Goal One	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Offer academic programs of the highest quality		Ensure that all undergraduate foundation courses reflect the spirit and substance of the UCC.	*The university has 64 Technology Intensive courses and 91 Writing Intensive courses in the UCC; there are also additional writing intensive courses that are listed in other UCC categories.*					
	Ensure thoughtful and innovative implementation and ongoing development of the University's new Core Curriculum.	Provide guidance and support to faculty in designing course syllabi and materials that include key educational building blocks for the UCC.						
		Evaluate regularly the impact and effectiveness of the UCC and make necessary adjustments in the order, character and delivery of the University's foundational courses.						
	Strengthen existing academic programs while expanding selected programs that offer demonstrable opportunities for growth and recognition.	Maintain its current academic programs and invest incremental resources in selected academic areas. Ensure that the programs selected for such incremental investment fully meet the academic program planning principles delineated in the University's *Academic Plan 2007-2012*, which states that new programs will be academically rigorous and reflect innovative approaches to the discipline and to the profession; meet student demand and contribute to enrollment growth; address local, regional and national workplace demands, and focus on professions of the future; be unique or provide competitive advantage; potentially enhance the reputation of the University.	*New programs proceeding to approval include an M.Ed. in Middle Level Education, M.S. in Public Health, M.Ed. in Higher Education Administration, B.S. in Computer Information Technology, Endorsement Program in ESL, and BFA majors in six disciplines.*					
		In addition to the longstanding strength of programs in nursing, music and education that already meet these criteria, other illustrative existing programs that appear to meet the potential of these criteria include biology, biotechnology, counselor education, broadcast communication, criminology and criminal justice, early childhood education, environmental sustainability, financial planning, professional sales and sociology.	*M.S. in Sales Leadership program has been developed as a cohort-based program combining online instruction and short-term residencies.*					
		Areas for development appearing to have the potential to meet these criteria include but are not limited to financial services, health/pharmaceuticals business, and logistics; occupational health, health and hospital administration: pharmaceutical chemistry/biochemistry; psychology and applied social sciences; and teacher education in critical needs areas.						
		Strategically focus on graduate programs that serve the expanding population of adults seeking advanced degrees as a means for professional advancement, career growth and intellectual development		Enhance the image of the graduate programs by updating and improving the graduate studies and graduate program websites				

Goal One (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items					
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18	
Offer academic programs of the highest quality		Provide a wide range of technology-enabled graduate learning opportunities that are flexible in content, format and delivery.	*M.Ed. in Literacy and Certificate in Learning Technologies programs will now be offered on-line.*						
	Selectively expand professional graduate programs	Establish a wider range of degree programs, including selected five-year, articulated bachelor's-master's programs; certificate programs; and "applied" programs that reflect the capabilities and expertise of the faculty.	*An Endorsement Program in Teacher of Students with Disabilities and a combined B.A./M.A. in political science and public policy have been implemented; the new undergraduate program in Criminology and Criminal Justice has also been implemented.*						
		Develop new doctoral programs that enhance the University's mission and address critical societal needs.	*The Doctor of Nursing Practice program has two cohorts in place and is enrolling its third; A second doctoral program – the PsyD In Clinical Psychology -- is awaiting state approval for implementation.*						
		Continue to recruit outstanding full-time, tenure track faculty to keep pace with anticipated enrollment growth and new academic offerings while seeking the most qualified professionals for adjunct positions.	*The university has increased from 386 fulltime faculty positions to 402 full-time faculty positions.*						
	Recruit, develop and retain a diverse faculty dedicated to fulfilling the University's mission and achieving its new vision.	Support faculty in their work by providing comprehensive professional development opportunities that will be regularly evaluated for effectiveness and value. Faculty will be encouraged and expected to utilize the program to enhance their professional growth, create knowledge and improve teaching excellence and be meaningfully involved in the life of the University, contributing to its vitality and quality.							
