

2014—2020

STRATEGIC PLAN

ALBERT DORMAN HONORS COLLEGE



Passing the Torch of Knowledge



Albert Dorman Honors College

STRATEGIC PLAN 2014-2020

EXECUTIVE SUMMARY

At its April 17, 2013 meeting, the Board of Visitors stipulated that a committee of board members, with the assistance of the Dean and staff, should draft a new strategic plan to guide the Albert Dorman Honors College through its next phase of excellence. Following an agreed upon approach, the Strategic Planning Committee embarked upon a year-long review process that culminated in a series of recommendations informing the priorities, tactics, and actions of the new strategic plan. Key elements of the plan, which focuses on the transformation of Honors students not only into technical experts but also into societally conscious leaders, include the following:

- Establish integrative programs and learning outcomes with other NJIT colleges
 - Develop formal connections with other Deans, Chairs, and leading faculty
 - Engage these individuals on a university-wide basis to promote the establishment of a learner-centered 'Honors Experience'
- Promote research and innovation
 - Increase Honors student research outputs within and across disciplines
 - Advance entrepreneurial exploration, innovation and diversity
- Identify new pathways into graduate programs within NJIT
 - Develop and offer formal programs that enable outstanding Honors students to shorten their time to obtain NJIT Masters and Ph.D. degrees in various fields
- Develop global leaders
 - Establish an Honors-based Center for Leadership & Professional Development composed of academic stakeholders, business partners, and international organizations
- Launch high visibility initiatives
 - Develop an Honors-based communication and marketing campaign
 - Expose Honors Scholars to the global economy through international opportunities
 - Build relationships with new post-secondary partners to augment accelerated programs

The Committee recommendations emerged from internal and external analyses, environmental scans, alumni and student surveys, faculty focus groups, SWOT reviews, and benchmarking. The internal analyses included an appraisal of the 2008-2012 strategic plan, supplemented by collection of secondary (existing surveys and statistics) and primary data (new surveys, interviews, and focus groups). The external analyses consisted of a benchmark study of other Honors programs and colleges. The benchmark extended to a review of selected Honors program strategic plans and to a comparison against best practice guidelines established by the National Collegiate Honors Council. Detailed outcomes of these analyses, which also informed the definition of the baseline for the key performance indicators (KPIs) by which the strategic plan success will be measured, are presented in the Appendices to the 2014-2020 Albert Dorman Honors College Strategic Plan.

CONTEXT AND EXPECTED OUTCOMES

Since its inception, the Albert Dorman Honors College (ADHC) has been a key pillar of NJIT's commitment to academic excellence. The ADHC has attracted outstanding students and has given them the opportunity to excel personally and professionally. This document opens the third cycle of ADHC planning, which follows the 2001 and 2008 strategic plans.

Our goal for 2020 is to further position the College as a vibrant center of excellence within and beyond NJIT. By focusing on the strategic priorities highlighted in this plan, we expect to increase our visibility, expand the excellence of the academic experience, and meaningfully contribute to the local community by encouraging our students to become socially responsible leaders.

Given the shortened planning cycle of today's economy and the ongoing work by the University towards crafting a global **2020 Vision**, ADHC sees this strategic plan as a "living and dynamic" document that will be periodically reviewed and adjusted to guarantee alignment with the University vision.

No specific weight has been assigned to the tactics and actions listed in this plan as we believe that these initiatives are interdependent in achieving the fundamental goal of preparing the next generation of leaders. Nevertheless, we expect that there will be three central outcomes of this plan:

