

ALBERT DORMAN HONORS COLLEGE

STRATEGIC PLAN 2025

Dear Friends, Alumni, Colleagues, and Dorman Scholars,

It is an honor to serve as the Dean of the Albert Dorman Honors College on the occasion of its twenty-fifth anniversary and to present to you our new strategic plan. The Dorman College has never been stronger and our future promises even greater accomplishments.

As we concluded the 2020 strategic plan, the Dorman College began a robust assessment of our efforts and metrics from the past five years. In addition to assessing institutional data, the Dorman College administrative team reviewed our goals and experiences, surveyed and engaged our scholars on their experiences in the college, worked closely with the Faculty Senate Committee on Honors Education, the Provost, our Board of Visitors, and the President to measure our limits and our achievements. In addition, the Dorman College team participated in the major committees of NJIT's strategic planning process to ensure that our goals align with and strengthen the entire university. On November 13, the Dorman College Board of Visitors unanimously endorsed the 2025 Strategic Plan, followed by the Faculty Senate Committee on Honors Education's unanimous endorsement on December 10.

The Dorman College has much to celebrate. The class of 2024 was drawn from the top two percent of high school students nationally, and our undergraduates and young alumni have been recognized with an increasing array of prestigious and graduate fellowships, as well as employment in the nation's leading technology firms. We welcomed our second cohort of Newark Mayor's Honors Scholars and have deepened our commitment to our neighbors here in our dynamic city. In its third year, the work of the Honors Summer Research Institute is being recognized with a national professional conference prize.

The foundation of all our success is the educational experience we provide our scholars. Our Strategic Plan 2025 strengthens and builds on that foundation through innovative programs and opportunities. Our Faculty Fellows program will expand the resources faculty and departments have to offer distinctive honors course work. Our innovative honors curricula will deepen and connect the rich educational streams offered at NJIT and expand scholars' horizons globally. Service in our community will provide our scholars a rich set of experiences enabling them to grow and develop as leaders, even as it opens doors for our neighbors. Together, these opportunities will position our alumni as civic and professional leaders, nationally and globally. We will continue to support our alumni as they establish their careers.

Please join us in celebrating the achievements of the past twenty-five years of the Dorman College, and in the good, challenging, and ever more important work of the next five years. Together we can strengthen the education we offer our honors scholars as we strengthen our community. We will pass a brighter flame to the next generation.

Sincerely,
Louis I. Hamilton
Dean, Albert Dorman Honors College

Overview

The Albert Dorman Honors College is comprised of Dorman Scholars from all of NJIT's degree-granting colleges. It aims to provide all scholars with a distinctive education in their degree-granting college and an interdisciplinary education overall that fosters innovation, creativity, and civic mindedness. This education will enable our alumni to achieve prominence in their careers. In short, our mission is to educate scholars to become leaders in their communities and professions who will be agents of positive change nationally and globally.

The university's new strategic plan, *Building on a Strong Foundation—NJIT 2025*, identifies five priorities: Students, Faculty, Research, Resources, and Prominence. These priorities are integrated into the four areas of our Strategic Plan as appropriate to the Albert Dorman Honors College.

Mission

The Albert Dorman Honors College provides an extraordinary education characterized by academic excellence, forefront technological research, and leadership development that attracts and graduates the most talented honors scholars, having prepared them for successful careers and leadership roles in industry, the public sector, academe, and non-profits, all dedicated to the improvement of society.

Core Values

The ADHC affirms the core values of *Building on a Strong Foundation—NJIT 2025*:

"Our core values reflect our beliefs, guide our behavior, shape our culture, and in so doing establish a sense of community, common purpose and student focus.

Excellence: We innovate in the pursuit of excellence in all that we do and continue to improve in order to meet and sustain the highest standards of performance.

Integrity: We are honest and ethical in all we do, keep our promises and acknowledge our mistakes.

Civility: We treat each other with respect and with dignity.

Sustainability: We develop responsibly and respect the needs of future generations.

Social Responsibility: We pride ourselves on engagement and partnerships to enhance the communities in which we live.

Diversity: We celebrate the inclusiveness of our university community and are sensitive to cultural and personal differences. We do not tolerate discrimination in any form.

Communication: We strive to share information and understand each other's perspectives."