		Strengthen the research culture on campus through improved research incentives for both junior and senior faculty; give greater recognition for published research and recognized creative work; and provide summer support for creating knowledge.	*Office of Sponsored Research increased its outreach to academic administrators to further develop and coordinate external support activities with the goal to increase revenue from those funding sources.* *Created coordinating committees in each College to help identify and support the development of faculty capacity to obtain external support for their research.*						
		Involve adjunct faculty more fully in the life of the University by ensuring they are well oriented to the University's culture and thoroughly understand institutional policies and practices.							
	Use technology to expand the accessibility and availability of the University's curricular offerings and to meet evolving learning and teaching styles.	Move quickly to implement its IT 2010-2013 Strategy, promptly recruit a new University Chief Information Officer and complete Wi-Fi of the entire campus.	*Eric Rosenberg was hired and began work as the new CIO; Wi-Fi coverage of the entire campus has been completed; IT reorganization undertaken, with Instruction and Research Technology merged with IT.*						
		Ensure that it remains at the forefront of evolving instructional technology by maintaining a diverse technology toolkit, integrating best practices into the classroom and continuing to develop the most innovative and appropriate approaches to distance learning.	*Sandie Miller in IRT offered a MOOC on Online Teaching.*						

Goal One (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Offer academic programs of the highest quality	*Use technology to expand the accessibility and availability of the University's curricular offerings and to meet evolving learning and teaching styles (cont.)*	Design and implement a plan for technology-enabled learning that provides flexibility in the delivery of undergraduate and graduate programs to fit the diverse learning and life styles of learners of different ages, backgrounds and sophistication in using technology.						
		Develop an array of pilot approaches to instructional technology to gain experience, test alternatives and take timely advantage of new delivery approaches, with the objective of building over time an outstanding instructional technology platform that is flexible, cost-effective and educationally effective.	*Instruction and Research Technology introduced or implemented a number of technology projects and tools for teaching and learning, including Tegrity Lecture Capture, Clickers, an iMovide editing station, digital camcorders, streaming video catalog and Blackboard help sessions; in addition, seven faculty demonstrated how they are using technology in teaching and learning-- details at http://www.wpunj.edu/irt/faculty-technology-highlights/index.dot.*					

Goal Two	Objectives		Accomplishments	Action Items				
Achieve student success by increasing matriculation, retention, and graduation			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
	Create a powerful student-recruitment strategy that lays the groundwork for academic success and the professional and personal growth of its diverse students	Identification of the academic and personal characteristics of those students the University can most effectively attract, retain and graduate.	*Royall & Company was hired to develop a substantially larger recruitment program for seniors in high school.*	Expansion of the undergraduate recruitment program, including continuing with the Royall & Company campaign, as well as developing new recruitment territories, with the plan to increase new undergraduate enrollments.				
			The new advertising campaign included a more even distribution of dollars between undergraduate and graduate admissions.					
			The Common Application program was joined to boost the pool of qualified applicants.	AY 13-14 launch of Common Application.				
		Consistent improvement of first-year undergraduate student recruitment as measured by high school grade point average and SAT scores.	*Academic quality as measured by GPA and SAT improved from Fall 2012 to Fall 2013. For Accepted First Year Students: SAT combined average rose fro 1022 to 1027; GPA rose from 3.21 to 3.27; For enrolled first year students, SAT combined average rose fro 1014 to 1015, and GPA rose from 3.08 to 3.13.*	Continue to implement the strategies identified in the Strategic Enrollment Management Plan.				
		Development of a robust transfer enrollment strategy that recognizes the expectations and needs of transfer students and uses national metrics to measure their success.	*Transfer retention rate goal for 2012 was set at 80.7%; actual was 80.6%.*	Develop student success programs for transfer and other new (non-NEF) students, including expanding the traditional first-year program to include sophomore year programs designed to increase retention among				
		Implementation of specific enrollment recruitment efforts for graduate programs.	*Hired a new director of Graduate Admissions and Enrollment Services and redirected Advertising dollars from undergraduate admissions to graduate admissions.*	Increase new graduate student enrollment.				