- 1) A solid integration of ADHC into the academic fabric of the University through a curriculum development model that is widely participatory and multidisciplinary. ADHC will co-develop with other Colleges the guidelines to facilitate the launch of an *Honors thesis* option that will strengthen both research and technical writing skills of the Honors scholars.
- 2) The diversification of the Honors learning experience into various learning tracks that are unified under general Honors Program learning outcomes. The required number of Honors courses will be adjusted based on students' interests, allowing for research-focused experiences (with technical or interdisciplinary thesis options) or professional experiences (with internships and coop options). The tracks will differentiate requirements by enabling the transfer of research or professional credits into the Honors requirements. This diversification allows the establishment of a learner-centered education model whereby students choose among curricular alternatives based on aptitudes and learning preferences.
- 3) The creation of a Center for Leadership & Professional Development that will consolidate academic and research programs on leadership, ethics, sustainability, and social responsibility. The Center will partner with stakeholders who can provide students with internships, cooperative programs, or other service learning experiences. It will offer seminars and networking opportunities to enhance the leadership skills of the Honors scholars. The Center will strive to develop leaders who are passionate about service and about giving back to the community.

These key outcomes (thesis research, learner-centeredness, and leadership and professional development) will be achieved by steadily focusing on our vision of the ADHC as a model of excellence in University education. The strategic priorities of academic excellence, leadership development, and high visibility with detailed tactics and actions will chart the path to prepare our students for the professions of tomorrow. Our goals will be realized only if we abide by a strong set of values. We believe that integrity, professional excellence,

passion and compassion, and service to the community should be the driving principles behind everything we do. Espousing these values will transform our students into the savvy and empathetic leaders who will have a lasting impact within their communities.

We wish to thank all the stakeholders who have guided us in developing this plan. In order for this vision of the College to be successfully realized, it must be supported by a philosophy sustained and implemented by the University and College administration, the College's Board of Visitors, the University faculty, and the students. Of course, we will reach out again to our stakeholders for their guidance during the implementation phase.

Sincerely,

*Board of Visitors Strategic Planning Committee (SPC) and the Honors
College Staff*

STRATEGIC PLANNING COMMITTEE MEMBERS

Walter H. Kraft (Chair), '62, '65, '75, President, Walter H. Kraft and Associates, Summit, New Jersey
Stephen Cordes, '72, Managing Director, ING Clarion Partners, New York, NY
Richard S. Bowles, Executive Vice President & Chief Compliance Officer (Ret.), Merck & Co., Inc.
Atam Dhawan, Distinguished Professor, Electrical and Computer Engineering, NJIT
Kyle Dobiszewski (Albert Dorman Honors College Alumnus)
Richard Garber, Associate Professor, College of Architecture & Design, NJIT
Edward J. Schmeltz, '71, Senior Vice President AECOM, New York, NY
Katia Passerini (Interim Dean), Professor of Management Information Systems, NJIT

HONORS COLLEGE STAFF LIST

Katia Passerini, *Interim Dean*
Paul Dine, *Assistant Dean*
Lois Chipepo, *Assistant Dean*
Dawn Klimovich, *Assistant Dean*
Shivon Boodhoo, *Director Special Programs*
Janet Robertson, *Director of Development*
Donna Sessoms-Bridges, *Senior Administrative Assistant*
Ivy Brown, *Administrative Assistant*

Approaches to the strategic planning process may vary and it may be useful to clarify terms and perspectives that are used in this document (the plan appendices provide further details). Strategic planning is neither a science nor an art. As the active verb (*planning*) indicates, the strategic planning process is an activity geared towards specific outcomes. It is a participatory and iterative process that defines our vision of how the College must be positioned to fully realize its value proposition (*Vision*), to explore the defining elements of the vision (*Mission*), to understand why we believe that the vision is important (our *Values*), and to detail how we will reach the intended outcomes (the *Strategic Priorities*).

VISION

The Albert Dorman Honors College is a **model of excellence** in University education wherein highly qualified students are academically and societally prepared for key leadership positions.

MISSION

Within NJIT, 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.

VALUES

Effective leadership is nourished by strong ethical values and we will reinforce this notion by calling on our students to strive to be recognized not only for their integrity and professional excellence, but also for their passion, their compassion, and a deep sense of service to the community.

- INTEGRITY

Follow the highest standards of conduct, act fairly, and be responsible.

