

Kean University
2013-2020 Strategic Plan
Goals, Objectives and Actions

(Final Version, Adopted by Board Resolution 12.07.13)

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NOTE:

Upon adoption of this Strategic Plan by the Board of Trustees, the President shall assign the implementation of each goal or objective, if necessary, to a specific office, department or individual for implementation. A particular committee or sub-committee of the University Planning Council also should be designated to implement a specific objective or goal and the assessment of such work should follow. The Office of Assessment and Accreditation should serve as the repository of all relevant data and must inform the President when timelines are not met.

Summary of Goals:

Goal 1 (Expand and Strengthen Academic Initiatives): To locate Kean University as a focal point of ongoing and transformational educational engagement for all by offering undergraduate and graduate (including doctoral) programs that are responsive to local and national needs while building upon our strengths, and utilizing best practice in the disciplines/professions.

Goal 2 (Attract and Retain Students): To attract and retain more full-time, first-time undergraduate students, transfer and graduate students.

Goal 3 (Attract and Retain Faculty Scholars): To retain and further attract world class faculty and non-teaching staff.

Goal 4 (Continued Commitment to Diversity): Recognizing our historical excellence in diversity, to build further a campus environment that reflects our institutional commitment to equity, inclusivity and social justice.

Goal 5 (Cultivate Partnerships): To provide world-class external opportunities to members of the Kean University community, thereby widening our community beyond the physical campuses, by substantially augmenting our academic, cultural, economic and community partnerships at three distinct levels: the local; regional and national; and international.

Goal 6 (To Become a Globalized University): To become a globalized university: uniquely global, uniquely Kean.

Goal 7 (Strengthen Financial Infrastructure): To establish a revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions, in light of ongoing reductions in public funding.

Goal 8 (Strengthen Physical Infrastructure): To enhance and build facilities that will support the growth of Kean as a multi-campus, increasingly residential and partner-oriented institution situated in multiple and diverse communities.

Goal 9 (Strengthen Technological Infrastructure): To ensure that all students, faculty, and administrators at all Kean sites are provided with the technological resources and innovative technological solutions required to meet Kean's fast changing and increasingly complex instructional, research and administrative needs.

Goal 10 (Strengthen Security and Promote Public Health): To develop, operationalize, and sustain a forward-thinking culture of public health and safety awareness rooted in adherence to all external and internal standards (fire, safety etc.), and reaching out to every aspect of Kean University life (personal, educational, and institutional).

Goal 1: To locate Kean University as a focal point of ongoing and transformational educational engagement for all by offering undergraduate and graduate (including doctoral) programs that are responsive to local and national needs while building upon our strengths, and utilizing best practice in the disciplines/professions.

Objective 1.1: Grow strategically Kean programs that have or have the potential for regional and national distinction, including the development of national centers of excellence that highlight Kean University's unique strengths.

Actions:

1.1.1. Establish 3-4 new doctoral programs in applied professional fields (e.g., Speech Therapy, Counseling, Physical Therapy) by 2020.

Implementation/Timeline:

1.1.1.1. Conduct a feasibility study of Doctor of Speech Therapy (DST) degree (to be completed by 12/13); degree established fall 2014, graduates by 2016.

1.1.1.2. Conduct a feasibility study of Doctor of Physical Therapy (DPT) degree (to be completed by 12/14); degree established by fall 2016; graduates by 2018.

1.1.1.3. Conduct a feasibility study of Doctor Counselor Education (DCEd) degree (to be completed by 12/15); degree established by fall 2016; graduates by 2018.

1.1.1.4. Conduct a feasibility study of Doctor of fourth applied professional field area (to be completed by 12/16); degree established by fall 2017; graduates by 2019.

1.1.2. Re-shape master's and post-baccalaureate programs to address regional and national needs.

Implementation/Timeline:

1.1.2.1. Review and clarify master's and post-baccalaureate programs to address regional and national needs (TBC [to be completed] 2013-2014).

1.1.2.2. Identify new opportunities and develop strategic plan (TBC 2014).

1.1.2.3. Manage roll-out new opportunities (TBC 2015, 2016, 2017).

1.1.2.4. Establish Physician's Assistant program by 2017.

1.1.2.5. Establish an innovative program in architectural design initially for Wenzhou-Kean University students by 2016; if needs assessment confirms, implement at Kean USA by 2017.

1.1.3. Align undergraduate programs to address regional and national needs.

Implementation/Timeline:

1.1.3.1. Identify alignment opportunities to meet regional and national needs (TBC 2014).

1.1.3.2. Align undergraduate programs and communicate importance of undergraduate programs to regional and national needs (TBC 2015-2016).

1.1.4. Increase the number of programs with the highest and most comprehensive certifications of excellence (i.e. special/subject accreditation) at the departmental level, college or school level, and university level where appropriate.

Implementation/Timeline:

1.1.4.1. Identify university programs seeking highest and most comprehensive certifications of excellence. (TBC 2014-2015).

1.1.4.2. In coordination with VPAA's office, develop specific plans for selected programs, including allocation of resources and goals for obtaining certifications of excellence, and provide supporting resources needed (TBC 2014-2015).

1.1.4.3. Implement short, mid, and long-term plans for acquisition and maintenance of external certifications of excellence, overseeing a regular schedule of initial designation and renewal (TBC 2015 and annually, following).

1.1.5. Support and build further the existing Centers of Excellence where appropriate and develop new Centers.

Implementation/Timeline:

1.1.5.1. Review existing Centers of Excellence: (TBC, 2014) The New Jersey Center for Science, Technology, and Mathematics Education; Human Rights Institute; Center for Global and Specialized Management; College of Visual and Performing Arts; College of Humanities and Social Sciences/Liberty Hall.

1.1.5.2. Identify best practices and designate new Centers of Excellence, as needed in response to regional and national needs (TBC 2015, ongoing).

1.1.5.3. Begin by designation the School of Global Business as a Center for Excellence and implement international internships by 2015.

1.1.6. Grow the programs in environmental and life sciences, and sustainability studies, by investing time and resources in a Regional Highlands Center in Oak Ridge, NJ so that students and faculty have opportunities to witness the ecology and sustainability of terrestrial and aquatic natural resources, the biogeochemical processes related to landscape management, and the impacts of climate change on ecosystems.

Implementation/Timeline:

1.1.6.1. With the President's Office, continue the integration of the Regional Highlands Center into Kean's international program planning (TBC 2014, ongoing).

1.1.6.2. Using scientists and researchers at Kean, include the Regional Highlands Center in national and international research agendas (TBC 2014, ongoing).

1.1.6.3. Identify and employ scientists of distinction to conduct research and education symposia at Kean Highlands.

Objective 1.2: Increase the number and type of relevant and responsive certificate programs, lifelong learning, continuing education and practice-based opportunities for our students.

Actions:

1.2.1. Develop standard cross-disciplinary affiliation agreements (MOUs) to support new partnerships (e.g. hospitals, healthcare systems, schools, non-profits).

Implementation/Timeline:

1.2.1.1. Establish the Office of Affiliation and Internships (OAI) (TBC 2013-2014) if financially feasible.

1.2.1.2. Using OAI as the focus, strategically grow affiliations and partnerships in support of undergraduate and graduate opportunities and Centers of Excellence (TBC 2015, ongoing).

1.2.2. Increase the number of international and national internship opportunities.

Implementation/Timeline:

1.2.2.1. Identify current and potential internship opportunities (TBC 2014).

1.2.2.2. Engage national groups (inroads.org, internships.org) with academic units at Kean (TBC 2013-2014).

1.2.3. Develop online course/program offerings that increase learning opportunities for students by 5% to 10% annually.

Implementation/Timeline:

1.2.3.1. Hire a Director of Online Learning (TBC 2013-2014).

1.2.3.2. Design and implement a Learning Commons Strategy (TBC 2014-2015).

1.2.3.3. Establish a strategy and niche for distance learning (TBC 2014).

1.2.3.4. Design and deploy curriculum to support the plan (TBC 2015 and ongoing).

Objective 1.3: Provide support mechanisms for all programs consistent with regional, professional and national measures.

Actions:

1.3.1. Increase online learning opportunities in skills-based and developmental courses, or where online learning can be utilized as an important supplement to the core academic program to improve student learning/the student experience.

