citizenship and enhance co- and extra-curricular and leadership programs that improve key student outcomes	NA in FY23	NA in FY23	Stallings	Angeloni	NA in FY23

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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	Conduct study of benchmark campuses and partner models	Comparative analysis completed; potential partners identified; initial programs selected	Osborn		AA Office; Vice Provost; Deans; EA Office	
		Identify programs with demand and stakeholder interest to prioritize					New infrastructure created; new team hired
		Create new infrastructure (i.e., full-time dean, needed staff)	Partner contracted (if appropriate)			Mahoney	
		Develop academic and financial policies for new structure				Initial policies developed	Mahoney, Ricketts
		Initiate development of curriculum, hiring of faculty, and program and admissions supports	Program proposals and curricula underway, including faculty and support resources			Angeloni	AA Office; Vice Provost; Deans; EM Office; Admissions
		Assess areas for sustained state and community impact and distinction, building on our foundational strengths in urban education and urban health	Explore off-campus locations for further community engagement			Location(s) identified; cost/benefit analysis conducted	Donohue
	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	Detailed projects for FY23 included in <i>We Are TCNJ: A Strategy for Inclusive Excellence</i> plan	KPIs for FY23 included in <i>We Are TCNJ: A Strategy for Inclusive Excellence</i> plan	Felton	All	Campus-wide
Bolster marketing to attract applications, increase visibility, and highlight brand		Define initial recruitment area(s)	Increased number of applications and increased yield (from within and outside traditional recruitment area); increased overall awareness (website and social media traffic)	Donohue	Angeloni, Osborn	Communications, Marketing, & Brand Management; Admissions; Academic Affairs; Deans	
		Create target student profiles					
		Identify and engage with marketing partner					
		Develop and align brand messaging across all college channels					
		Execute outreach and marketing activities across various media					
Recruit personnel to bolster internal marketing capabilities							
Build cultural and physical capacity to support excellence and extend high-quality educational experiences to new modes of instruction		Create/hire strategy team	Team members named/hired; increased coordination of efforts and realization of KPIs	Foster/Osborn		President's Office	
		Invest in facilities (addition to asset renewal budget)	Asset renewal investment (by key strategic goal/priority)	Blanton	All	Campus Planning	
	Expand support for the Center for Excellence in Teaching and Learning	Number and impact of professional development events; number of faculty participants	Osborn		Vice Provost; CETL; OGSP; AA Office		
	Expand support for grants & sponsored research	Team members hired; increased proposal submission rates; increased satisfaction with support					