- PROFESSIONAL EXCELLENCE

Strive for excellence as a guiding principle of every professional engagement: scholarship, research, learning, mentoring, and service.

- PASSION AND COMPASSION

Engage fully and fervently in the pursuit of knowledge but remain considerate, thoughtful, and benevolent.

- SERVICE TO THE COMMUNITY

Contribute to the local and global community through exemplary service and dedication.

STRATEGIC PRIORITIES

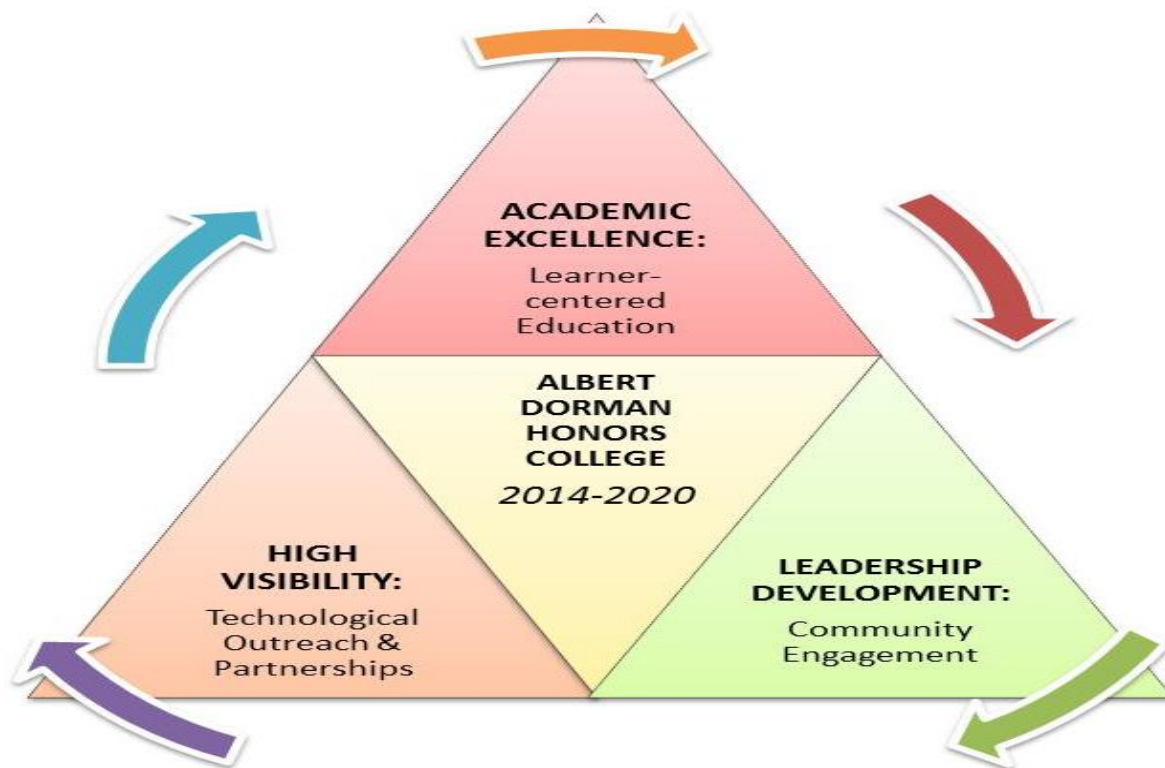
To realize its mission, the Albert Dorman Honors College will continue to focus on three strategic priorities that are aligned with NJIT 2020 priorities. **Academic excellence** relates to the NJIT 2020 Vision priorities focusing on curricular advancement through integrative education and multidisciplinary scholarship. **Leadership development** relates to NJIT 2020 goals of institutional effectiveness that will enable student success and the creation of a global and diverse community. **High visibility** is connected to NJIT's planned investments in the education and research infrastructure, which will support the creation of physical and digital spaces for learning and growth.

We do not believe that these priorities are independent or sequential. Instead, success in one priority feeds success in another. Therefore, we envision a roadmap made of activities that will support each other.