Implementation/Timeline:

1.3.1.1. With the Office of Assessment and General Education, identify where online-learning can be used to improve student learning and experience (TBC 2014-2015).

1.3.1.2. Implement areas of greatest return initially, with additional areas to follow (TBC 2015).

1.3.2. Utilize the Centers of Excellence model to facilitate ambitious program accreditation goals.

Implementation/Timeline:

1.3.2.1. Review local model, as well as national exemplars (TBC 2013-2014).

1.3.2.2. Align Centers of Excellence with program accreditation goals (TBC 2014).

1.3.2.3. Integrate goals with Centers of Excellence effort (TBC 2015-2016, ongoing).

1.3.3. Develop an undergraduate research & honors program(s), and identify and develop students for such 'added value' opportunities.

Implementation/Timeline:

1.3.3.1. Develop a working group to identify current undergraduate research and honors programs at Kean (TBC 2014).

1.3.3.2. Define a structure, based on national norms, policies, procedures, and model to follow, building on Kean's existing elements university wide (TBC 12/14).

1.3.3.3. Migrate existing honors students into the program from incumbent students (3rd4th years) (TBC 2014-2015).

1.3.3.4. Annually enroll students (1st, 2nd years) earlier (TBC 2015-2016).

1.3.4. Enhance the role of the University Career Services Office.

Implementation/Timeline:

1.3.4.1. Connect Career Services to existing national University Career Services organizations and groups, including alumni (TBC 2014).

1.3.4.2. Develop internship co-curricular experience for Kean Students, with progression through service and professional opportunities, culminating in graduation (TBC 2015).

1.3.4.3. Design a web-portal and presence to support students before they arrive at the Career Services physical office (TBC 2014-2015).

1.3.4.4. Develop a 5-year co-op program, aligned with specific majors and employers, to provide substantial professional expertise during undergraduate study at Kean (TBC 2014, ongoing).

Goal 2. To attract and retain more full-time, first-time undergraduate students, transfer and graduate students.

Objective 2.1: Attract more students to Kean through increased marketing in our region and globally, with an emphasis on raising visibility, building reputation, using and improving on Kean's unique academic programs and approach to the classroom to promote the institution, and extending our marketing 'power' through diversified and innovative marketing techniques.

Actions:

- 2.1.1.** Unique academic programs, such as sustainability, health sciences as well as our outstanding education programs will be promoted extensively integrated into marketing plan timeline to be determined by University Relations.
- 2.1.2.** Continue to offer academic programs and courses that are affordable and of high quality.
- 2.1.3.** Increase the convenience and accessibility of such programs and courses through variable delivery systems, including weekend and on-line programs.
- 2.1.4.** Utilize innovative technology and strategies more effectively to generate engagement of prospective students.
- 2.1.5.** Market new initiatives that support the student academic experience, such as the honors program, to raise visibility amongst high achievers: attracting highly qualified students and enhance reputation.
- 2.1.6.** Increase the numbers of merit scholarships to compete for top students in the region or nationally; timeline to be determined by the Office of Scholarships and the Foundation.
- 2.1.7.** Utilize Kean's diversity and commitment to global perspectives in all marketing, advertising, and recruitment efforts.
- 2.1.8.** Renew marketing initiatives, including web-based recruitment tools, for KeanOcean, Wenzhou-Kean, the broader international community and other centers in the state.
- 2.1.9.** Determine a baseline for Kean and establish benchmark institutions in the state, regionally and nationally, by which to measure the effectiveness of marketing efforts.
- 2.1.10.** Expand community based partnerships and entrepreneurial initiatives that will attract more people to the campus (i.e. Morris Avenue Corridor, Ursino, Liberty Hall Museum, and Conference Services).

Objective 2.2: Improve admissions processes, from recruitment to registration, to ensure that the Kean experience begins from the first 'touch'.

Actions:

- 2.2.1.** Improve administrative coordination of application processing, financial aid processing student accounting processing, scholarship processing and advisement to respond to student needs more efficiently and timely.

Implementation/Timeline:

- 2.2.1.1.** Formalize the Admissions and Enrollment Services Committee (Fall 2013).
- 2.2.1.2.** Formalize a 'pipeline flow' from recruitment to registration (TBC Dec 2013).

2.2.1.3. Establish implementation timeline and enact implementation to ensure admission process through to notification is 24 hours (TBC Jan 2014) and follow-up is within 72 hours.

2.2.1.4. Establish best practices at every stage of the admissions and enrollment processes – from recruitment to registration; establish such best practices as university policy; and provide the technical solutions to implement policy (from Fall 2013-June 2014).

2.2.1.5. Ensure that academic deans and program directors engage in follow-up contact with students expressing interest in their programs within 72 hours.

2.2.2. Review available information and resources to improve administrative coordination and technological resources assigned to the enrollment process to support all admission categories, find how coordination and resource allocation can be improved and implement the necessary changes.

Implementation/Timeline:

2.2.2.1. Review Enrollment Management Report annually (Fall 2013).

2.2.2.2. Integrate Advancement Office for Merit Scholarships (Spring 2014).

Objective 2.3: Improve retention by targeting proactively our most at-risk constituencies with effective, directed monitoring and specialized support from pre-matriculation to graduation.

Actions:

2.3.1. In cooperation with the Office of Intervention and Retention, Institutional Research and the Office of Assessment and Accreditation, develop/implement and utilize a retention program that assesses student attributes, identifies students at risk, and facilitates academic and administrative interventions to enhance retention.

2.3.2. Increase retention goals in proportion to an established enrollment paradigm that incorporates each admission category at each University location as the student population increases.

2.3.3. Strengthen student retention through pre-matriculation services that correlate with freshman and sophomore student success.

Implementation/Timeline:

2.3.3.1. Develop a Gateway Project Summer Immersion (pre-enrollment addressing of remediation) (feasibility study Spring-Fall 2014, pilot Summer Immersion courses offered Summer 2014; Gateway Project opened Summer 2015).

2.3.3.2. Develop and implement Kean's Developmental Courses online (first program to be implemented as a pilot 2015; three courses rolled out 2016-2017).

2.3.3.3. Improve the relationships with high schools, and utilize special programs such as EEO and Upward Bound to bring pre-college remediation and/or review/placement testing preparation to our feeder high schools to improve the preparation of incoming students (2013/2014 feasibility research plus offering of pilot placement testing preparation; implementation of remediation programming pilots [pre-college developmental courses] 2014/2015; full program of pre-college courses to 10+ high schools by 2015/16).

2.3.3.4. Establish programs that send faculty to high schools for lectures, presentations and recruitment efforts.

- 2.3.4.** Establish and implement an academic advisement process ensuring regular contact between students and academic advisors; require academic deans and program directors to be accountable for compliance with advisement policies.

Objective 2.4: To support student retention and graduation rates throughout our community by building or strengthening programs that embed each individual into ‘communities of care’ -- from a First Year Experience program, through ongoing Learning Communities that works in conjunction with, residential life, co-curricular and career-related programming.

Actions:

- 2.4.1.** Develop a comprehensive First Year *Academic* Experience program for entering undergraduate students that ties together academic affairs, student affairs and extra-curricular experiences, to provide a more comprehensive and enriching experience.

Implementation/Timeline:

- 2.4.1.1.** Develop overall First Year Experience Program (develop plan Spring 2014; implement Summer 2014 for 2014-15 admission cycle; assess, review and revise for 2015-2016 admission cycle).
- 2.4.1.2.** Restructure T2K to include learning communities (pilot Spring 2014 with two common courses. Indicators of success will include co-curricular transcripts for involvement and retention. Explore the possibility of involving GA's as instructors for T2K).
- 2.4.1.3.** Determine a baseline for Kean and establish benchmark institutions in the state, regionally and nationally, by which to measure the effectiveness of the First Year Academic Experience (TBC by Dec 2014)
- 2.4.2.** Develop and staff academic and residential learning communities for student cohorts according to educational interests. Engage resident faculty members who are recognized mentors in their respective fields, and who are willing to be available to monitor each student's progress through graduation.
- 2.4.3.** Increase full time faculty teaching General Education and other introductory level courses.
- 2.4.4.** Increase student engagement in residential, social, recreational, and co-curricular programs; utilize Campus labs and the Co-curricular transcripts to assess the progress in this area.
- 2.4.5.** Work collaboratively with academic and administrative units to enhance the advisement process by incorporating student success metrics, course mapping, co-curricular planning.
- 2.4.6.** Utilize Alumni Association and the Foundation for mentoring opportunities, career exploration and internship opportunities.
- 2.4.7.** Develop and centrally coordinate the internship process for students, so that students can come to one office to search for, investigate, prepare and apply for internships. Tie internships more closely to the curriculum.

