Beyond 2020: Kean University Strategic Plan 2020 – 2025

Goals and Objectives

GOAL 1: TO POSITION KEAN UNIVERSITY AS AN ACADEMIC FOCAL POINT OF ONGOING AND TRANSFORMATIONAL POST-SECONDARY EDUCATIONAL OPPORTUNITIES THAT PREPARE STUDENTS TO MEET THE CURRENT AND FUTURE CHALLENGES OF OUR WORLD

- Increase the number of programs with the highest and most comprehensive certifications of excellence and strategically grow the academic programs that currently have or have the potential for regional and national distinction to prepare a future vital workforce
- Review all existing academic programs and re-shape where needed to address organizational sustainability
- Enrich the Nathan Weiss Graduate College so that current and future programs in the health professions and rehabilitation sciences prepare future health providers in inter-professional collaborative programs to address the needs of the "whole" person
- Develop new interdisciplinary programs and teaching models that integrate interdisciplinary research acknowledging that no single discipline can address all future challenges
- Capitalize and expand on the diversity of opportunities at Kean locations to develop programs offering unique research experiences (e.g., environmental biology at the Skylands location, marine sciences at Kean Ocean, urban and suburban studies at Kean Union and Wenzhou Kean locations, and historiography at the Liberty Hall Museum)
- Steadily evolve to achieve R2 designation by the Carnegie Classification of Institutions of Higher Education as a doctoral university with rigorous research activity (e.g., publishing in peer-reviewed journals, book-publishing, grant-writing) that is directed at solving the problems of the future.
    - Steadily increase the number and diversity of tenured and tenure track teacher-scholar faculty
    - Increase the success rate of external grant applications by continuing to provide support to faculty principal investigators
    - Develop new internal funding mechanisms to support faculty research and creative works
    - Increase funding for Graduate and Doctoral Assistantships

GOAL 2: TO PREPARE STUDENTS FOR AN ADAPTABLE 21ST CENTURY WORKFORCE IN WHICH THE JOBS OF THE FUTURE DO NOT EXIST TODAY

- Engage students in active learning that fosters continuous learning – not just knowledge acquisition – to prepare them to adapt to an ever-changing economy and society
- Provide an environment and tools that foster creative thinking to train students not to become job seekers but to become job creators

- Cultivate globally-adept students who are prepared to engage and compete in an interconnected world
    - Continue to increase opportunities for students to study abroad at Wenzhou Kean University, other universities in Study Abroad programming, and TravelLearn experiences
- Building on Kean's commitment to diversity, further prepare students to thrive in a diverse world
- Expand the model of "Writing Across the Curriculum" to "Computation Across the Curriculum" and "Technology Across the Curriculum" to prepare students for a future that will be data-driven and technology-focused
    - Increase student access to new high-technology career paths through the creation of technology-equipped/enhanced spaces and laboratories, develop the corresponding academic and/or student life programming, that will lead to increased research, recreational, and employment opportunities for students
- Provide authentic work experience to students by Identifying internship, practicum, field experience and research opportunities for all undergraduate students

GOAL 3: TO CREATE A TRANSFORMATIVE STUDENT-CENTERED UNIVERSITY CULTURE FOCUSED ON STUDENT SUCCESS FROM FIRST ENCOUNTER THROUGH GRADUATION AND BEYOND

- Provide students with the support needed so that they may experience academic success and achieve their dreams
    - Redesign curriculum to support student success at Kean University (e.g., redesign developmental remedial programs to utilize co-requisite and credit-bearing coursework) and beyond graduation from Kean University
    - Utilize student performance indices and advanced predictive analytics to make data-driven programmatic changes in student support services
- Develop and promote University expectations for standards of student service for faculty and staff, including division-specific guidelines for those standards
- Provide faculty and staff with a broad range of professional development opportunities to continuously improve pedagogical practices and research skills and implement best practices to enhance the delivery of student support in and out of the classroom
    - Establish a Teaching and Learning Center to reinforce and expand opportunities to learn and share new and innovative teaching technologies
- Create academic paths that meet student needs to insure timely and successful completion of their academic programs
    - Expand year-round learning opportunities to maximize flexibility and improve program completion rates
    - Strategically expand online course offerings to enhance flexibility and speed graduation
    - Develop programs that support the unique needs of nontraditional and special-needs students
    - Identify funding sources, scholarships, grants, and financial aid resources to enable students to use the path best suited for them

- Create attractive and engaging retention campaigns, treating current students much like prospective students and ensuring that their financial aid, housing issues, and other needs are addressed on an ongoing basis
- Promote and provide opportunities for students to live a healthy lifestyle and enjoy optimal wellness
- Promote learning communities and provide all students with the opportunity to participate in at least one learning community before they graduate
- Reduce students' financial burden and help prepare students to take advantage of all available resources to support their learning by expanding the use of Open Educational Resources

GOAL 4: TO POSITION KEAN UNIVERSITY AS A CULTURAL, ECONOMIC AND EDUCATIONAL EPICENTER AND RESOURCE FOR THE ENTIRE COMMUNITY

