

Note: Appendices are not included in this document because some contain confidential information

*Albert Dorman Honors College*  
*Strategic Plan, 2008-2012*  
*July, 2008*

# *Table of Contents*

	<u>Page(s)</u>
I. Executive Summary	3
II. Mission Statement	6
III. SWOT Analysis	7
IV. Strategic Priority 1	9
• Objective and Tactics	
V. Strategic Priority 2	11
• Objective and Tactics	
VI. Strategic Priority 3	12
• Objective and Tactics	
VII. Strategic Priority 4	14
• Objective and Tactics	

## *Executive Summary*

At its November 5, 2005 meeting, the Board of Visitors, following a review of the “Honors College Strategic Plan 2001-2005,” appointed a subcommittee of the Board to be chaired by Stephen Cordes with the assistance of the Dean and staff, to draft a new strategic plan in order to guide the college into the next decade.

### **Process**

The subcommittee followed an agreed upon process in developing the 2007-2012 plan, including a questionnaire administered to currently enrolled students; meetings with deans, Provost, faculty, and alumni using interview protocols; an environmental scan of the marketplace and future trends; and a benchmarking against the National Collegiate Honors Council’s (NCHC) “Basic Characteristics of a Fully Developed Honors College.” (See Appendix A.)

### **Outcomes and Recommendations**

The subcommittee recommendations are as follows:

1. Refresh the college mission statement to reflect the broadened, global vision of the university and to acknowledge that the Honors College is now an integral part of the university’s educational and recruitment platform, to wit the revised mission reads: “attract and retain the most highly motivated honors scholars and prepare them for professional careers, positions of leadership and service to the global community.”
2. Articulate four focused strategic priorities, in order to achieve an increased level of academic performance and student satisfaction, each with supporting tactics,
  - a. to sustain and grow a university-wide Honors learning community of students, faculty and staff by providing honors students with an “Honors College Experience.”
  - b. to develop students as leaders for their careers, professions and global communities by integrating leadership education throughout the Honors College curricular and co-curricular experience.
  - c. to attract and retain Honors College students who are representative of the university’s strategic enrollment priorities.
  - d. to significantly increase the visibility of the Albert Dorman Honors College, nationally and internationally.
3. Aggressively market the Honors College through the university’s branding and integrated marketing plans.
4. Continue to capture a necessary share of university advancement campaign funding in order to maintain the competitive advantage of the college by providing scholarships and enhanced learning opportunities.

## **Summary of Key Findings**

The key findings based on stakeholder input, analysis of student data, and the environmental scan are presented below:

1. Honors College students choose to attend and remain at NJIT due to the majors offered, an “Honors Experience,” accelerated programs and scholarships. They would continue in the Honors College, even if offered competitive financial aid packages at equal or more prestigious universities due to the Honors program, helpful staff, fellow students and some faculty relationships.
2. The current university-funded scholarship support is about \$4.2 million or 59% of the total \$7.1 million in grants and scholarships awarded to the Honors students; 24% or about \$1.7 million is supported by federal and state grants and scholarships; 15% or about \$1.1 million is supported by annual and endowed scholarships; and approximately 2%, \$160,000 is supported by scholarships which the students bring to the college.
3. The current university supported Honors College operating budget including staff salaries (not including the dean’s) is approximately \$590,000.
4. 61% of the honors scholars are participating in research, industry projects or internships. 82% are involved in community service.
5. Enrollment increased by 20% since fall 2001 to a total of 609 students in fall 2006; First Time Full Time Freshman (FTFTF) on average have combined SAT critical reasoning and math scores above 1300, the 89th percentile of students taking the SAT.
6. Currently, there are over 40 honors courses as compared to 13 in 2001.
7. Twenty-one students are enrolled in double majors; ninety are taking minors and 55% plan to enroll in graduate school.
8. Honors college students are more satisfied with their NJIT education as compared to other students, and are retained and graduate at a higher rate, (a 3 year average honors FTFTF retention rate of 95% vs. an NJIT rate of 80% and a 3 year average honors graduation rate of 72% vs. a 55% NJIT graduation rate).
9. Honors students are requesting additional honors courses, particularly in their major due to the intellectual climate in these courses.
10. The Provost, deans and faculty are most appreciative and highly complimentary of the Honors College students’ intellect and motivation; and support the continued growth of the college and its influence across the campus community.
11. The faculty proposed a minimum of one departmental meeting each semester with their honors college students in order to plan subsequent integrated honors courses incorporating multiple courses within a discipline, (undergraduate and graduate), as well as interdisciplinary honors courses in order to maintain a critical mass of students to sustain a course.