Objective 2.5: Improve student retention and graduation rates by strengthening academic advisement to guide students in academic course planning and requirement completion.

Actions:

- 2.5.1.** Utilize the established Academic Advisement Task Force to develop and recommend an improved advisement process for all students. Have Academic Affairs take the lead during Spring 2014 to implement and assess the effectiveness of these changes and modify on an ongoing basis.

- 2.5.2.** Ensure the ongoing accuracy, usability, access to and use of our primary tools for effective planning of timely graduation.

Implementation/Timeline:

2.5.2.1. Update guide sheets and four year graduation plans (TBC Summer 2014) and revise annually each spring if any changes have occurred.

2.5.2.2. Develop and implement a formalized plan and mechanism for the regular revision of guide sheets and four year graduation plans (development TBC Summer 2014; implementation TBC by Spring 2015).

2.5.2.3. Establish a central repository of sheets and plans that students can easily access (TBC Summer 2014); the AVP of Academic Affairs is required to review and ensure accuracy.

2.5.2.4. Establish mechanisms by which students and faculty need to access these tools as part of their advisement process (TBC by Spring 2015).

- 2.5.3.** Fully develop and expand Project Readmit to the entire undergraduate population, to reach out to students who left the university without completing their degree, helping them to finish.

Implementation/Timeline:

2.5.3.1. Plan expansion (TBC Spring 2014) at each college, supervised by the Academic Dean.

2.5.3.2. Implement (Summer 2014 and ongoing).

- 2.5.4.** Strengthen the advisement program and process for for first year students, undecided/undeclared students, student who are changing/have changes majors, those with academic difficulty, or probation or academically dismissed (beginning Fall 2013, new policies implemented from Spring-Summer 2014).

- 2.5.5.** Ensure close linkage and continued cooperation and collaboration between Student Affairs and Academic Affairs, especially those student experience initiatives, including T2K, New Student Orientation, academic advisement and retention programs.

Goal 3: To retain and further attract world class faculty and non-teaching staff.

Objective 3.1: Expand full-time faculty (tenure-track and others) to match best practices in institutions across the nation.

Actions:

3.1.1. Expand the tenured, tenure-track and other full-time faculty with a particular emphasis on finding faculty with the appropriate subject mastery and who demonstrate a student-centered approach to teaching and advisement, instill critical thinking, and who have a strong commitment to pedagogy and scholarly and creative works.

Implementation/Timeline:

3.1.1.1. Improve the ratio of FTEs to tenured, tenure-track and other full-time faculty at Kean University's main campus in Union incrementally over time with a target of 5% increase annually.

3.1.1.2. Improve the ratio of FTEs to tenured, tenure-track and other full-time faculty at both the branch campus at Ocean County College and the branch campus at Wenzhou, China incrementally over time in same proportion as stated in 3.1.1.1.

3.1.1.3. Task the Faculty Senate with recommending general guidelines as to the need for full-time faculty based on surveys of new programs created.

3.1.1.4. Create full-time faculty positions to accommodate the needs in areas of technology transfer research and post-doctoral research at Kean.

3.1.1.5. Increase the percentage of the University's total budget devoted to instructional and research full-time faculty as necessary to meet the goals in 3.1.1.1. phased-in by September 2020.

3.1.2. Increase hiring of full time faculty to meet the accreditation, academic, disciplinary and staffing needs of existing and new programs and in furtherance of student retention and graduation rate goals.

Implementation/Timeline:

3.1.2.1. By September of each year, Academic Deans must submit proposals for full-time faculty and staffing levels needed to match or exceed minimum standards of external accrediting agencies in order to retain or secure external program accreditation.

3.1.2.2. Prioritize hiring of full time faculty (from 2014 through 2016) to meet staffing needs of programs for the maintenance and expansion of program accreditation by external accrediting agencies.

3.1.2.3. Academic programs not subject to external accreditation demands shall create by September 2014 a plan with timelines for the hiring of full-time faculty to meet the goals and needs assessment generated at the programmatic level via Program Review.

Objective 3.2: Support faculty recruitment and retention through professional development opportunities necessary to build an ever-evolving career at Kean.

Actions:

3.2.1. Expand regular faculty professional development sessions, specifically in the areas of research, grant acquisition, pedagogy, and the uses of technology in research and instruction.

Implementation/Timeline:

3.2.1.1. Each college will conduct a comprehensive self-assessment of its own professional development needs by September 2014.

3.2.1.2. Increase the number and variety of professional development offerings, activities, workshops, training sessions, etc. offered by the Center for Professional Development (CPD) and the Office of Research & Sponsored Programs (ORSP) to provide the college-based needs by September 2015.

3.2.1.3. Increase the number of faculty-led workshops and training sessions in areas of pedagogy and writing for publication by September 2014.

3.2.1.4. Establish full time employee training and assessment schedule for each semester.

3.2.2. Improve/provide support services for faculty research and scholarship, grant acquisition, pedagogical innovation, and use of technology in research and instruction.

Implementation/Timeline:

3.2.2.1. Develop an annual faculty survey, which identifies faculty interests, needs and ideas for professional support by September 2014.

3.2.2.2. Develop a faculty mentoring program for full-time faculty by September 2014.

3.2.2.3. Create a dedicated budget line to provide travel funding for conference attendance and other professional and career advancement activities for all qualified faculty by September 2014.

3.2.2.4. Increase availability of graduate assistants for scholarly and pedagogical support by 2015 if financially feasible.

3.2.3. Improve/provide support for faculty research and scholarship, grant acquisition, pedagogical innovation, and use of technology in research and instruction by creating active communities of teachers, scholars and professionals on campus.

Implementation/Timeline:

3.2.3.1. Increase number of internally supported scholarly faculty activities on campus including colloquia, public forums, conferences, workshops, orientation programs, etc. by September 2016.

3.2.3.2. Create a program targeted to foster resident faculty collaborations with other institutions matching intellectual capital on campus with appropriate partner organizations by September 2016.

3.2.3.3. Establish a “Teaching and Learning Center” in collaboration with the Center for Professional Development and the Office of Research & Sponsored Programs which assimilates faculty grant and research efforts with pedagogical approaches and offers teaching and learning support for faculty by September 2015.

3.2.3.3. Hire a Teaching and Learning Center leader in September 2014.

Objective 3.3: Support faculty recruitment and retention by offering career advancement opportunities consistent with standards of world-class education.

Actions:

3.3.1. Create clear institutional policies and commitment to the resources and professional time needed for important career goals for faculty such as research and scholarly activity and pedagogical innovation.

Implementation/Timeline:

3.3.1.1. Provide sabbaticals at levels appropriate to proposals submitted.

3.3.1.2. Increase the number of awards of research support for full-time faculty via existing programs such as the Released Time for Research and Creative Works Program wherever appropriate based on the quality of the proposals submitted.

3.3.1.3. Increase the number of awards of research support for untenured faculty via existing programs such as the Untenured Faculty Research Initiative Program wherever appropriate based on the quality of the proposals submitted.

3.3.1.4. Review the criteria for travel to conferences and presentations; seen input from the Council of Deans and the Faculty Senate.

3.3.1.5. Provide annual financial support opportunities for faculty whose research necessitates start-up funds by September 2014.

3.3.1.6. Provide greater flexibility for faculty “in load” teaching assignments to allow for faculty to select alternate assignments for research, service, advisement, etc. by September 2014 and fully implemented by September 2015.

3.3.1.7. Establish a five-year cycle for replacement of faculty office computers with state of the art equipment phased in with full implementation by September 2018.

3.3.2. Create clear institutional policies in support of and commitment to faculty career advancement opportunities.

Implementation/Timeline:

3.3.2.1. Increase promotions to full professor and associate professor based on the number of retirements, the size of annual new hires, merit and fiscal responsibility.