STRATEGIC PRIORITY 1 - ACADEMIC EXCELLENCE THROUGH LEARNER-CENTERED EDUCATION

STRATEGIC PRIORITY 2 - LEADERSHIP DEVELOPMENT THROUGH COMMUNITY ENGAGEMENT

STRATEGIC PRIORITY 3 – HIGH VISIBILITY THROUGH TECHNOLOGICAL OUTREACH & PARTNERSHIPS





STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1- ACADEMIC EXCELLENCE THROUGH LEARNER-CENTERED EDUCATION

Academic excellence is a fundamental goal of any program, but it is an even more pressing goal of Honors programs that, by definition, strive to educate the most talented and motivated students. In order to achieve academic excellence, we will need to strengthen connections and cooperation with other NJIT Colleges by increasing engagement and developing integrative programs. To increase connections means that the College must use alliances, partnerships, and technologies to build rich and meaningful relationships with its stakeholders. In doing so, we will expand partnerships with faculty who will enhance a learner-centered Honors experience by supporting courses, mentoring students in research, and offering a rich study environment that fosters creativity, interdisciplinary activities, and innovation. The learner-centered model will challenge students to proactively co-design their Honors experience by focusing on research, career-readiness, advantageous Honors courses combinations, and/or by accelerating their pathways to graduate and professional education.

Innovation is necessary for our continued academic excellence. Innovation goes beyond the commercialization of technology to include developing an “entrepreneurial spirit” that can drive traditional entrepreneurship (the start-up), social entrepreneurship (not for profits), or intrapreneurship (inside the corporation). Not every Dorman student will want to be an entrepreneur, but if we are able to nurture their sense of discovery and help them understand the complexities of execution, we will succeed in developing minds that will be open to grasping, developing, and implementing products, processes, and services that are transformational.

Goals, Tactics and Actions

1a. Cooperation on Program Development and Learning Outcomes

1.1. Develop formal connections with other NJIT colleges

1.1.1. *Create a University-level Honors Academic Committee that effectively represents Colleges based on Honors enrollment numbers by major*

1.1.1.1. Institutionalize regular meetings, reporting mechanisms, and learning programs with joint participation by faculty and students

1.1.2. *Establish recognition, reward, and collaboration mechanisms for faculty significantly supporting Albert Dorman Honors College goals of academic excellence*

- 1.1.2.1. Establish joint appointments, travel grants, teaching awards, and at least two semi-endowed chairs
- 1.1.2.2. Hold annual receptions to recognize sustained participation in Honors activities

1.2. Engage faculty on a university-wide basis to promote the establishment of a learner-centered “Honors Experience”

- 1.2.1. *Annually review Honors courses and Honors-equivalents composition and distribution to harmonize Honors requirements in existing courses and increase the number of Honors sections to match enrollment*
- 1.2.2. *Plan, develop, and deploy a learner-centered Honors experience focused on the creation of Honors-track options that students self-select based on aptitudes and interests*
 - 1.2.2.1. Create research-focused tracks and professionally-focused tracks that differ by research requirements or internship/cooperative education requirements
 - 1.2.2.2. Establish minimum SAT or GPA requirements for participation or transfer into specific tracks
- 1.2.3. *Institutionalize processes to measure and report Honors-related learning outcomes*
 - 1.2.3.1. In collaboration with the Honors Academic Committee, define Honors learning outcomes. Such outcomes should include metrics to assess:
 - Ability to conduct and evaluate research
 - Embodiment of leadership characteristics
 - Understanding of global issues and complex societal problems