Goal Two (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Achieve student success by increasing matriculation, retention, and graduation	*Create a powerful student-recruitment strategy that lays the groundwork for academic success and the professional and personal growth of its diverse students (cont.)*	Creation of a financial aid model that includes scholarships, campus employment, assistantships and tuition remission to support the University's enrollment and retention strategies.	*A comprehensive financial aid model was developed to help recruit, enroll and retain undergraduate students.*	Faculty Senate will be reviewing the financial aid model.				
	Increase the engagement of all students at the University	Enhance the critical link between faculty and students and provide mechanisms to enhance educational experiences to develop students' intellectual curiosity and talents.						
		Carefully select and analyze pertinent key metrics of student-faculty engagement, including but not limited to NSSE data, from similar institutions across the country and ensure that the University takes appropriate steps to improve its performance against these metrics.	*Executive Assistant to the President Robert Seal compiled data on student-faculty engagement using key metrics from the latest NSSE survey. The report was presented to the colleges and can be found at http://www.wpunj.edu/dotAsset/b972d0ad-b557-45e1-b545-5341f4d2d55a.pdf.*	NSSE will be administered in Spring 2014.				
		Clarify institutional student services policies and improve front-line and back-office processes to reduce bureaucratic obstacles, increase efficiency and flexibility and thereby improve student satisfaction and degree completion.	*A new online undergraduate and graduate catalog was developed.*					
			A one-stop shop opened in Morrison Hall offering students support services for financial aid, student accounts and student records processes was developed.					
		Develop feedback mechanisms to strengthen undergraduate and graduate student progress, improve retention and increase graduation rates, and systematically institute improvements.	*A four-year academic plan was developed to assist student with planning coursework.*	Finish in Four Program developed and launched.				
	Increase the availability and variety of academic support, advisement and career guidance.	Create an enhanced, integrated partnership among the academic units, the Career Development and Gloria S. Williams Advisement Center and Alumni Relations to develop practical internship experiences, on-campus employment experiences and networking programs.	*The Career Development and Advisement Center provided outreach to businesses to assist students with internship opportunities. The Center offered a new career and internship fair in the Fall and developed new relationships with high profile companies that included but not limited to Johnson & Johnson, Precision Payroll Services, NBC Universal, as well as the Mayor's Office in Wayne and Passaic County Courts.*					
			Increase in number of internships--need Career Development data???					
			A general consensus of the university community was reached that a new advising tool to work within the Banner system should be identified to replace the current degree evaluation software to provide a more flexible degree evaluation tool for students and advisors.	Campus discussions about software solutions will take place this fall prior to final selection and development of an implementation schedule.				
		Improve the quality of advising and provide all advisors with easy access to improved information by which to track student progress and continually enhance technological support for advising.	*A Blue Ribbon Task Force on Academic Advising examined the University's current advising model and proposed a new model best suited for the University.*	The task force's report will be presented to the campus for discussion in fall 2013.				

Goal Two (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Goal Two (cont.) Achieve student success by increasing matriculation, retention, and graduation	*Increase the availability and variety of academic support, advisement and career guidance (cont.)*	Expand tutoring support to a broader number of students, make it more easily accessible to more students, and expand first-year learning communities.	*The University developed a plan to restructure academic development services, increasing the services available to all students, and centralizing student academic support services in the Academic Development Center in Raubinger.*	Implementation of the academic development services restructure will commence in fall 2013.				
	Enhance student academic and intellectual engagement with faculty, student-support staff and fellow students in the classroom and through co-curricular experiences.	Ensure that students are challenged to think and act creatively about critical issues by providing guest lectures, workshops and seminars from diverse perspectives.						
		Provide more opportunities for student group-based, collaborative coursework and develop learning communities that engage students with similar interests in an environment that fosters their academic and personal growth.						