3.3.2.2. Increase the number of range adjustment awards if merited and fiscally feasible.

3.3.2.3. Establish annual promotional opportunities for tenured and tenure-track librarians with faculty rank whenever appropriate and merited.

3.3.2.4. Strengthen faculty participation in peer review processes.

Objective 3.4: Retain and further attract talented and professionally qualified adjunct faculty and support their work through professional development and enrichment opportunities.

Actions:

3.4.1. Provide adjunct faculty with the training and the professional development opportunities useful to incorporate emerging technologies into their teaching by September 2015.

Implementation/Timeline:

3.4.1.1. Invite adjunct faculty to professional development activities (Center for Professional Development), training opportunities, and assessment training programs by September 2014.

3.4.1.2. Ensure that office space is available for adjunct faculty by 2016.

Objective 3.5. Expand non-teaching staff in specific areas to meet the challenges outlined in the strategic plan.

Actions:

- 3.5.1.** Make a comparative analysis (utilizing best practices) of current staffing by unit/service, and pinpoint areas of particular need both in terms of general staffing of services (within a comparative framework) and in terms of the specific and immediate challenges created by the implementation of the strategic plan.

Implementation/Timeline:

3.5.1.1. Organize and undertake analysis (Fall 2013-Spring 2014).

3.5.1.2. Utilize the results to rank non-teaching staff and unit/services' needs according to priority with comparative data, the new strategic plan and the university's financial resources as guides (Summer 2014).

- 3.5.2.** Establish a three year hiring cycle according to priority ranking if fiscal resources permit.

Implementation/Timeline:

3.5.2.1. Rank 1 priority hiring AY 2014-2015.

3.5.2.2. Rank 2 priority hiring AY 2015-2016.

3.5.2.3. Rank 3 priority hiring AY 2016-2017.

- 3.5.3.** Reassess and reappraise needs to build and then implement the next three year cycle .

Implementation/Timeline:

3.5.3.1. Reassessment and reappraisal of non-teaching staff and unit/service needs in conjunction with university-wide issues arising and the present strategic plan (Fall 2016-Spring 2017).

3.5.3.2. Formation of new three year cycle (Summer 2017).

3.5.3.3. Rank 1 priority hiring AY 2017-2018.

3.5.3.4. Rank 2 priority hiring AY 2018-2019.

3.5.3.5. Rank 3 priority hiring AY 2019-2020.

Objective 3.6: Update and implement core policy for the professional development of non-teaching staff.

Actions:

- 3.6.1.** Review professional development opportunities provided by the university and utilised by non-teaching staff.

Implementation/Timeline:

3.6.1.1. Study of past trends and opportunities including survey of professional association affiliations, professional relationships/networks (Fall 2013-Spring 2014).

3.6.1.2. Include a future-oriented survey to examine the present and (perceived) future interests/needs amongst non-teaching staff (Fall 2013-Spring 2014).

- 3.6.2.** Develop and implement an internal training program for non-teaching staff.

Implementation/Timeline:

3.6.2.1. Create internal training program utilising the results of 3.6.1. (Summer 2014).

3.6.2.2. Implement pilot annual training schedule (AY 2014-2015).

3.6.2.3. Review, reorganize as required, and implement revised schedule (AY 2015-2016 and onwards).

3.6.3. Facilitate state and regional level engagement with the relevant local professional associations or local branches of national professional associations.

Implementation/Timeline:

3.6.3.1. Establish a clear policy framework for staff wishing to apply for funds to attend external professional development events (AY 2013-2014).

3.6.3.2. Establish a professional development fund for non-teaching staff to facilitate attendance at relevant events and membership of relevant professional associations (AY 2013-2014).

3.6.3.3. Pilot use of fund in AY 2014-2015 with review and reassessment.

3.6.4. Depending on the rank and particular needs of the staff member, facilitate on a regular basis their engagement with national level professional associations including attendance at occasional relevant out-of-state association conferences/networking events (use the action and timeline under 3.6.3 for this same purpose simply using additional criteria).

Objective 3.7: Implement on a regular and published schedule for performance-based promotion for non-teaching staff, if fiscally possible.

Actions:

3.7.1. Develop and implement a university wide policy for recognizing high achieving/performing individuals.

Implementation/Timeline:

3.7.1.1. Establish policy in conjunction with the relevant interest groups (Fall 2013-Spring 2014).

3.7.1.2. Implement policy as a part of this Academic Year's performance review process.

3.7.1.3. Offer first performance related promotions following this Academic Year's non-teaching staff's performance review.

Goal 4: Recognizing our historical excellence in diversity, to build further a campus environment that reflects our institutional commitment to equity, inclusivity and social justice.

Objective 4.1: To continue to cultivate a University community that is diverse and inclusive based on our social principles.

Actions:

4.1.1. Shape the academic and administrative services of Kean University to provide for the specific and changing needs of a growing and heterogeneous Kean University student population to the best extent possible.

Implementation/Timeline:

4.1.1.1. Complete an evaluation by the conclusion of the 13-14 AY of the Kean University academic programs and administrative departments to determine a baseline of specialized student needs, e.g., Spanish speaking services, etc., that currently might require improvement.

4.1.1.2. Create and implement an action plan by the conclusion of AY 14-15 that will address the needs identified by the specialized student needs evaluation.

4.1.1.3. Institute annual review of specialized student needs and changing demographics in relation to services provided by the conclusion of AY 14-15.

4.1.1.4. Evaluate the success of the specialized needs action plan by the conclusion of AY 17-18 and identify areas for improvements.

4.1.1.5. Close the loop and allow for the results of annual review to impact program and office annual assessments, recommendations and resourcing for change.

4.1.2. To enhance Kean University's personnel already strong perceptions of inclusivity, equity, diversity and social justice, including all faculty, staff, administration and students.

Implementation/Timeline:

4.1.2.1. Complete an evaluation of the Kean University population by Winter 2015 which will identify university personnel's perceptions of inclusivity, equity, diversity and social justice.

4.1.2.2. Utilize the NSSE on a tri-annual basis, to begin again in 2016, in order to collect student perceptions on diversity, equity and inclusivity.

4.1.2.3. Beginning in 2015, utilize the information that was collected via university evaluations and the NSSE to identify areas for improvements.

4.1.2.4. Beginning in 2016, utilize the information from the NSSE to identify areas for improvement.

4.1.2.5. Develop and implement new programs/information sessions/awareness raising if and where necessary – beginning Fall 2015 for personnel, Fall 2016 for students and onwards.

4.1.3. Develop a comprehensive evaluation process that will explore equity issues related to demographic discrepancies re: salaries, promotion and length of employment.

Implementation/Timeline:

4.1.3.1. By the conclusion of AY 14-15, create a baseline of demographic characteristics for salary ranges, promotions and length of employment to identify any discrepancies.

4.1.3.2. By the conclusion of AY 15-16, create and implement an action plan which will address any discrepancies found by the evaluation process.

4.1.3.3. Reassess identified areas again in AY 18-19.

Objective 4.2: Continue to organize and build our physical resources to reflect our diverse campus community.

Actions:

4.2.1. Investigate the utilization of labs (computer & science) that serve Kean University students in different programs including students with special needs.

Implementation/Timeline:

4.2.1.1. By the conclusion of AY 14-15, create a baseline of the utilization of labs by differing student body population.

4.2.1.2. By the conclusion of AY 15-16, develop and implement an action plan that will address any deficiencies identified by lab utilization evaluation.

4.2.1.3. By the conclusion of AY 17-18, reassess the modifications made during the 16-17 AY to determine if further modifications are necessary to meet the needs of the students.

4.2.2. Provide convenience and resources (space, food, instruments, supplies etc.) to different demographic groups to host multicultural events.

Implementation/Timeline:

4.2.2.1. By the conclusion of AY 13-14, identify all areas on campus which are specifically available to student groups for multicultural purposes.

4.2.2.2. By the conclusion of AY 14-15, allocate space and related facilities based on needs discovered by the space evaluation, the university's known demographics and the evaluation of student special or specific needs (see 4.1.1.1).

4.2.2.3. Reassess on an annual basis beginning in AY 15-16.

Objective 4.3: Continue to provide and then expand upon physical services that reflects our diverse campus community.