1b. Engagement through Research and Innovation

1.3. Increase research outputs within and across disciplines

- 1.3.1. *Expand connections to research-oriented programs across the University*
 - 1.3.1.1. Increase and support Honors students’ participation in departmental undergraduate and graduate research programs
- 1.3.2. *Introduce an Honors Thesis option as an alternative to selected Honors requirements. Develop research guidelines to include, for example:*
 - A discipline-specific thesis that will be co-published internally or externally with an academic advisor
 - A general thesis, not necessarily confined within a major, that will be co-published internally or externally with an academic advisor
 - A capstone project report that will capture the elements of a research study, such as problem definition, hypothesis elaboration, testing, and evaluation
 - A business plan report or market study that will evaluate and address the challenges of bringing a product to market through a focus on start-up activities, development of innovative ideas, and exploration of their commercialization

- In-depth original research on an analytical, theoretical, or technical area of architecture typically envisioned and executed entirely as a design project, including representation of drawings and models

1.3.3. *Enable the publication of exceptional students' research*

- 1.3.3.1. Create and maintain an online peer-reviewed *Honors Journal* whereby faculty, students, and business partners select the best papers for publication

1.3.4. *Competitively support research dissemination through participation in local symposia and conferences*

- 1.3.4.1. Establish an annual fund and define criteria for the competitive allocation of such fund for presentations and conference participation

1.4. Advance entrepreneurial exploration, innovation and diversity

1.4.1. *Promote and sponsor activities related to innovation and entrepreneurship*

- 1.4.1.1. Establish internships and cooperative programs with the NJIT Enterprise Development Center (EDC)
- 1.4.1.2. Engage Honors students in NJIT Undergraduate Research and Innovation (URI) activities

1.4.2. *Co-develop, with the School of Management, the School of Architecture & Design, and other academic partners, educational programs focused on building creativity, discovery, innovation, and execution skills*

- 1.4.2.1. Increase the number of Honors students with a minor in entrepreneurship and innovation and/or business
- 1.4.2.2. Sponsor seminars focused on understanding and developing emotional intelligence and lateral thinking

1.4.3. *Co-develop, with academic partners, educational programs focused on attracting a larger number of female students and minorities to the Honors College*

- 1.4.3.1. Launch programs that will increase diversity, with a particular focus on achieving gender-balance in the students attending the Honors College
- 1.4.3.2. Triple the number of educational opportunity students (EOP) in the Honors College and increase the number of transfer students from within NJIT Colleges to the Honors College

1c. **New pathways for access to graduate programs within NJIT**

1.4.4. *Develop and offer formal programs that enable outstanding Honors students to shorten their time to obtain NJIT Masters and Ph.D. degrees in various fields*

- 1.4.4.1. Define accelerated curricular options across various majors to encourage top students' prompt access to NJIT graduate level programs
- 1.4.4.2. Identify pathways to financially support MS/Ph.D. programs for outstanding scholars

STRATEGIC PRIORITY 2 - LEADERSHIP DEVELOPMENT THROUGH COMMUNITY ENGAGEMENT

ADHC strives to build a center of excellence in leadership education. We will guide students to form and improve leadership skills and capabilities by charting a curriculum that is informed by research findings and is enriched by learning experiences whereby students volunteer on meaningful service initiatives in local and global communities. Honors scholars will embrace the service imperative and strive to promote sustainable growth through sustainable means. Such a philosophy of education calls for pairing technical knowledge with the development of ethical, socially responsible, and environmentally viable leadership behaviors.

A bigger focus on service will require an intentional and targeted identification of service opportunities not only within, but also beyond NJIT. Our students will be asked to double service commitments (from one to two hours / week) and to proactively engage in service activities that reinforce leadership competencies.

Goals, Tactics and Actions

2a. Development of Global Leaders

- 2.1. Establish an Honors-based Center for Leadership & Professional Development composed of academic stakeholders, business partners, and international organizations
 - 2.1.1. *Use the Center to launch a comprehensive Leadership Development curriculum in cooperation with relevant NJIT academic units (i.e. School of Management, College of Science and Liberal Arts, and others), businesses, and other non-profit partners*
 - 2.1.1.1. Develop curriculum and research programs on topics that supplement technical knowledge to include leadership, ethics, social responsibility, and sustainability topics
 - 2.1.2. *Introduce Honors seminars on leadership topics and deploy at least one course that will be offered as a general Honors requirement to all students, and a few elective courses that will be included in selected minors*
 - 2.1.3. *Establish a reputation in leadership development to advance fundraising, service-learning, and civic engagement*