		Explore new ways of involving undergraduate and graduate students in faculty research and explore ways in which it can gain a strategic advantage in research.	*The College of Science and Health hosted the 7th Annual Undergraduate Research Symposium, with students from William Paterson and the tri-state area presenting research conducted with faculty sponsors.*					
		Connect students with similar academic and extra-curricular interests through the technologies of which they make the greatest use.						
		Ensure that the David and Lorraine Cheng Library will be the academic information center of the University, providing a state-of-the-art "knowledge commons" with full-text electronic resources and online services.						

Goal Three	Objectives		Accomplishments	Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Provide students with exceptional opportunities beyond the classroom	*Develop strategic partnerships with leading institutions and governmental organizations regionally, nationally and globally.*	Expand its relationship with major local hospitals, healthcare organizations, cultural institutions and schools and school districts.						
		Identify and develop potential relationships with key corporations, institutions, and professional services firms in the surrounding area and beyond.	*Increased outreach activities by the Corporate and Foundation Relations Office in partnership with the Deans and faculty resulted in successfully engaging 71 corporate partners including 31 new ones.*					
		Create mutually beneficial relationships with regional municipalities that focus on both the opportunities that nearby cities and towns offer students and the benefits to these municipalities of their proximity and relationships with the University.						

Goal Three (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Provide students with exceptional opportunities beyond the classroom	*Establish a small number of focused, high-visibility international programs.*	Expand institutional relationships with selected universities abroad that specifically link to faculty expertise, have potential for interdisciplinary efforts; strengthen the coordination of the University's academic strategic initiatives (such as, for instance, the University's present alliance with Windesheim University in the Netherlands) and provide opportunities for student exchange and study abroad.						
		Build on its existing program with Zhejiang University of Technology and develop an overall strategy for expanding programs focused on China, incorporating the Center for Chinese Art and present Asian language, cultural and business programs into this strategy.		President Waldron will visit Zhejiang University and other sites in China in October, 2013, to celebrate the 60th anniversary of the University and to strengthen our partnership with ZJIT.				
		Encourage student exchange programs and develop a transition program for foreign English as a Second Language (ESL) students to enroll as full time students.						
	Link students' off-campus learning intentionally and directly to their classroom experiences.	Provide opportunities that assist faculty in creating experiential learning opportunities linked to their course content and desired learning outcomes. Use the resources of the Career Development and Gloria S. Williams Advisement Center to create a "bank" of experiential learning opportunities and to aid faculty in identifying suitable external experiences for their students.						
	Develop regionally and nationally recognized co-curricular activities linked to academic programs.	Provide opportunities for students to be civically engaged so that upon graduation they will have had experience with advocacy, citizenship, voting and political debate. Specifically, the University will support and enhance its participation in The American Democracy Project.						
			The University entered into an agreement with Paterson Great Falls National Historical Park on June 25, 2013. The agreement creates a strong partnership between the university and the park, and will offer numerous opportunities for collaboration between the university and the park in understanding and promoting the history, culture, economic development and natural resources of the park.					
		Ensure students are able to participate in community service projects with surrounding towns and cities. The University has a set of diverse service learning programs but it will focus on those consistent with the objectives of the Campus Compact, a national organization with a newly formed New Jersey chapter	*Students in the Pioneer Leadership Initiative were provided opportunities to develop civic engagement skills. Sponsored ten service learning projects directly out of the Office of Campus Activities and Student Leadership totaling over 1600 hours.*					

Goal Three (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Provide students with exceptional opportunities beyond the classroom		Ensure students are able to participate in community service projects with surrounding towns and cities. The University has a set of diverse service learning programs but it will focus on those consistent with the objectives of the Campus Compact, a national organization with a newly formed New Jersey chapter (cont.)	*The University has appointed a campus representative to lead Campus Compact efforts.*					
			The University sponsored a Campus Compact Faculty Institute on developing courses for civic engagement.					
			President Waldron was the keynote speaker at the New Jersey Campus Compact Annual Conference.					