Actions:

4.3.1. Expand the food service options to reflect Kean University's different religions, countries and social groups.

Implementation/Timeline:

4.3.1.1. By the conclusion of AY 13-14, create a monthly cultural food day which will highlight a pre-identified subset of the student population.

4.3.1.2. Ensure through student government that the special dietary needs of the student body are being met on a daily basis, or as required during specific times of the year, by the conclusion of AY 13-14.

4.3.1.2. Reassess annually to ensure student needs are being met beginning in AY 14-15.

4.3.2. Ensure Kean students, with different demographic characteristics, have equal access to academic and financial assistance, research and experiential learning opportunities and are equally successful in finishing the school (Retention, graduation, license passing rate and length to graduate etc.).

Implementation/Timeline:

4.3.2.1. By the conclusion of AY 13-14, determine by student demographic characteristics the success rates – e.g., retention, graduation, etc., across all pre-identified fields.

4.3.2.2. By the conclusion of AY14-15, utilizing the baseline, create and begin implementation of an action plan that will address deficiencies in specified demographic fields.

4.3.2.3. Reassess on a bi-annual basis beginning in AY 16-17.

Objective 4.4: Further develop a learning environment that reflects and encourages diversity, equity and inclusivity.

Actions:

4.4.1. Utilize innovative technology to improve advising, scheduling and registration process.

Implementation/Timeline:

4.4.1.1. By the conclusion of AY 13-14, identify the main issues resulting from the scheduling process for students.

4.4.1.2. By the conclusion of AY 14-15, implement a degree audit program that will ensure equity for students in the registration process – e.g., ensure students with the greatest need for a specified course receive the spot in the course.

4.4.1.3. By the conclusion of AY 16-17, assess the degree audit system to ensure that the needs of the students have been achieved by implementing this registration function.

4.4.2. Incorporate curriculum in all programs at Kean with diversity and global perspectives (see also Goal 6).

Implementation/Timeline:

4.4.2.1. By the conclusion of AY 14-15, determine a baseline of all of the courses which includes a component of diversity as well as global perspectives.

4.4.2.2. Incorporate diversity alongside Goal 9 actions to internationalize the curriculum.

4.4.2.3. By the conclusion of AY 17-18, assess Goal 9's actions and ensure the implementation of both diversity and the global dimension into all Kean courses.

4.4.3. Provide professional development opportunities, training and funds to educators and programs to support curriculum transformation or integration related to diversity/multiculturalism.

Implementation/Timeline:

4.4.3.1. By the conclusion of Winter 2014, determine the baseline of developmental opportunities available to faculty and professional staff related to diversity/multiculturalism.

4.4.3.2. By the conclusion of 2014, develop an action plan which will address those areas in need of improvement as identified by the baseline figure.

4.4.3.3. By the end of AY 2014/2015 develop a training program that will address those areas that need improvement.

4.4.3.4. Implement pilot new trainings and any additional required programs in AY 2015/2016.

4.4.3.5. Assess impact of pilot trainings and programs offered to faculty and professional staff at end of AY 2015/2016.

4.4.3.6. Implement necessary changes to pilots, determine cycle of trainings/programs required ('one off', regular etc) and implement as appropriate for AY 2016/2017. Continue assessment and adjustment for each cycle.

4.4.4. Ensure that a diverse group of Kean students engage in the university's internationalization efforts.

Implementation/Timeline:

4.4.4.1. By the conclusion of AY 14-15, determine the baseline of different demographic groups utilization of internationalization opportunities at the university – e.g., study abroad, Kean China, etc.

4.4.4.2 . Utilizing the baseline received by the conclusion of AY 14-15, create and implement an action plan that will encourage demographic groups that underutilize internationalization opportunities to take part in these opportunities by the conclusion of AY 15-16.

4.4.4.3. Reassess on an annual basis beginning at the conclusion of AY 16-17.

4.4.5. Improve the remediation courses for students with learning disabilities.

Implementation/Timeline:

4.4.5.1. By the conclusion of AY 13-14, determine the baseline of retention for students with learning disabilities, and provide research on the factors underlying retention within this specific group.

4.4.5.2. By the conclusion of AY 14-15, create an action plan that will address the deficiencies discovered by the previous year's evaluation.

4.4.5.3. Reassess on a bi-annual basis beginning in AY 16-17.

Goal 5: To provide world-class external opportunities to members of the Kean University community, thereby widening our community beyond the physical campuses, by substantially augmenting our academic, cultural, economic and community partnerships at three distinct levels: the local; regional and national; and international*.

* International partnership activities are part of Goal 6

Objective 5.1: Build the Kean University local extended community of students, parents, alumni, and surrounding residents such that all Kean sites become centers of value-added activities that educate, inform, enliven, and entertain.

Actions:

5.1.1. Create new advertising campaigns to capture all potential markets (students, parents, alumni, and area residents) at all campuses.

Implementation/Timeline:

5.1.1.1. Identify specific audience and markets for advertising campaigns (TBC January 2014).

5.1.1.2. Conduct study at end of 2013-2014 AY to measure advertising effectiveness (TBC June 2014).

5.1.2. Explore new “episodic” learning opportunities to the extended university community with consideration of the diverse community in which Kean Union is situated (e.g., lectures for senior citizens, lectures for various ethnic groups, special continuing education opportunities).

Implementation/Timeline:

5.1.2.1. Identify academic departments to take lead on this initiative (TBC Fall 2013).

5.1.2.2. Roll out initiative to community with limited offerings as a trial (TBC Spring 2014).

5.1.2.3. Measure effectiveness of initiative in terms of attendance and community awareness/interest (TBC late Spring 2014).

5.1.2.4. If interest is enough to sustain program, continue roll out of new additional offerings Fall 2014 and Fall 2015) with measuring occurring late spring of each AY (Spring 2015 and 2016).

5.1.3. Construct an academic research and training center in the Regional Highland Center in a joint initiative with the NJ Department of Environmental Protection. The facility will support research, marketing and ongoing course work at the Highland center.

Implementation/Timeline:

5.1.3.1. Identify programs that will benefit from new center (TBC Fall 2013).

5.1.3.2. Based on program identification efforts, resources should then be lined up internally to aid with the development of this effort (TBC Fall 2013).

5.1.3.3. Formally integrate this center into any and all planning efforts undertaken by the university (TBC Winter 2014).

5.1.3.2. Start construction on new center (TBC Fall 2014).

Objective 5.2: Build local relationships with the surrounding economic community in Union by developing Morris Avenue corridor into a “university boulevard” and cultivate future economic partnerships at all our sites by being an incubator for small business and community development programs that would also provide educational and professional development opportunities for students and members of the Kean community.

Actions:

5.2.1. Finalize relationship with New Jersey Transit to revitalize the Elizabeth train station.

Implementation/Timeline:

5.2.1.1. Conduct financial evaluation to determine what cost of renovation will be (Fall 2013).

5.2.1.2. Pursue final discussions to conclude deal and start revitalization efforts (TBC Spring 2014).

5.2.2. Explore shuttle service between Union and Elizabeth train stations.

Implementation/Timeline:

5.2.2.1. Conduct research to determine logistics (schedule, etc) and cost of such a service (TBC by end of 2014).

5.2.3. Continue to cultivate relationship between Kean Union and the city of Elizabeth.

Implementation/Timeline

5.2.3.1. Involve the city of Elizabeth in all planning of this project (ongoing).

5.2.4. Explore revenue sources to establish funds for “start up” programs and businesses.

Implementation/Timeline:

5.2.4.1. Work with Institutional Advancement to pursue donors interested in providing “start-up” funds to help get these programs and businesses going (Fall 2013 and ongoing).

5.2.4.2. Work with Small Business Development Center to target and then engage with businesses that could benefit from being a part of this initiative (Winter 2014 and ongoing).

5.2.5. Offer Kean Union campus as meeting and conference space for local businesses and professional groups.

Implementation/Timeline:

5.2.5.1. Start launch of campaign to bring more local businesses to Union campus (from Winter 2014 and ongoing).

Objective 5.3: Expand Kean University’s award-winning community service and outreach efforts in the communities surrounding the Kean Union, Kean Ocean, and Wenzhou Kean campuses.