ALBERT DORMAN HONORS COLLEGE 2025

STRATEGIC PRIORITIES

ACADEMIC EXCELLENCE

LEADERSHIP AND CIVIC ENGAGEMENT

NATIONAL AND INTERNATIONAL IMPACT

STRENGTHENING OUR FUTURE

Strategic Priority 1 – Student Success through Academic Excellence

2020 ADHC Strategic Plan Foundational Achievements

- Establishment of a university-level Honors Academic Committee of Faculty Senate (2015).
- Establishment of Milestone Experiences in Co-Ops, Internships, Research, and Study Abroad (2015).
- Creation of Honors Faculty-Fellows Program (2018), with two endowed fellowships (2019).
- Establishment of Medical Humanities and City Leadership tracks (2019).
- Incoming class of Fall 2020 with record 1502 average SAT, 44% female (from 2015 baseline of 1454 average SAT and 37% female).
- Creation of Dean’s Scholars Program in partnership with the five other colleges (2020).

Student Success through Academic Excellence: 2025 Objectives

Academic excellence is the foundation for all we have and intend to accomplish in the Dorman College. Providing an extraordinary honors education, emphasizing academic excellence, research, interdisciplinarity, and civic engagement remains our highest priority.

The Dorman Honors Education

An effective education guides the student through successive courses and educational experiences that impart essential knowledge and skills that build on one another and enable the student to demonstrate an appropriate level of mastery of a field. All Dorman Scholars are enrolled in an academic honors track that includes General Education Requirements (GER) and major-specific courses. Scholars are enrolled in a multidisciplinary track by default, and can then choose focused interdisciplinary tracks best suited to their academic and professional goals.

Our Honors Academic Tracks allow us to scaffold the education of our scholars, focusing their development in emerging interdisciplinary fields. In the next five years we will:

- Develop and implement assessment rubrics for all current and proposed tracks to ensure successful completion of academic goals for each scholar.
- Increase the percentage of scholars in focused curricular tracks to ensure robust enrollments and dynamic course offerings.
- Integrate milestone experiences into assessable, interdisciplinary, focused curricular tracks.
 - As of the fall of 2020, two of our interdisciplinary tracks incorporate milestone experiences: Medical Humanities (research); City Leadership and Civic Engagement (service learning).
 - We will create interdisciplinary tracks centered on the areas of Research, Co-Ops and Internships, and Study Abroad.
 - Create a Digital Humanities track with projects that use technology to address societal problems or humanistic questions.
 - Create a Global Studies track to promote international perspectives and yield greater success in prestigious fellowships.
 - Create a Research track, incorporating research milestones, summer research opportunities, independent study, and a thesis.
 - Create a clear thesis option for all Dorman Scholars.

Profile of the Dorman College

The Dorman College assists NJIT's efforts to achieve national prominence by recruiting and retaining a nationally competitive and representative student body. These twin goals ensure a Dorman College community equipped to engage, understand, and meet national and global challenges. Through 2025, we will strengthen the University, and the Dorman Scholars' experience by:

- Developing effective systems in coordination with the University to record and track Dorman and Dean's Scholars' retention and progress toward degree completion.
- Profile of incoming class (including Dean's Scholars):

- Dorman Scholars will continue to be drawn from the top 2% of all students nationally; Dean’s Scholars will be drawn from the top 3% nationally.
 - Total enrolled honors scholars (including Dean’s Scholars) 1000; 650 Dorman Scholars.
 - Lead NJIT in achieving gender balance: 50% female enrollment (Dorman Scholars).
 - Strengthen the College and the experience of all scholars by mirroring the rich diversity of NJIT by 2025.
- Retention: Dorman Scholars: 98%
 - Achieve a 4-Year Graduation Rate: Dorman Scholars (excluding 5-year programs) 93% from an AY20 base of 87%.

The Scholar’s Experience

In order to achieve the twin goals of a rigorous curriculum and strong recruitment and retention, enrolled scholars must value and understand the significance of the education they are receiving. Since only a fraction of a scholar’s overall curriculum is taken at the honors level, it is important that these courses are as meaningful and impactful as possible.