2.1.3.1. Approach human resource and corporate social responsibility units within organizations to identify community-based projects that Honors students can support as part of service learning activities

2.1.4. *Create connections with businesses, government, and non-profit organizations that will offer Honors students internships and coop experiences, both domestic and international in scope*

2.1.4.1. Solicit at least two internships / year from organizations connected to the Honors College Board of Visitors

2b. Diffusion of the Service Imperative

2.2. Intensify, track, and report opportunities for Honors students to show excellence through service

2.2.1. *Develop additional mentoring and tutoring programs through which Honors students can directly support NJIT retention and graduation goals by assisting peers*

2.2.2. *Require Honors students to serve on NJIT committees to contribute ideas and solutions to issues that pertain to the entire university and to take leadership positions in student organizations / clubs*

2.2.2.1. Devote fifty percent of service hours each semester (with a goal of at least 15 hours/semester) to internal NJIT service

2.2.2.2. Track outcomes by requiring the reporting of service engagements at the beginning of the semester, a formative evaluation mid-semester, and a summative evaluation of service outcomes and learning experiences at the end of the semester

2.2.3. *Expand dedication to “social” causes, i.e. social responsibility, social entrepreneurship, and social innovation*

2.2.3.1. Dedicate fifty percent of service hours each semester (with a goal of at least 15 hours/semester) to external community service

2.2.4. *Increase coop and internship opportunities, as well as collaboration with non-profits, foundations, and international development institutions that focus on addressing significant civic issues*

2.2.5. *Encourage Honors students to contribute, as undergraduates, to a “Scholarship Fund for Future Honors Students” thus recognizing the educational benefit they received as Dorman Scholars and paying-it-forward to the next generation of Scholars*

2c. Ethics & Sustainability

2.3. Expose Honors students to ethical issues and dilemmas through opportunities for debate and learning

2.3.1. *Include ethical reflection as a component of Honors courses and seminars*

2.3.1.1. Work with faculty to include ethics as a learning module in selected Honors courses

2.3.2. *Reward and publicize examples of integrity, fairness, responsibility, and honesty*

2.3.2.1. Create Honors students awards that recognize examples of the Honors College ethical values

2.3.3. *Expose students to professional codes of ethic by encouraging participation and compliance to aspirational ethical standards*

2.3.3.1. Identify codes of ethics across professional disciplines represented at NJIT and integrate them into the Honors students' learning experiences

2.4. Encourage a focus on economic, social, and environmental sustainability as both consumers and producers

2.4.1. *Engage Honors students in conservation initiatives to respect the environment and the resources they are entrusted to use*

2.4.1.1. Establish recycling programs and public debates on conservation issues

2.4.1.2. Challenge Honors students to include sustainability as a theme in their learning, research, discovery, creative activities, and applications. Track this requirement through formative evaluation and learning outcomes assessments

STRATEGIC PRIORITY 3 - HIGH VISIBILITY THROUGH TECHNOLOGICAL OUTREACH & PARTNERSHIPS

This priority is a direct consequence of the effective implementation of the two preceding priorities of academic excellence and leadership development. Excellent students who are making a difference within their communities will be highly visible. We will further enable this visibility by preparing Honors scholars to successfully compete for national and international prestigious scholarships.

High visibility does not happen only as a consequence of actions but also as an antecedent. As a technological institute, we must manage and leverage forefront technologies and new communication channels that increase our visibility. Digital media and emerging technologies can help expand our footprint by offering a direct link to programs and communities that are geographically dispersed. While we should strive for higher international mobility, exploiting the cultural diversity of our campus may also enable our students to grow a strong understanding of the global economy and its complexities.