Actions:

5.3.1. Bring initiatives such as “Be the Change” to Kean Ocean and Wenzhou-Kean.

Implementation/Timeline:

5.3.1.1. Explore possibility to bring this initiative to both campuses (TBC Fall 2013).

5.3.2. Expand Kean University's Center for Leadership and Service programs and opportunities.

Implementation/Timeline:

5.3.2.1. Explore possibility to bring this initiative to both the Kean Ocean and Wenzhou campuses (from Winter 2013 onwards).

5.3.2.2. Take the Union programs to the next level of national recognition (Fall 2013-Spring 2015).

Objective 5.4: At the regional level, continue to build and maintain a collaborative and integrated relationship with Ocean County College that allows Kean University to provide the programs, services and support necessary to maintain Kean-Ocean as a successful additional site.

Actions:

5.4.1. Provide physical and virtual connections between Kean Union and Kean Ocean including Ocean County College wherever possible (for example, scheduling regular shuttle bus transportation between campuses; providing faculty development opportunities).

Implementation/Timeline:

5.4.1.1. Look into feasibility of scheduling shuttle service between two campuses and whether it would be economically viable (By the end of Winter 2014).

5.4.1.2. Let new faculty know about opportunities available on both the Kean Union and Kean Ocean campuses (AY 2013-14).

5.4.1.3. Inform Kean Ocean students about events on Kean Union campus and Kean Union students about events at Kean Ocean, building a process whereby information sharing will continue as a semi-automated feature of Kean community life (AY 2013-14).

5.4.2. Use new Kean Ocean building in Toms River as a focal point and opportunity to engage in more "cross" participation at Union and Kean Ocean and OCC campuses.

Implementation/Timeline:

5.4.2.1. Establish committee of faculty/staff from both campuses to work on establishing connections (From Fall 2013).

Objective 5.5: Strategically expand offerings at community colleges in the state so that Kean University becomes a first choice for transfer students.

Actions:

5.5.1. Leverage data from current transfer statistical reports to identify new offerings/opportunities to bring in new populations of transfer students (i.e., explore strengths of programs at county colleges and schedule Kean courses to appeal to county college students).

Implementation/Timeline:

5.5.1.1. After reviewing data, identify and pursue initiatives aimed at attracting more transfer students to Kean (AY 2013-2014, start to implement initiatives Spring 2014-2015).

5.5.1.2. Look at success of these initiatives and determine from the numbers of transfer students whether or not they should continue (Winter 2016). Amend and repeat as necessary (Spring 2016 and ongoing).

Objective 5.6: Cultivate new and expand the scope of current relationships with partnering universities in the tri-state region (e.g., Rutgers, NJIT, Drexel University) to include opportunities for visiting learning, research and teaching opportunities.

Actions:

- 5.6.1.** Collect data regarding number of faculty currently engaged in partnerships (i.e., co-authorships, co-investigators, etc.).

Implementation/Timeline:

5.6.1.1. Gather information via faculty survey (Fall 2013) to assess where faculty currently have partnerships.

- 5.6.2.** Plan professional development activities to help others establish partnerships with other universities in the tri-state region.

Implementation/Timeline:

5.6.2.1. Work with CPD and ORSP on workshops aimed at promoting partnerships (to be planned AY 2013-2014, and implemented 2014 onwards).

- 5.6.3.** Explore grant opportunities for collaborative projects.

Implementation/Timeline:

5.6.3.1. Continue to identify the collaborations that make the most sense given the strengths of our institution and our faculty (TBC 2014 and ongoing).

5.6.3.2. Create a set of targets for collaborations during AY 2013-2014, and develop an internal strategic plan accordingly to increase collaboration both in depth and breadth.

Objective 5.7: Cultivate partnership sites and establish affiliation agreements for internships, externships, and field placements with state-wide school districts as well as businesses, hospitals and nonprofit agencies across the tri-state region to promote participation in related career advancement and professional development opportunities for students, faculty, staff and administrators.

Actions:

- 5.7.1.** Collect data on current affiliation agreements and internship, externship and field placements sites to identify strengths to leverage and opportunities for expansion.

Implementation/Timeline:

5.7.1.1. Gather information from faculty as well as through agreements and grant documentation (Fall 2013) to assess current agreements.

- 5.7.2.** Establish a position or office to provide oversight for affiliation agreements and to process contracts (see also 1.2.1.1).

Implementation/Timeline:

5.7.2.1. Have position work closely with budget and grant offices (Fall 2014 and ongoing).

Objective 5.8: Enhance national recognition of our accomplishments and increase federal sponsorship of community-based programs and faculty research.

Actions:

- 5.8.1.** Develop further regional and national centers of excellence that highlight Kean University's unique strengths in applied research and in community-based programs which have positive social impact (e.g., the Human Rights Institute, Liberty Hall, the Speech Clinic in the School of Communication Disorders and Deafness, Psychological Services in the Department of Advanced Studies in Psychology, etc.).

Implementation/Timeline:

5.8.1.1. Conduct internal assessment of current centers (TBC 2014), and from there determine which centers would best fit Kean to pursue moving forward (TBC 2014) and then provide the resources/support the raising of the relevant resources to allow new centers to begin to achieve their goals and old centers to further their present activities.

- 5.8.2.** Encourage members of the Kean community to participate and assume leadership roles in regional organizations and national associations as a venue for building professional partnerships.

Implementation/Timeline:

5.8.2.1. Measure via faculty survey baseline data of those faculty involved with groups/organizations (TBC AY 2013-2014) and follow up each year.

5.8.2.2. Explore revenue sources to fund new professional memberships and create competitive application process to underwrite memberships for new faculty and staff (TBC AY 2014-2015).

5.8.2.3. Conduct annual survey of members of the Kean community to identify areas requiring expansion (beginning AY 2014-2015, and then ongoing to utilise the data to build on the identification and provision of relevant trainings, resources, and any other support that will improve external engagement with one's profession).

Goal 6: To become a globalized university: uniquely global, uniquely Kean.

Objective 6.1: Globalize our curriculum in terms of substance and quality.

Actions:

- 6.1.1.** Finish the process of building our new global degree programs (eg the Global MBA and Global Nursing).
- 6.1.2.** Produce more global-oriented programs (eg Global Health) (for instance, by potentially creating a 'global dimension' certificate for Kean majors).
- 6.1.3.** Establish and promote the School of Business both regionally and globally.
- 6.1.4.** Internationalize Kean's curricula through the introduction of comparative studies, international case studies and examples, internationalised text offerings, and developing foreign communication.
- 6.1.5.** Promote where possible international recognition of Kean programs through professional accreditation routes, international branding and marketing, international ranking.
- 6.1.6.** Establish a program in American language studies for international students to prepare for full University study.
- 6.1.7.** Create global interactive courses where Kean students work with students from foreign universities to accomplish collaborative projects/research.

Objective 6.2: Provide a world of opportunities to our students and faculty: building and implementing an internationalization abroad strategy.

Actions:

- 6.2.1.** Build a substantive study abroad program with worldwide options that also allow our diverse body of students to engage (for instance, by making thinking about Study Abroad and visiting the International Office a required element of the Transition to Kean class).
- 6.2.2.** Turn our TraveLearn program into an opportunity for university partnerships.

Implementation/Timeline:

- 6.2.2.1.** Evaluate successful and current Travelearn programs to identify strengths and create models for implementation.
- 6.2.2.2.** Gather data on which overseas institutions have strong and renown academic programs which would be appealing to our students.
- 6.2.3.** Embed international travel/research into the proposed Honors Programs.
- 6.2.4.** Build a substantial overseas Service Learning component - bringing the Kean record of dedication to community service in New Jersey out to the world.
- 6.2.5.** Promote faculty opportunities overseas (through Fulbright, international research projects etc) to benefit faculty by broadening their understanding of their field, supporting their ability/desire to work with the best wherever they may come from or reside, and so to come home with that new understanding to further Kean's commitment to World Class Education. (for instance, by requiring faculty to teach a relevant class to the area they went, or to introduce new relevant case studies, examples, books, and original research from the area they visited).

6.2.6. Expand faculty engagement in international consultancies.

Implementation/Timeline:

6.2.6.1. Conduct survey of members of the Kean community to identify current international consultancies and identify possible opportunities.