- Continue measuring student satisfaction on honors courses and experiences through the Office of Institutional Effectiveness annual survey.
 - Greater than 75% agree or strongly agree to Office of Institutional Effectiveness Survey of Dorman College Scholars, Questions 1-9, and 11 on honors courses and co-curricular experiences.
- Create sufficient Honors-Only sections, with a per section enrollment that facilitates both deep engagement with the material and consistent course offerings.

Resources

In order to meet the ambitious goals of Strategic Plan 2025, proper resourcing is essential. These provide us with tools we need to offer the unique, experiential, and closely directed education that is the hallmark of a Dorman Honors College education. The close, personal attention our scholars have come to expect requires staffing levels proportionate to both the size of the Dorman College and the opportunities we offer our scholars. Our fundraising efforts will focus on the following strategic priorities:

- Dean’s Fund for Student Development
- Faculty Fellowships
- Endowed Honors Faculty Chair

- Scholarship Endowment

Strategic Priority 2 – Leadership Development through Civic Engagement

2020 ADHC Strategic Plan Foundational Achievements

- Initiated 60-hour annual service commitment (2015).
- Created leadership center (2015) focused on civic engagement (2019) as the *City Leadership and Civic Engagement Program* with an educational component.
- Created purpose-built honors service-learning course (2019).
- Incorporated citizen-scientist model and sustainability into the Honors First-Year Seminar (2018).
- Initiated Newark Mayor’s Honors Scholars Program (2019).
- Initiated Honors Upward Mobility Scholarships for Pell-eligible first-time, full-time scholars (2018).

Fostering Leaders through Civic Engagement: 2025 Objectives

The Dorman Honors College trains our scholars to be leaders focused on developing and supporting the communities they serve. We are empowering our scholars to succeed in a diverse, global context and to become ethical leaders dedicated to the improvement of society through industry, the public sector, academe, and not-for-profit organizations.

Civic Engagement

Dorman Scholars are required to perform 30 hours of service per semester, 60 hours per year (with half of this service completed off campus in the community). This level of commitment, and the talents of the Dorman Scholars, can help transform the community for the better, allowing our neighbors to meet their economic and human development goals. In turn, it offers Dorman Scholars the opportunity to learn to develop partnerships so as to help solve challenging, real-world problems. Dorman College programs will focus on the areas of education, sustainability, health and emergency aid to the community. In order to strengthen the effectiveness of these efforts we will:

- Develop systems to track and verify scholars' service accurately.
- Develop measurable outcomes for and in collaboration with on and off campus partners, focusing our efforts on high impact efforts on and off campus.
- We will focus our efforts and resources on five key areas:
 - **Education** and tutoring initiatives will be the primary focus and priority of Dorman volunteer hours, focusing on developing STEAM-related skills.
 - **Sustainability** initiatives will be the second priority of Dorman volunteer hours.

- Support initiatives to measurably increase biodiversity on and off campus.
- Support initiatives to reduce the university's carbon footprint.
- **Health**-related initiatives are the third priority of Dorman volunteer hours.
- **Emergency aid** and housing are the fourth priority of Dorman volunteer hours.

Our City Leadership and Civic Engagement Track is designed to offer our scholars the intellectual tools, the guidance, and partnerships to allow them to better understand and meet the needs of our community, and to translate those skills to their future careers. In order to strengthen our impact on our scholars and our community, we will:

- Develop a community advisory board to assess student hours and volunteer initiatives and increase community engagement.
- Develop awareness of the resources and challenges of Newark through two colloquia and one educational tour per semester.
- Measure and increase percent of projects conducted in Newark, especially University Heights.

Reflecting the Diversity of our Community

NJIT's diverse student body offers Dorman Scholars, as all NJIT students, the opportunity to prepare for global careers by working with peers whose family experiences are diverse and global. The Dorman College strives to mirror NJIT's diverse campus community and offer its exceptional opportunities to the broadest possible student population. We aim to:

- Achieve gender balance.
- Sustain Newark Mayor's Honors Scholars Program.
- Sustain external and internal transfer opportunities.
- Increase percent of Pell eligible scholars and underrepresented minorities in the Dorman College to reflect the University population.

Resources

Our City Leadership and Civic Engagement program offers an opportunity to bring greater resources to the community. Creating effective outcomes measurement in collaboration with our community partners will allow us to pursue governmental and private foundation funding.