## **Summary of Key Findings Cont'd**

12. The faculty recommended an honors thesis, customized at the college or departmental level, which could include capstone and senior projects.

13. Based on recent national reports, reviews of the competitive programs, identified future trends for teaching and learning, particularly in the sciences, mathematics, engineering and technology (SMET) disciplines, the Honors Colleges needs to offer: increased undergraduate research opportunities; multidisciplinary courses including communication skills, both oral and written; an increased flexibility in how students learn a broad range of analytical skills; international education, study abroad and leadership education; increased graduate education opportunities, and partnerships with industry.

14. The Honors College generally meets or exceeds the National Collegiate Honors Council criteria, but there are opportunities for continuous improvement, i.e., honors thesis, more upper division honors courses across all majors, a formal process for selecting faculty to teach honors courses, better marketing—internally and externally, and the need for an objective review of the college.

15. Based on student surveys and feedback from FTFTF, transfer students and the alumni, the marketing of the Honors College is insufficient as about one-third of the respondents did not have knowledge of the college until they came to campus for an open house.

The Strategic Planning Subcommittee thanks all of those who participated in this important planning process.

## **Strategic Planning Subcommittee**

C. Stephen Cordes '72, Managing Director, ING Clarion Partners, New York, NY – Chair  
Joel Bloom, Honors College Dean, Vice President Academic & Student Services, NJIT  
Richard S. Bowles, Senior Vice President Global Quality, Schering Plough Corp, Kenilworth, NJ  
Paul Kastner '73, Senior Vice President, The Talbots, Inc., Hingham, MA  
Walter Kraft '62, '65, '75, President, Walter Kraft & Associates, Summit, NJ  
Michael Luttati '77, CEO, Photronics, Inc, Brookfield, CT  
Amy Pappas, '87 CFO, Investment Management America, JP Morgan Chase, New York, NY  
Edward J. Schmeltz '71, Senior Vice President DMJM + Harris, New York, NY  
Richard Sweeney '82, Vice President, Keurig, Inc, Wakefield, MA  
Peter J. Tomasi '73, Vice President, Valley National Bank, Wayne, NJ

## **Honors College Staff List**

David Reibstein, Associate Dean  
Shane Williamson, Assistant Dean  
Lois Hulin, Assistant Dean  
Paul Dine, Assistant. Dean  
Mary Jane Pohero, Assistant to the VP

## *Mission Statement*

Attract and retain the most highly motivated honors scholars and prepare them for professional careers, positions of leadership and service to the global community.  
(November 2006.)

## SWOT Analysis

The analysis of the college's Strengths, Weaknesses, Opportunities and Threats (SWOT) started with a review of the 2001-05 Strategic Plan. As indicated in the annual reports to the Board of Visitors significant outcomes have been achieved:

- Over 40 honors courses have been developed as compared to the original 13
- 61% of all students are involved in research, industry projects, co-ops or internships as compared to less than 25% in 2001.
- *85% of all students are involved in a service project as compared to less than 40% in 2001.*
- 609 students are enrolled, 29% female and 17% minority as compared to 525 enrolled students, 25% female and 10% minority in 2001. The FTFTF have combined average SAT scores above 1300 and rank in the top 15% of their graduating class.
- The Scholarship Campaign has significantly exceeded the goal of \$20 million.

### Strengths

- *The students are the strength of the Honors College.* They attract other like students as well as faculty who want to teach them and engage them in co-curricular activities. (e.g., research, projects, academic competitions).
- The Honors College students are typically those leading university student projects, academic and professional competitions and organizations, student government and clubs.
- Industry partners seek them for co-ops, internships, and employment.
- Many graduates attend the nation's most prestigious graduate schools and are recruited to accelerated medical, dental, optometry, and law school programs.
- The academic profile of the university, as well as its retention and graduation rates, are markedly improved by the university's ability to attract Honors Scholars and to provide them with enhanced learning opportunities.

### Weaknesses

- From the review of the 2001-2005 Strategic Plan, it is recognized that an honor's thesis requirement has not been established.
- There is a continuing lack of an adequate number of honors courses within several of the majors.
- Feedback from the alumni, recruited students, parents, high school teachers and guidance counselors, indicates that there is low external visibility of the college.

### Opportunities

- Establish honors thesis requirement in order to engage students in undergraduate research and indicate an honors level of thoughtful composition.
- Increase the marketing and visibility of the college and thereby the university using the significant success of the college, its students and alumni.
- Build upon the fund raising efforts of the past two years in order to increase the annual and endowed scholarship support beyond the current 15%.
- Seek external national awards and scholarships to support students.