6.2.6.2. Explore revenue sources to fund new international consultancies.

6.2.7. Increase funding for projects which address global/international issues particularly if based on international partnerships/consortiums.

Implementation/Timeline:

6.2.7.1. Create a competitive application process to underwrite projects which address global/international issues.

6.2.8. Strengthen the structures at home to support Study Abroad (for instance by strengthening our student ambassador program on campus, connecting students to alumni abroad, building awareness, developing internships, and promoting funding opportunities for students to utilize for their international travel).

Objective 6.3: *Bring the world into Kean: building and implementing an internationalization at home strategy.*

Actions:

6.3.1. Build a substantial body of international full-time, full degree students at the Kean Union campus.

6.3.2. Bring our Chinese students to Kean as a part of their educational experience.

6.3.3. Participate in more global projects to support developing countries/emerging democracies by providing places for young scholars/practitioners in relevant Kean programs.

6.3.4. Build relationships with the relevant federal and international agencies/non-for-profits that can involve Kean in their programming - utilising Kean's resources to bring a new constituency onto campus, and to provide further opportunities for consultancies and research overseas through IOs, federal agencies and non-for-profits.

6.3.5. Raise the numbers of visiting international scholars, teachers, and leaders in government, businesses and non-for-profits.

6.3.6. Raise the percentage of international full-time faculty at Kean.

6.3.7. Create the structures on campus to welcome and support international students and faculty (for instance, cross cultural friendship classes for international students which use classrooms to welcome international students while establish international connections for students).

6.3.8. Support globalization within each of our communities by bringing the international dimension of the university into the local surrounding communities, ensuring that each local community is part of the Kean experience, and making ties between our different local communities - place-to-place.

Objective 6.4: Create a new model of the 'global university'.

Actions:

- 6.4.1.** Create a new model for the US university 'global campus' idea by forming a genuine branch campus overseas that provides the same programs and educational experience as at home but within new exciting communities/constituencies. This new model will allow our students 'at home' to have genuinely easy and affordable access to our international campuses (taking with them their financial aid, for instance). The first example will be Kean-China.
- 6.4.2.** Seek to plan a replication of the Kean-China model in at least one other international site within the period of this strategic plan.
- 6.4.3.** Integrate and formulate all campus facilities at home and abroad to reflect both a central Kean experience and the globalized nature of the university (through for instance, residences, student centers, grounds and classrooms) with the aim that these two should become one and the same - the US/global university.

Implementation/Timeline:

- 6.4.3.1.** Provide virtual connections between Kean USA and Wenzhou Kean for broad-based participation in programs, services and support.
- 6.4.3.2.** Provide opportunities for exchange programs between Wenzhou Kean and Kean USA which allow faculty, staff, and students from both institutions the opportunity to travel and learn more about the other campus and programs.
- 6.4.4.** Continue to build and maintain a collaborative and integrated relationship with Wenzhou University that allows Kean University to provide the programs, services and support necessary to maintain Wenzhou-Kean as a successful additional location.

Goal 7: To establish a revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions, in light of ongoing reductions in public funding.

Objective 7.1: Develop and continuously update a comprehensive and aggressive fundraising plan in order to tap new or previously underutilized sources of revenue by increasing the amount of private giving through donations from alumni, friends of the university, corporations, private foundations and grants.

Actions:

7.1.1. Develop a series of giving and cultivation programs to encourage individual and corporate interest in Kean University (The Arts Council and Alumni Association through the Alumni Leadership Initiative, ALIS, among others).

Implementation/Timeline:

7.1.1.1. Maintain and increase annual giving by 20% through the Kean Fund for Excellence (accepting gifts of any amount) and the William Livingston Society (Accepting gifts of \$1000 or more).

7.1.1.2. Establish gift giving as the norm for faculty and staff.

7.1.1.3. Cultivate and grow major gifts from a variety of donors pools to secure gifts of \$25,000 or more through relationship building, with the goal of increasing gifts by 25% over time.

7.1.1.4. Develop an active and robust Planned Giving Program to encourage supporters to name Kean University as beneficiary in their estate plan.

7.1.2. Develop a recruiting program to grow recruiting efforts by alumni; track the number of incoming students who are recruited as a direct result of alumni efforts and set targeted goals after establishing baseline metrics.

7.1.3. Ensure that Kean Alumni would be directly involved in recruiting, mentoring or fundraising, through the Alumni Association Board of Directors: the Office of Alumni Relations shall hold at least two events per year to engage as many Alumni as possible and shall send four to five direct mail/email contacts throughout each year while cooperating with the Director of Annual Giving to increase Alumni giving by 50% over the time of this plan.

Objective 7.2: Make federal and state government and University constituencies and University advocates aware of the financial needs and unique circumstances of higher education in general and our students' financial needs in particular.

Actions:

7.2.1. Provide quarterly communication with Federal and State Government officials and other University constituencies.

Implementation/Timeline:

7.2.1.2. Provide reports on the number of students at Kean under federal and state financial aid.

Objective 7.3: Encourage transparency of the institutional budget in order to link the budget process to strategic planning and articulate our responsibility as a public, higher education institution.

Actions:

7.3.1. Maintain budget and resource allocation models that are strategic and reward progress towards established goals and priorities.

Implementation/Timeline:

7.3.1.1. Support University Planning Council activities and maintain funding levels for resource allocation as available.

Objective 7.4: Strengthen the budget and planning processes to ensure the short to medium term needs of the institution are met as well as supporting its long term financial viability.

Actions:

7.4.1. Ensure that our university-wide, multi-year financial plan addresses long-term financial strength for all programs by focusing resources on sustainable academic programs/courses and curtail or repackage those that are not sustainable.

Implementation/Timeline:

7.4.1.1. Compile and analyze data on student need through statewide and national job market trends.

7.4.1.2. Compile and analyze data on numbers of admissions applications.

7.4.1.3. Compile and analyze current number of majors.

7.4.2. Utilize differential tuition pricing among colleges and cohorts.

Implementation/Timeline:

7.4.2.1. Examine the possibility of establishing fees for labs, private music lessons and studio courses to make offering courses with low enrollments and low capacities possible.

7.4.3. Create a market-responsive academic program development fund to support strategic enrollment growth and allow for seeding longer-term entrepreneurial opportunities.

Implementation/Timeline:

7.4.3.1. Research and establish academic program development based on student need, and statewide and national job market trends.

7.4.3.2. In addition to our diverse student population, attract and retain sufficient numbers of traditional-age students to maintain full occupancy so that we strengthen our tuition revenue.

7.4.3.3. Streamline application processes.

7.4.3.4. Support and maintain academic services and co-curricular activities for freshmen as well as our diverse student population.

Goal 8: To enhance and build facilities that will support the growth of Kean as a multi-campus, increasingly residential and partner-oriented institution situated in multiple and diverse communities.

Objective 8.1: Provide the physical infrastructure for new student learning environments (including integrated learning/clinical sites), an expanding roster of opportunities in applied research/scholarship, creative work, and for the innovative uses of technology at the Union campus and Kean's additional sites.

Actions:

8.1.1. Enhance existing facilities at the Union Campus through a systematic review of the classrooms, studios, laboratory spaces, equipment, library, offices, and lavatories, to ensure that furnishings, accommodations, and facilities are clean and meet the needs of students, faculty, staff, and visitors in accordance with the campus master plan.

Implementation/Timeline:

8.1.1.1. Develop a system to assess and rate (Very Good, Fair, Poor, etc.) new and existing facilities (TBC December, 2013).

8.1.1.2. Develop a capital spending plan for renovations of the facilities based on the results of the building evaluations (TBC February, 2014).

8.1.2. Create more energy efficient and sustainable facilities to promote material and energy conservation and reduction of waste in all new and existing buildings.

Implementation/Timeline:

8.1.2.1. Investigate available resources and opportunities for sustainable power sources including but not limited to solar power, geothermal systems, water management and LED technology (TBC December, 2014).

8.1.2.2. Prioritize buildings and individually meter each building utility – electricity, water, gas (TBC June, 2014).

8.1.2.3. Based on individual meter data obtained, develop capital plan for implementing energy savings initiatives (TBC September, 2014).

Objective 8.2: Plan, design, and construct additional on- and off-campus housing opportunities for the campus community at the Union campus.