Goal Four	Objectives		Accomplishments	Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Enhance the sense of community throughout and beyond the university		Enhance the array of extra-curricular programs that develop personal skills, leadership capabilities, ethics, professional capacities, healthy lifestyles and civic responsibility.	*Disability Support Services provided a mentoring program leading to career opportunities for students with disabilities. This mentoring program will also encourage engagement and involvement of students with disabilities with campus life and the community.*	Develop campus-wide required extracurricular and co-curricular activity similar to the model used in the Cotsakos College of Business.				
Goal Four (cont.) Enhance the sense of community throughout and beyond the university			*Two campus-wide surveys were conducted to collect and determine the number and type of events and meetings that were occurring on a regular basis in the academic and non-academic units.*	Develop enhanced interaction between students, faculty, and administration through a series of "invitation-only events" such as "teas," lunches, or small receptions. Estimated cost per academic year: $1,500.				
		Ensure that intercollegiate and recreational sports are an integral component of the University's overall educational and extra-curricular offerings.	*An online program, Pioneer Life, was purchased to allow students to track their co-curricular activities. This initiative is intended to enhance collaboration between academic programs and student affairs in order to enhance student engagement. The program was piloted this year with nearly 4000 students participating.*	This program is set to fully launch Fall 2013 and will enable students to track their undergraduate involvement in both the academic and extra- and co-curricular areas				
	Build a community of engaged students.		*An alumni engagement survey was administered to determine strengths and weaknesses relative to campus-wide alumni engagement efforts.*	Provide students with access to both broadcast and internally produced programming over any IP (IPTV) enabled device (PC's, mobile phones, and tablets) and increase available bandwidth.				
		Use new technological communications systems to reach all students, recognizing that many are commuters and most are technologically adept, to ensure that all students – undergraduate and graduate, residential and commuting – are well linked with the institution, faculty, staff, alumni and, most importantly, other students.	*The Alumni Facebook page has the largest following at the University. We continue to grow and develop our use of social media. Through our "News Alert" program, we highlight alumni who are "in the news," and share WP pride stories such as the student-athletes doing the "right thing."*	Implement Twilly P social media for engaging faculty and students.				
			Implemented a webinar program in FY12 and increased the offerings in FY13 – utilizing the expertise of our alumni and staff as facilitators.	Pending funding, move forward with developing alumni mobile content for improved alumni engagement.				

Goal Four (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items					
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18	
Enhance the sense of community throughout and beyond the university	*Build a community of engaged students (cont.)*	Use new technological communications systems to reach all students, recognizing that many are commuters and most are technologically adept, to ensure that all students – undergraduate and graduate, residential and commuting – are well linked with the institution, faculty, staff, alumni and, most importantly, other students (cont.)	*An annual alumni calendar of communications has been implemented: 4 e-alumni newsletters, 2 WP (print) magazines, 2 e-communications from the president. We are recommending that there be 2 dean e-communications as well. Annual appeals for support (both in print and e-appeals) are carefully worked into the calendar each year so that our alumni receive strategic consistent messaging.*						
	Engage alumni with students and faculty and thereby enhance institutional and personal relationships with alumni.	Implement promptly *Alumni Strategy 2010*, which seeks to expand contact with and support by alumni.	*A Foundation/Alumni Association agreement was executed reflecting the association as an integral part of the University community.*	Analyze the results of the alumni survey in order to glean meaningful ways for alumni to become engaged with the University and her students.					
			The Alumni Executive Council approved a new Executive Council Member job description that underscores the Alumni Association's strategic role in advancement of the University.	Review the proposal to relocate of Alumni Relations to the main campus to support the important role alumni play in the life of the University. This would strengthen the Alumni Relations efforts to build effective collaborations with University partners.					