- Define expected outcomes and strategies to achieve them with all ongoing community partners.
- Identify and pursue grants in collaboration with our community partners.
- Connect our friends and alumni with opportunities to support our efforts in the community.
- Sustain appropriate Dorman College staffing to support these initiatives.

Strategic Priority 3 – National and International Experiences and Recognition for Albert Dorman Honors Scholars

2020 ADHC Strategic Plan Foundational Achievements

- Honors Summer Research Institute initiated in summer of 2018, funding over 40 summer research projects.
- Funding research, conference presentation, service learning, and international study through the Dean’s Fund for Student Development (2017).
- Achieved state- and nation-leading 4 Goldwater Scholarships in 2020 (up from the base of 1 in 2015-2016, and 4 in total for all years prior to 2015).
- More than doubled the number of annual applicants to prestigious fellowships, setting records for the number of recipients in 2019 and 2020 (eight in both years).

National and International Exposure: 2025 Objectives

In order to prepare our scholars for the interconnected world of the 21st century, we aim to provide them with the interdisciplinary, national, and international opportunities to become creative problem solvers in a global context.

National Experiences and Prominence

Experiential learning opportunities, including service learning, research, internships, and co-ops, distinguish our scholars and enable stronger outcomes. By developing strategic curricular tracks (see Priority 1), we will encourage the accomplishment of these milestones.

- Develop the mechanism to capture the total number of scholars completing milestone experiences in research, internship, and co-ops.
 - Advise those completing milestone experiences to next steps of academic competitions, employment, graduate schools, and prestigious fellowships.
 - 100 internships and co-ops per year from a 2019-2020 base of 50 annual internships and co-ops

- 105 Research milestones completed (including STS 205 – Honors, *Introduction to Research*) from a 2018-2019 base of 64 (including Provost Summer Research program and STS 205).
 - 25 participants per year participating in the Honors Summer Research Institute from a summer 2020 base of 19 participants.

Global Experience and Prominence

Truly exceptional careers in the 21st century require an understanding of both national and international perspectives. To foster those careers, and in keeping with our values, we aim to provide our scholars with opportunities to build cross-cultural skills by engaging diverse communities in campus, community, regional, national, and global contexts. In order to foster this global perspective, we will:

- Establish a Global Studies track (with a target enrollment of 15 per class year).
- Double the number of scholars studying internationally per year.

Prestigious Fellowships

Prestigious Fellowships are optimal outcomes that transform careers. Successful Prestigious Fellowship programs require close support of a large number of applicants and are labor intensive. They also teach critical writing and analytic skills and facilitate reflection on life and career goals that applicants can take forward throughout their career. Perhaps more than any other strategy, a significant number of recipients will positively impact NJIT's and the Dorman College's national and global reputation.

- Our goal is to nearly double the number of applications and awardees (72 and 14 respectively).

Strategic Priority 4 – Building our Future Together: Alumni and Volunteer Engagement and Recognition

2020 ADHC Strategic Plan Foundational Achievements

- Five Honors Faculty Fellows supported by endowed and expendable gifts (2018 to 2019).
- Dorman-Fenster Honors Faculty Fellowship in Engineering, endowed (2019).
- Dorman-Bloom Honors Faculty Fellowship in STEM Leadership, endowed (2019).

Alumni and Volunteer Engagement: 2025 Objectives

These ambitious objectives require strong partnerships with our Dorman Honors College and NJIT alumni and also with our neighbors in Newark, other friends, and corporations who share our values and commitment to excellence. The strength of our partners allows them to provide the opportunities, mentorship, and resources critical to the future success of our scholars. We will work together to guide our most recent Dorman alumni into their first jobs or graduate schools and continue to support them. It is essential that our partners understand and support our mission if it is to succeed. Likewise, it is essential that we recognize their accomplishments and generosity, if we are to inspire Dorman scholars to follow their example.

- Measure and increase Dorman Scholars' placement rate in graduate schools and appropriate employment.
- 50% increase in the Albert Dorman Honors College alumni engagement score (based on the Alumni Office engagement score of 4 or greater).
- 50% increase in the Dorman College alumni giving rate.
- 100% Dorman College Board of Visitors giving rate.