- Seek external grants, contracts, and gifts to support student research, projects and senior thesis.
- Use the Honors College as a beta site to continue to develop opportunities to enhance all student learning, i.e., multidisciplinary courses, undergraduate research experience (URE), industry projects, leadership and international education experiences, BS/MS and BS/PhD programs.
- Develop additional agreements with graduate and professional degree programs, particularly with another medical school.

### Threats

- The increasing growth of highly competitive honors colleges and programs in the greater metropolitan area, particularly at other public colleges, where for example, the recently established Honors College at the City University of New York has been endowed with a \$30 million endowment.
- Programs at the College of New Jersey and more recently Rowan are increasingly competitive.
- The pool of students with interest in our majors who want to work at an honors level is diminutive, particularly in New Jersey, which has been the largest exporter of college students.
- Not meeting the intellectual and educational needs of the honors students with creativity, innovativeness, and rigor.



## *Strategic Priorities*

**Strategic Priority 1:** *To continuously improve a university-wide Honors learning community of students, faculty and staff. (For information to support the strategic priority, objective and tactics, see Appendix B.)*

**OBJECTIVE:** To provide honors students with an “Honors College Experience” in order to achieve an increased level of academic performance and student satisfaction.

### **Proposed Tactics:**

- A. Convene meetings with the College Deans each semester to review and plan for programs and services for currently enrolled and prospective Honors College students.
- B. Share students individual educational plans with the respective schools and departments.
- C. Establish “Honors Liaisons” for each academic department and some academic support departments, and a Council of Honors College Liaisons; challenge each academic department to have an honor’s “track:” undergraduate and graduate courses, accelerated degree program, research opportunities, Coops/internships, capstone projects and honors thesis.
- D. Establish visiting Honors Fellows in cooperation with academic departments in order to enhance learning communities, student research and projects.
- E. Continue to improve the student’s Individual Education Plan by working with the academic departments’ “Honors Liaisons” to create customized learning opportunities:
  - Honors courses
  - Dual majors and minors
  - Interdisciplinary courses
  - Undergraduate research
  - Graduate education
  - Industry projects/internships
  - Study abroad
  - Honors thesis
- F. Annually review and evaluate honors courses with the departmental Honors Liaisons using student and faculty feedback; adjust the honors course offering in response to enrollments and demand for 200 and 300 level courses; explore honors course options of multiple major courses integrated into honors courses, interdisciplinary honors courses, adding honors components to existing courses and other credit options, e.g., research projects.
- G. Increase the percentage of students carrying out research and internships in accord with the following targets:

	FR	SO	JR	SR	ALL
Research 2005-06 actual	8%	19%	29%	45%	29%
Research Target 2010	15%	30%	40%	70%	50%
Internships 2005-06 actual	17%	25%	44%	43%	38%
Internships Target 2010	25%	30%	45%	70%	50%

This is to be done by the following courses of action:

- Providing more information to Honors students about research opportunities and industry internships using dedicated web-pages and “faculty mentors.”
  - Creating and disseminating an annual publication (print and web) of honors students’ research, industry projects and internships, and the “Technology Observer.”
  - Continuing to expand efforts to obtain research funding for honors students, through grants in their departments and colleges.
  - Develop honor’s senior thesis guidelines.
- H. Establish an undergraduate research experience (URE) in partnership with the offices of the Provost and Vice President for Research, colleges, university research centers and incubators.
- I. Seek additional national and international graduate and professional school partnerships, i.e. one additional medical school for both accelerated and regularly jointly admitted students, as well as additional articulated BS/PhD programs at NJIT and other universities.
- J. Significantly expand international education/study abroad opportunities, and ensure course credit, honors credit and financial support; seek specific agreements with several overseas honors programs for student exchanges.
- K. Seek external grants, contracts and gifts to support Visiting Fellows, Honors Professorships, URE, projects and theses in partnership with academic departments.
- L. Charge the Honors Liaison Council with the ongoing development and review of the “Honors Learning Community,” and to coordinate with the National Collegiate Honors Council to conduct periodic programmatic evaluations of the Honors College.
- M. Seek additional work and multi-media exhibit space adjacent to the Honors College to present student research and industry-based projects to the university community, county college and high school students, industry representatives, and for open houses.
- N. Study the feasibility of the establishment of an Honors Residence Hall and the co-location of the college administration and Resource Center into one building for an expanded Honors community.