			For the first time, the president of the alumni association welcomed the graduates to the alumni family at commencement. An alumni executive council member welcomed the freshman at Freshman Convocation. We completed the 2nd year of "Give Thanks." This program is aimed at graduating seniors who, by making a gift to the University, can say thanks to someone who made a difference to them during their college days (a professor, advisor, dean, family member). We are building our Student Alumni Council and the Young Alumni Council.						
			In FY12 we implemented "Evenings with the President" inviting major gift prospects and donors to a private dinner or reception with Dr. Waldron – where she can share her vision for the University and WP accomplishments. We held four in FY13. We also implemented a comprehensive stewardship program: High level donors receive an annual comprehensive bound stewardship report. All scholarship donors receive an invitation to the annual scholarship reception along with a stewardship packet that includes an acknowledgment letter from the VP, a thank you note from the student recipient (s), and a brief bio on the student recipient.						

Goal Four (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Enhance the sense of community throughout and beyond the university	*Engage alumni with students and faculty and thereby enhance institutional and personal relationships with alumni (cont.)*	Establish an alumni-student program through the Career Development and Gloria S. Williams Advisement Center to develop mentorship, career counseling, employment opportunities and guidance toward post-baccalaureate opportunities.	*A best practices review of mentoring programs at comparable institutions was conducted.*					
			The Career Development and Advisement Center built an alumni model for mentoring with launch scheduled for Fall 2013. With a grant from the Alumni Foundation, this mentoring program entitled "Trailblazers" is scheduled to launch fully Fall 2013 which will connect alumni with students and faculty.					
		Expand and enhance the use of social media and webinar programs for alumni and build upon the number of discrete alumni events both on and off campus.	*Seven alumni webinars were conducted including four that were career-based.*					
			Alumni Facebook and Twitter social media platforms continued to grow.					
			Alumni Relations launched a social media promotional campaign targeted at graduating seniors on the days immediately before and after Commencement.					
			Graduating seniors were invited to participate in a Resume Boot Camp webinar.					
		Leverage the richness of campus events such as lectureships, performances, and art exhibits to attract a wider audience of alumni to campus.	*A best practices review is underway to determine how universities track alumni who visit campus through a range of entry points, such as athletic events or art gallery exhibits.*	Expand Homecoming activities to include an alumni art exhibit and other programs of interest to alumni.				
			Software is being installed to improve scheduling of events on the University calendar.					
	Update the University's current facilities master plan to ensure that the campus is welcoming and fully modernized.	Undertake a new Facilities Master Plan for the decade of 2014-2024 to ensure that the University's facilities support its evolving academic programming, planned enrollment growth and technological needs.	*Annual renovation and deferred maintenance projects will be executed each year to improve the teaching and learning environment on the campus.*	Commence the phasing out of computer labs throughout the campus since mobile computing is the desired means to access information technology.	Each year repurpose some of the exiting computer labs for instructional or other programmatic space needs.	Each year repurpose some of the exiting computer labs for instructional or other programmatic space needs.	Complete the phasing out of campus computer labs.	
				With the phasing out of computer labs promote a "Bring Your Own Device" computing environment.	Implement a web/cloud based computing environment.			
				Update the Information Technology Strategic Plan to incorporate the recommendations from the University's Strategic Plan.	Implement the 3 Year IT Strategic Plan.	Implement the 3 Year IT Strategic Plan.	Implement the 3 Year IT Strategic Plan	

Goal Four (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Objectives Outcomes Accomplishments Planned Action Items	*Update the University's current facilities master plan to ensure that the campus is welcoming and fully modernized.*	Address the University's needs for additional smart classrooms, student common space and offices. In 2012, the University will prepare an academic zone mini-master plan of the main campus corridor and determine the order of renovation of Hunziker Hall, Hunziker Wing, Raubinger Hall, Shea Center for the Performing Arts and the Wightman Gymnasium as well as plan for better utilization of the space now occupied by the Coach House.	*The Academic Zone Plan is being implemented, including plans for a new academic building to be funded by the state Building Our Future bond program.*	Demolition of Coach House scheduled for completion by mid-September. The new academic building design will be finalized and construction bids will be solicited at the end of the Spring 2014 semester.	Construction of the new building will be ongoing.	Construction of the new building will be completed in Spring 2016.	Once approved and funding established commence the renovation of the Hunziker buildings	Renovation of the Hunziker buildings will be completed during this fiscal year.