Digital outreach, however, cannot replace the importance of face to face events and networking. Our engagement with digital media must be balanced with a growth in engagement with the physical space (i.e. conferences held in the Honors College or events at Board of Visitors' business headquarters).

Goals, Tactics and *Actions*

3a. Launch high visibility initiatives

3.1. Develop an Honors-based communication and marketing campaign

3.1.1. *Develop and distribute stories about the success of a larger group of faculty, students, staff, alumni, sponsors, and supporters of the Honors College*

3.1.1.1. Center the campaign on a theme, such as "Passing the Torch"

3.1.2. *Significantly improve web and print presence, aesthetics, and expand the number of distribution channels using social networking media*

3.1.2.1. Redesign the content of the Honors College web site and update news delivery mechanisms

3.2. Organize on-campus and off-campus events and conferences to showcase research and service involvement of Honors students

- 3.2.1. *Use Honors events both as integrators, within NJIT, and differentiators of the NJIT Honors experience compared to its enrollment peers*
 - 3.2.1.1. Launch public debates or “Model UN” activities where the students are exposed to public speaking challenges

- 3.2.2. *Leverage communication technology to blend physical and digital outreach (i.e. online courses/programs, digital knowledge exchanges, virtual communities)*
 - 3.2.2.1. Pilot the integration of online and digital learning within the Honors requirements
 - 3.2.2.2. Establish digital connections and activities with Honors students in other Universities

3.3. Support the identification of and application to prestigious national awards and competitions

- 3.3.1. *Establish mechanisms and resources to proactively support application to national awards and scholarships (Goldwater, Fulbright, Rhodes, Marshall, etc.)*
- 3.3.2. *Identify and develop funding opportunities that enable building a competitive portfolio for application to national awards and other competitions*

3b. Outreach through new academic programs

3.4. Prepare Honors Scholars to excel in the global economy

- 3.4.1. *Increase the number of study abroad options both incoming and outgoing, including selected “Honors exchanges” (for faculty and students) through new Memoranda of Understanding (MOUs)*
- 3.4.2. *Assemble resources to sponsor international projects, research, internships, and coops-abroad programs*
- 3.4.3. *Organize short-term or summer “Honors foreign study tours” soliciting funding through international grants or international organizations*

3.5. Augment accelerated programs with new partners

- 3.5.1. *Develop additional partnerships with professional schools, especially pre-law and pre-medical programs*
- 3.5.2. *Strengthen partnerships with STEM-focused high schools and establish new articulation agreements to accelerated recruiting, admission, and degree program completion*
- 3.5.3. *Reach out to internal academic partners to offer additional accelerated BS/MS study programs co-sponsored by endowments*
- 3.5.4. *Use state-of-the-art information technology and new media to bridge physical boundaries by creating “virtual/digital exchanges” and projects involving international partners*

3c. Outreach through networking events (students, faculty, alumni, public/private sector)

3.6. Organize networking events among Honors students, faculty, alumni, and relevant-stakeholders

- 3.6.1. *Increase the Board of Visitors support in networking events*
 - 3.6.1.1. Involve the Board of Visitors in hosting students through visits and events in their organizations at least once a year

- 3.6.1.2. Recruit Board of Visitors in “specialty” sectors to sustain efforts and commitment to pre-professional programs such as pre-medical programs
- 3.6.1.3. Expand the number of Board of Visitors representatives to encompass additional Honors alumni and industry diversification

- 3.6.2. *Establish high visibility partnerships to increase fundraising outcomes and sponsorship of scholarships and service learning programs*
 - 3.6.2.1. Solicit endowments for student programs related to leadership and professional development, pathways to graduate programs, and other academic experiences

- 3.6.3. *Develop a stronger alumni base to increase endowments and in-kind contributions*
 - 3.6.3.1. Expand the database of alumni who could lead seminars and participate in “passing the torch” events
 - 3.6.3.2. Establish fundraising mechanisms through special events (i.e. twenty-year anniversary) and programs such as “class gifts” from senior students and alumni to junior students within the Honors program

(Version 07/29/2014)