Actions:

8.2.1 Provide faculty housing opportunities on campus to attract faculty scholars and high caliber faculty from across the country and around the world.

Implementation/Timeline:

8.2.1.1. Construct 18 faculty housing 18 units (2 bedroom, single story) (TBC March, 2013) and continue such efforts if demand grows.

8.2.2. Utilize the current Public-Private Partnership legislation to explore new opportunities for Graduate, Undergraduate, and International student housing.

Implementation/Timeline:

8.2.2.1. Construct 600 additional beds on the main campus for Undergraduate, Graduate, and International students (TBC August, 2016).

8.2.2.2. Construct 600 additional beds on the main campus for Undergraduate, Graduate, and International students (TBC August 2019)

Objective 8.3: *Design and construct state-of-the-art facilities at multiple campuses across New Jersey and other remote locations. All locations will be providing Kean University students with the same World Class Education at a facility consistent with the high standards established in Goal/Objective 8.1.*

Actions:

8.3.1. Continue to support growth at Kean Ocean through future expansion and development on the Ocean County College campus.

Implementation/Timeline:

8.3.1.1. Complete construction of the Kean Ocean Gateway building for use by Fall 2013 (completed).

8.3.1.2. In consultation with our partners at OCC, revisit and revise the Kean Ocean Master Plan through 2020 (TBC December, 2014).

8.3.2. Plan, design and construct a LEED Silver certified facility in the NJ Highlands that will support academic programs as well as provide an alternative revenue source during the Summer months through summer camps, conferences, and events.

Implementation/Timeline:

8.3.2.1. Work with the NJDEP and the NJ Highlands Council to determine permitting requirements and establish an approved site plan for future development (TBC December, 2013).

8.3.2.2. Complete existing facility renovations including but not limited to asbestos removal, ADA compliance, and facility modernization (TBC December, 2014).

8.3.2.3. Construct, commission, and occupy new facility (TBC September, 2016).

8.3.3. Working with our Chinese partners, plan and construct world class facilities consistent with the Kean USA standards to be experienced by Wenzhou Kean students, faculty and staff.

Implementation/Timeline:

8.3.3.1. Complete Phase 1 of the Wenzhou Kean Campus (TBC September 2013).

8.3.3.2. Complete Phase 2 of the Wenzhou Kean Campus by 2016.

Objective 8.4: *Develop off-campus partnerships and opportunities with the surrounding communities.*

Actions:

8.4.1. Continue partnership with the City of Elizabeth and NJ Transit in order to redevelop and revitalize of the Elizabeth Train Station and develop Morris Avenue, from North Avenue to the train station as *University Boulevard*.

Implementation/Timeline:

8.4.1.1. Work with the City of Elizabeth and NJ Transit to determine the planning parameters, requirements, and market study needs in order to establish long term planning timeline (TBC June 2014).

Goal 9: To ensure that all students, faculty, and administrators at all Kean sites are provided with the technological resources and innovative technological solutions required to meet Kean’s fast changing and increasingly complex instructional, research and administrative needs.

Objective 9.1: Build a university community where communication can be instant, integrated and multi-logical by expanding computing capabilities of any device so that it can be used anywhere, at any time.

Actions:

9.1.1. Establish a university-wide “Virtual Computing Environment” whereby classroom design for all future classrooms, and any upgrades to older classrooms, studios, laboratories, offices, print stations, or buildings will:

- Provide electricity for all participants.
- Provide charging feeder stations.
- Support the specific technology needs of all academic departments/programs.
- Provide and support 24-7 technology service expectations.
- Provide standardized connectivity.

9.1.2. Provide seamless and immediate real-time access and “rapid connectivity” through high-speed networks, remote and wireless access.

Objective 9.2: Establish innovative pedagogical technique utilizing technology as a norm in the Kean classroom leading towards the ‘classroom without walls’ concept.

Actions:

9.2.1. Establish and regularly maintain a suite of pedagogical practices utilizing technology to act as a ‘menu’ for Kean faculty.

9.2.2. Establish and implement introductory and ongoing training so that faculty may utilize this ‘menu’ appropriately.

Implementation/Timeline:

9.2.2.1. Provide the training to faculty.

9.2.2.2. Ask those who are moving ahead at college, department or individual level to provide a leadership role to others.

9.2.2.3. Build trained faculty and model groups into project groups that will focus on pedagogical innovations utilizing technology in specific areas.

9.2.3. Ensure an appropriate technological infrastructure to meet the challenges of pedagogical innovation through the normalization of a replacement and/or upgrading cycle of campus wide technology.

Implementation/Timeline:

9.2.3.1. Audit and put in place a regular audit rotation of technological resources on campus including all software and hardware. Make results available to the community and keep an online list of available software.

9.2.3.2. Create and implement a cycle for replacement of software and hardware.

9.2.3.3. Utilize the audit to determine which areas require a more ‘cutting edge’ approach and research appropriate solutions.

9.2.4. Move to an expectation of all students possessing computers from the first day of school thereby reducing dependency on labs and allowing further utilization of technology both inside and outside of the classroom.

9.2.5. Develop and maintain a few Master Labs (reducing program specific labs with fewer, relevant, highly maintained College specific labs that utilize quick, effective technology) within each college.

Objective 9.3: Establish innovative management solutions for globalizing a multi-site university with an increasingly mobile and diverse community.

Actions:

9.3.1. Establish an integrated data management system that follows students from admission through alumni.

9.3.2. Establish an integrated administrative data management system for the processes required in managing multiple campuses.

9.3.3. Create a paperless university.

Objective 9.4: Keep research technology (i.e. equipment, software) current, if not cutting edge, to allow our students a competitive edge in today’s job market.

Actions:

9.4.1. Establish relationships with local, regional and national partners/companies to establish the technological needs or requirements for new hires.

Goal 10: To develop, operationalize, and sustain a forward-thinking culture of public health and safety awareness rooted in adherence to all external and internal standards (fire, safety etc.), and reaching out to every aspect of Kean University life (personal, educational, and institutional).

Objective 10.1: Educate and raise awareness of Kean University's commitment to protect the health and safety of the entire university community at every campus.

Actions:

- 10.1.1.** Develop a university wide marketing program for public health and safety information (TBC 2014).
- 10.1.2.** Develop for all incoming students a program of personal and institutional safety best practices for all University sites, programs, and activities including Kean-Ocean, Wenzhou-Kean, Travel Learn, and courses on all satellite campuses (TBC 2014); provide a university wide program to raise awareness of personal safety, a to strengthen personal resiliency (TBC 2015).
- 10.1.3.** Orient all faculty and staff to current personal and institutional safety practices including Campus Alert, crisis response/emergency procedures and special needs members of the community with disabilities (TBC 2016).
- 10.1.4.** Encourage the formation of multi-disciplinary student and faculty research agendas that incorporate public health and safety issues (TBC 2014).
- 10.1.5.** Develop a prominent web link for prospective students regarding public health and safety (TBC 2014).

Objective 10.2: Have planned responses to potential safety and security challenges based on ongoing effective risk assessment.

Actions:

- 10.2.1.** Establish a system of timely and continual assessment of University response capabilities to public health and safety related issues (TBC 2014); implement assessment process by 2015.
- 10.2.2.** Incorporate public health and safety best practices in all aspects of university planning (TBC 2014).
- 10.2.3.** Develop a system to project estimates of losses to university assets based on ongoing risk management (TBC 2014); implement by 2015.
- 10.2.4.** Develop a system of University wide self- critical analysis of ongoing and completed incidents activities and events (TBC 2014); implement by 2015.

Objective 10.3: Maintain an effective emergency management system that is inclusive of all aspects of the university operations and is responsive to the ever-changing challenges of our world.

Actions:

- 10.3.1.** Develop a system that involves all aspects of university operations in awareness, training, and applications of the emergency management systems (TBC 2016/2017).
- 10.3.2.** Develop a system of safety captains for all University buildings and functions to assist with the evacuation or shelter in place of a diverse population of disabled persons (TBC 2016).

- 10.3.3.** Develop a system of post-incident response to assist the members of the university community impacted by an incident or disaster (TBC 2015).
- 10.3.4.** Conduct annual reviews of all incidents events and activities involving the university community as well as neighboring and surrounding communities to use lessons learned for future planning and response (TBC 2016).