- Develop and strengthen university relations with city, state and federally-elected officials in all regions of New Jersey and Kean campuses, and at key state and federal government agencies
- Offer Kean's rare assets including its unique outdoor art collection, galleries, traveling exhibitions and performing arts as tools to attract and engage all members of the University community at all Kean locations
    - Establish an effective system for supporting and promoting faculty expertise and research to the entire university community and beyond
- Design and deliver programming that will attract members of the larger university community at all Kean locations
    - Create and deliver curricula for pre-college summer programming (non- and credit-granting)
    - Create career-enhancing certificate programs, episodic learning opportunities, "Elderhostel" experiences, and Travel Learn experiences
- Enhance the campus experience for students, employees, and the community through the use of integrated planning, design and facility operations for existing and future spaces
- Continue to market Kean University's world-class facilities through Events and Conference Services to host events that are open to the entire community

GOAL 5: TO ESTABLISH KEAN UNIVERSITY AS A NATIONAL CENTER OF EXCELLENCE IN HUMAN RIGHTS AND CIVIC ENGAGEMENT THAT BUILDS UPON OUR INSTITUTIONAL COMMITMENT TO EQUITY, INCLUSIVITY AND SOCIAL JUSTICE AND MODELS FOR OUR STUDENTS THEIR ROLE AS CONTRIBUTING CITIZENS OF THE WORLD

- Integrate Human Rights and civic engagement in all facets of the student experience – academic, co-curricular and residential
- Become a leader in responding to humanitarian issues that have local, regional and global impact by sharing our time, talents and treasures
    - Assess the problems of hunger, homelessness and poverty among the entire Kean University community to ensure that neither our students nor their families and neighbors suffers from food insecurity

- Engage students in national imperatives such as “Get Out the Vote” and voter registration campaigns
- Increase service-based partnerships in the surrounding areas of Kean Union, Kean Ocean Kean Skylands and Wenzhou Kean communities
- Adopt new measures to guide constructive conversations on all issues that impact students, staff, faculty and promote the Kean University culture as a positive collaborative learning community based on respect, caring, collegiality, and trust at all levels
- Encourage members of the Kean University communities to participate and assume leadership roles in local, regional and national associations

GOAL 6: TO SECURE A FINANCIALLY SUSTAINABLE UNIVERSITY THAT CAN SUCCESSFULLY FACE THE CHALLENGES OF THE FUTURE

- Establish Kean as a “University of Choice” for students and faculty alike
    - Conduct market research to establish Kean University’s place in the collegiate landscape and identify opportunities for growth
    - Increase exposure of social mobility branding campaign highlighting world-class programs, student and faculty research, value of degrees and work readiness of graduates
    - Develop articulations and incentives to attract and retain highly qualified student and faculty candidates within high-demand programs throughout the region
    - Create effective collaborations between university divisions so that all members of the university community take ownership of recruitment, retention, and student support
    - Continue to offer a world-class learning environment in which Kean University provides a total educational experience for students
    - Continue to position Kean University as the best value in tuition at a four-year university in New Jersey
    - Implement a robust scholarship program that attracts top quality prospective students to Kean from within and outside New Jersey, using a scholarship plan that works to meet scholars’ financial needs
    - Maintain current recruitment goals through increased marketing regionally and globally, with an emphasis on regional recruitment in targeted neighboring states and international recruitment by continuing to raise visibility, enhance reputation, promoting Kean’s strong academic programs and world-class services to promote the institution
    - Promote unique academic programs regionally and nationally, such as Kean Online, Michael Graves College and NJ Center for Science, Technology & Mathematics, to attract prospective students from New Jersey and beyond
- Explore and establish new ways to support all faculty and employees to achieve their highest potential while simultaneously meeting the needs of a university that operates year round and 24/7
- Strengthen cross collaborations between Kean Union, Kean Ocean, Kean Skylands and Wenzhou Kean campuses

- Continually upgrade security, cybersecurity and health measures to ensure the safety and well-being of members of the Kean University community
- Create an efficient and accessible data management system to provide accurate and reliable information for all decision making
- Increase energy efficiency and minimize Kean's carbon footprint by increasing the use of cleaner energy systems such as solar panels, wind turbines, expanded recycling methods and other green initiatives
- Begin planning for an institution-wide fundraising campaign to support Kean University by unlocking opportunities for faculty, addressing student needs, funding of capital projects, and scholarship endowment
- Build on the success of Vision 2020 and create a blueprint that is fitting for the University's second campaign, with a goal to broaden and deepen the base of philanthropic support
- Kick-off the silent phase of the second campaign with fact-based planning, which will assess the philanthropic landscape in light of the current economy and industry trends, as well as the University's constituents' perceptions, attitudes, and inclinations
- Position Kean University to achieve the vision of the Board of Trustees and the newly named President
- Perpetuate the Quality First Initiative as a mechanism for the university-wide community to compete with creative ideas for how to put this Strategic Plan into action