		Utilize a traffic study begun in Fall 2011 to analyze traffic patterns to determine if a redesign of major access points and internal drives is appropriate and assess how best to locate and fund a new parking garage.	*Report is completed on redesign of major access points, but recommendations are currently on hold; construction is underway on new parking garage.*	Parking garage is scheduled to open by Fall 2014.				
	Update the University's current facilities master plan to ensure that the campus is welcoming and fully modernized (cont.)		*Hobart Manor roof is being replaced this summer.*		As annual projects are completed update the list for each successive year.	As annual projects are completed update the list for each successive year.	As annual projects are completed update the list for each successive year	As annual projects are completed update the list for each successive year.
		Accelerate the renovation and maintenance of selected critical facilities projects over the next several years, including new roofs on the Shea Center, Cheng Library and Wightman Gym as well as improvements to the Shea Performance space, the Hobart Hall television production facilities and music practice rooms.	*Student Athletics Field House HVAC improvements will be finished this summer. Roof repairs/replacements have been completed at Shea, Wightman Gym and Cheng Library.* *The first phase of an upgrade to the Hobart Hall television studios has been completed.* *Six new music practice rooms are being designed for Gaede Hall. New windows are being installed in Raubinger Hall.*	With funding made possible by the State bonds, execute the final phase which will enable the studios to broadcast HD. Practice rooms will be completed and available for use by January, 2014. Project will be completed this fall				
		Modernize existing residence halls and possible construction of additional residences to provide about one-third of undergraduate students with an opportunity to reside on campus.		Completion of the Residential Zone Plan will take place Fall 2013. Recommendations for renovation of existing buildings or construction of new ones will be assessed with P3 funding options.				

Goal Five	Objectives		Accomplishments		Action Items				
			AY 12-13		AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Establish the university as a model of outstanding and affordable public higher education	*Increase institutional and external resources to support students in need of financial assistance.*	Systematically review its student aid, scholarships, graduate assistantships, student employment opportunities on campus and other financial support mechanisms to assist those students most in need. The University will reduce the effective cost of attendance while enabling as many students as possible to complete their academic program and graduate on a timely basis.	*Proposed new model for scholarship support drafted and presented to Cabinet and Board.*		Proposed model for scholarship support will be reviewed by Faculty Senate, with plans to implement the new plan for Fall 2014.				
		Devote a substantial part of its future fundraising to providing scholarships to a diverse group of undergraduate and graduate students.	*Scholarship support from the Foundation grew from $300,000 to $500,000.*						
		Attract private and public funding for assistantships, internships and other forms of paid employment for students.							
		Work actively to increase governmental and other external sources of student financial assistance through an aggressive program of outreach and advocacy.							
	Expand the University's fundraising in scale, scope and creativity.	Undertake a significant capital campaign within 24 months of adoption of the Strategic Plan. The campaign will include a compelling case for support, aligning fundraising goals with the University's strategic objectives while increasing its annual unrestricted fundraising results. The University will invest the necessary funds to ensure the campaign reaches, if not exceeds, the ambitious financial target of the campaign.	*In anticipation of a future capital campaign, the Advancement division conducted a data cleansing of constituent files, including alumni. A wealth screening was also conducted to help evaluate gift capacity for potential donors.* *The Foundation Board decided to fund a feasibility study starting Fall 2013 to determine capital campaign readiness and to establish a revenue goal.*						
		Continue to build and strengthen the number of alumni and friends who are informed, involved and invested in the institution.							
		Ensure that the William Paterson University Foundation continues to be an integral part of all fundraising initiatives and plays a critical role in the development and guidance of the University.				Continue to increase these activities each year to foster additional partnerships for fund raising.	Continue to increase these activities each year to foster additional partnerships for fund raising.	Continue to increase these activities each year to foster additional partnerships for fund raising.	

