

TCNJ Institutional Priorities

Summary of Cabinet Retreat Discussion, January 2019, for FY20 budget planning

Institutional Priority 1

Investments in:

Institutional Mission: Student Success

- Teacher-scholar-citizen model
- Diversity, equity and inclusion capacity and program
- Advising and mentoring to close graduation gaps
- Disability Support Services
- Community engagement (CELR, Bonner, Social Justice)
- Post-grad aspirations (support Fulbright, Rhodes, Marshall, etc.)
- Campus aesthetics/functioning
- Planning: master plan, housing, athletics, P3, space utilization, Trenton footprint, classroom amenities
- Innovation and entrepreneurship
- Targeted financial aid
- Digital transformation

Vision

A top-quality institution of higher education recognized as:

- a national exemplar of excellent, affordable public higher education
- New Jersey's most selective public college or university, attracting highly qualified students from the state and beyond
 - An engaged, collaborative and inclusive community
- a national leader in retention and graduation rates, with distinction for underrepresented minority groups
- a leader in producing the next generation of talent in academia, business, professions, and civic life

Values

Excellence, Engagement, Integrity,
Inclusiveness, Self-Reflection

Institutional Priority 2

Investments in:

National Reputation

- Out-of-State marketing
- Website quality and capacity
- Alumni engagement
- TCNJ Prep (investigating scope, feasibility)
- Communications capacity
- PR consultancy
- TCNJ distinction(s) (annual conference, award, speakers, etc.)
- TCNJ on the Road (presentations, newsmaking, publications)
- Strategic partnerships (university, corporate, government, foundation, community, international)

Institutional Priority 3

Investments in:

Financial Sustainability/Revenue Diversification

- Increased FTE enrollment by 10% over the next six years
- Graduate programs in demand
- Efficiencies and cost saving initiatives in academic & administrative units
- Development and fundraising capacity
- Institutional grantseeking
- Plan for real estate assets
- Plan for new market development (winter, summer, alumni, continuing ed, retirees)
- Off-site programs
- Investigation of differential tuition and housing