**Strategic Priority 2:** *To develop students as leaders for their professional careers and global communities.(For information to support the strategic priority, objective and tactics, see Appendix C.)*

**OBJECTIVE:** To integrate leadership education across the Honors College curricular and co-curricular experience.

**Proposed Tactics:**

- A. Convene Board of Visitors' Career and Leadership Roundtables.
- B. Recruit additional "Passing the Torch Alumni Mentors."
- C. Convene "Alumni Roundtables" on Careers and Networking.
- D. Establish "Lunch with a Leader" (academics, government and industry representatives).
- E. Continue to restructure Freshman Seminar with a focus on leadership education and service to the NJIT and larger community; develop with the College of Science and Liberal Arts and the School of Management learning opportunities for leadership, entrepreneurship and innovation.
- F. Coordinate with the existing Dean of Student's leadership program, and create Honors-specific content.
- G. Expand Honors Student Council to include a committee on Leadership Education, e.g., host leadership forums of alumni, faculty, university senior staff, industry and professional association representatives, and others.
- H. Evaluate the Honors Leadership Colloquium and re-design as necessary, particularly to coordinate with the Society and Technology Forum as well as those of the other colleges and schools.
- I. Seek additional space adjacent to the Honors College for service learning and leadership education exhibits and projects.
- J. Convene "Research/Project Days" showcasing Honors College students' work for high school students, teachers, counselors, industry/company representatives, and donors.
- K. Conduct a follow-up study of Honors College alums to determine the leadership activities they are performing in their communities and professions.
- L. Recruit five Honors Alumni to serve on the Board of Visitors.

**Strategic Priority 3:** *To attract and retain high- achieving honors students. (For information in support of the strategic priority, objective and tactics, see Appendix D.)*

**OBJECTIVE:** To achieve an undergraduate Honors College enrollment representing the diversity and quantity of the full-time NJIT undergraduate population as identified in the university's strategic plan.

**Proposed Tactics:**

- A. Expand pool of high achieving student applicants through the purchase of additional lists of students, e.g., list of ACT test-takers.
- B. Expand high school outreach (e.g. joint admissions, articulation agreements, college courses, education, training and joint projects with high school students and teachers) to a minimum of 10 additional nationally recognized SMET (Science, Math, Engineering and Technology) high schools, beyond the current 7 schools.
- C. Coordinate and expand the summer institutes for teachers of SMET high schools and academies with the NJIT colleges and schools.
- D. Expand joint admissions with the Educational Opportunity Program (EOP) for first-time-full-time-freshmen (FTFTF), and transfers for a minimum of 60 students, beyond the current 35 students.
- E. Expand joint admissions and/or articulation agreements with county colleges and county college honors programs focusing on "STARS" and Phi Theta Kappa transfers in order to enroll a minimum of 20 these students annually.
- F. Integrate Honors College recruiting and scholarship packaging with the other colleges, schools and departments as well as EOP, athletics, women's center, and pre-college programs.
- G. At minimum, increase the average scholarship award, currently \$11,742 equal to the annual percent increase in tuition and fees. (The FY '07, average cost of students attendance, tuition, fees, room, board, books, and misc. is \$24,101.)
- H. University Advancement needs to designate on-going support of the Honors College in order to increase the annual and endowed scholarship support equal to or greater than the annual increase in tuition, fees, and room charges.
- I. Increase recruiting budget by 50% (approximately \$70,000) for travel and marketing.

- J. Establish an alumni outreach committee for regional and targeted underrepresented student recruiting.
- K. Establish a parent advisory committee.
- L. Review with the Provost's and Graduate Studies Offices the concept of Honors Graduate Programs with full financial support as well as the enrollment of of Honors undergraduates in graduate courses during the completion of their undergraduate degree program and through BS/MS and BS/PhD programs.
- M. Conduct a study to identify factors which predict success in the Honors College.

**Strategic Priority 4:** *To significantly increase the visibility of the Albert Dorman Honors College, nationally and internationally.*

**OBJECTIVE:** To develop a comprehensive marketing plan for the Honors College as part of the university branding and marketing plans.

**Proposed Tactics:**

- A. Establish a Board of Visitors Marketing Committee.
- B. Brand the achievements and work products of the Dorman Honors students.
- C. Providing inducements, financial and otherwise, for students to publish their research in professional publications and presentations at technical meetings
- D. Publish an annual review of student outcomes including academics, research, projects, community service and awards; circulate nationally to opinion leaders and publish on the website.
- E. Participate in the National Collegiate Honors Council and the National Consortium for Specialized Secondary Schools of Mathematics, Science and Technology.
- F. Convene conference and workshops for teachers and administrators of National Consortium for Specialized Secondary Schools of Mathematics, Science and Technology.
- G. Conduct and coordinate with other NJIT colleges, schools and academic departments educational and marketing events for selected high school students.
- H. Support student participation in professional societies related to their majors.
- I. Improve the Honors College website by making it more “high-tech” and interactive, e.g., podcasts, blogs, video, add testimonials from students, alumni and faculty, and an FAQ (frequently asked questions).