

Mission-Based Planning at The College of New Jersey

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Overview

TCNJ History of Planning

- Historical Context

Governance at Work

- Task Forces and Design Teams 2000 - 2004

Where We Are Today

- Strategic Planning and Assessment Framework
- Areas of Focus for FY05
- Environmental Changes

TCNJ History of Planning

Historical Context

- Academically Competitive
- Comprehensive
- Focus on Undergraduate
- Residential
- Values-Based
- Diversity and Community

Institutional Re-Orientation Of Planning: 1999

- Strategic goal setting as basis for budget;
- Re-definition of roles and responsibilities of stakeholders
- Accountability standards for units as well as individuals

Objectives for New Planning

- Improved data management systems
- New mission statement
- Enhanced communication
- Planning as vehicle for community-building
- Clarified decision-making processes
- Shared vocabulary

Planning and Priorities Council 2000

Eight Task Forces

- Aspiration and Excellence
- Learner-Centered Environment
- Leadership
- Stakeholders
- Broadening Perspectives
- Community and Campus Climate
- Cultural Competence and Inclusion
- Communication and Governance

TCNJ Mission

The College of New Jersey, founded in 1855 as the New Jersey State Normal School, is primarily an undergraduate and residential college with targeted graduate programs. TCNJ's exceptional students, teacher-scholars, staff, alumni, and Board members constitute a diverse community of learners, dedicated to free inquiry and open exchange, to excellence in teaching, creativity, scholarship, and citizenship, and to the transformative power of education in a highly competitive institution.

TCNJ Mission (continued)

The College prepares students to excel in their chosen fields and to create, preserve and transmit knowledge, the arts and wisdom. The College prepares students to excel in their chosen fields and to create, preserve and transmit knowledge, the arts and wisdom. Proud of its public service mandate to educate leaders of New Jersey and the nation, The College will be a national exemplar in the education of those who seek to sustain and advance the communities in which they live.
(Board of Trustees, December 2000)

Charge to Committee on Planning and Priorities

- Open and inclusive planning
- Scholarship
- Diversity
- International perspectives
- Community
- Outreach and partnership
- Technology and Information Management

Governance At Work

Shared Commitments: Summer 2003

- To provide an intellectually and artistically challenging environment for learning,
- To celebrate human diversity and a global outlook,
- To develop leaders for an engaged and accountable community,
- To create community across cultural and social boundaries,

Shared Commitments (continued)

- To communicate in an inclusive and civil manner,
- To sustain a welcoming and aesthetically pleasing environment,
- To manage with accountability, transparency and flexibility, and
- To expand the pool of stakeholders, advocates and supporters.

Formal Governance

Steering Committee

Collegewide Committees

- Committee on Academic Programs (CAP)
- Committee on Planning and Priorities (CPP)
- Committee on Student and Campus Community (CSCC)
- Committee on Faculty Affairs (CFA)

Faculty Committees

- Faculty Promotions
- Support of Scholarly Activities (SOSA)

Contributions to Governance

Faculty Senate

- 10 Big Issues (1998)
- 10 Big Issues Revisited (2004)

Creation of Staff Senate (2001)

Cross Functional Task Forces and Design Teams

- Specific Charges
- Mid-year Updates
- Summer Final Reports
- Specific Recommendations for Action

Focus for 2000-2001

- Academic Structure
- Faculty Work/Student Work:
Foundation for Academic
Transformation
- Critical Incident Plan

2002-2003 Task Forces

- Cross-Cultural Experience
- Developmental Advisement
- First-Year Experience
- Interactive Communication
- Positioning The College

2003 - 2004

Task Forces

- Honors and Scholars
- Community Building and Communication

Design Teams

- Enrollment Management: “inclusive selectivity,”
- need-based financial aid,
- programmatic enrollment goals
- Diversifying Revenue Streams

Where We Are Today

Strategic Planning and Assessment Framework: Middle States Association Self-Study

Institutional Aspiration:

Provide the premier public undergraduate educational experience in the nation, and serve as a national exemplar in the education of those who seek to sustain and advance the communities in which they live.

Strategic Planning and Assessment Framework

Planning Areas	Responsible Person	Strategic Aspirations
Leadership & Decision-Making	President	
Educational Programs	Provost/Vice Provost for Academic Programs & Initiatives	
Faculty Development	Provost/Vice Provost for Research & Faculty Development	
Admissions/Financial Aid	Dean of Admissions; Dir. of Student Financial Assistance	
Advising/Student Services	Dean of Academic Services	
Student & Campus Life	VP for Student Life	

Strategic Planning and Assessment Framework (continued)

Planning Areas	Responsible Person	Strategic Aspirations
Library	Dean of Library	
Information Systems	Chief Information Officer	
Diversity/Human Resources	Dir. of Equity & Diversity; Asst. VP for Human Resources	
Facilities & Environmental Services	VP for Facilities, Construction, and Campus Safety	
Finance/Budget	Treasurer	
Public Relations/Communication	Dir. of College & Community Relations	
Development/Alumni Affairs	VP for Development & Alumni Affairs	

Areas of Focus for FY '05

- Implementation of new curriculum
- Faculty/staff development
- Vital Living/Learning Environment
- Diversity/Inclusion
- Advancement/Fundraising
- Public Relations
- Planning and Accountability
- Enrollment Services
- Public Advocacy

Transformational Change: ACE

“Transformation

- (1) alters the culture of the institution by changing select underlying assumptions and institutional behaviors, processes, and products;
- (2) is deep and pervasive, affecting the whole institution;
- (3) is intentional; and
- (4) occurs over time.”

Environmental Changes

- Community-Building, internal and external
- Increase in Diversity (faculty, student, EOF Program)
- Increase in Alumni Involvement (Homecoming, alumni chapters, percentage of giving)
- Increase in non-state dollars (growth in endowment, growth in total annual giving, growth in federal dollars, growth in partnerships)

Revolution is the Pod
Systems rattle from
When the Winds of Will are Stirred
Excellent is Bloom.