Goal Five (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Establish the university as a model of outstanding and affordable public higher education	*Diversify funding streams*	Develop new executive education, continuing education and distance learning programs that are based on its current and evolving academic strengths.	*As part of plans to diversify funding streams, new non-credit certificate and certification programs from each college are in development and will be rolled out next academic year.*	Some courses are being introduced Fall 2013 and others will be introduced Spring 2014. There will be on-going development of additional courses each year to be rolled out in successive years. These will either be distance learning or in classroom instruction.	Some courses are being introduced Fall 2014 and others will be introduced Spring 2015.	Some courses are being introduced Fall 2015 and others will be introduced Spring 2016.	Some courses are being introduced Fall 2016 and others will be introduced Spring 2017	
		Develop new executive education, continuing education and distance learning programs that are based on its current and evolving academic strengths (cont.)	*Continuing and Professional Education has introduced nationally recognized non-credit bearing certification programs with more to commence this fall.*	Continuing Education will be launching additional non-credit bearing courses during the spring 2014 semester. There will be on-going development of additional courses each year to be rolled out in successive years.	Some courses are being introduced Fall 2014 and others will be introduced Spring 2015.	Some courses are being introduced Fall 2015 and others will be introduced Spring 2016.	Some courses are being introduced Fall 2016 and others will be introduced Spring 2017	
		Better utilize campus facilities and residence halls during the summer months by offering revenue-generating programs and activities.	*Continuing and Professional Education generated a total of $564,488 in revenue from May 20 to August 30, 2013 through workshops, courses, certificate programs, conferences, and events using campus classrooms, labs, the UC Ballrooms, and Residence Halls. The most significant activity occurred in Pre-College Youth Programs, which generated $477,842 and utilized the Residence Halls for 3 weeks in July. New summer professional programs for the business community generated $16,270, beginning on May 23 with a Non-Profit Management Conference in the UC Ballroom, and expanding with new Supply Chain Management and Writing workshops. The summer schedule concluded with a Job Fair at 1600 Valley Road on August 23 that drew 42 employers and 465 attendees from the region.*					
		Increase annual corporate and foundation support by expanding outreach to these organizations through designated University resources and faculty and staff initiatives.	*We implemented a "Corporate Strategy Team" that meets quarterly. The charge for this committee is to share information on corporate involvement, discuss strategies for increased involvement, and avoid multiple points of contact. We have made significant progress in this area and will continue to find ways to improve our corporate engagement.*					
	Strengthen the professional development of all who work at the University.	Invest in initiatives to build a culture that values clear communications, strong accountability and exceptional service to all members of the larger institutional community.	*We continued to refine and update information posted on the Human Resources website, including reorganizing existing information, in an effort to make the site more user friendly.*	Commence the development of a centralized resource/HR toolkit for supervisors and managers	Further refine and develop departmental training manuals as reference tools for employees and managers.	Complete the development of departmental training manuals as reference tools for employees and managers.		
		Establish a staff development program to enhance professional growth and encourage career opportunities.	*The Office of Human Resources offered/conducted five (5) separate management-level workshops during this fiscal year focused on: legal aspects of supervision and management; leadership development and styles; effective interviewing; Thriving in a changing environment; and, steps to leadership success. Two additional workshops were offered for non-supervisory/mixed audiences: embracing a service philosophy and dealing with negativity and conflict.*	Conduct "Classified Staff Career Briefings" workshops/meetings to highlight pertinent aspects of classified employment, including upward mobility and requirements, as well as a list of selected other topics of interest.	Continue to establish additional staff development workshops for classified and managerial staff to enhance their skill sets. Explore if some of these workshops can be converted to certification programs for employees.	Continue to establish additional staff development workshops for classified and managerial staff to enhance their skill sets. Introduce certification programs for employees.		
			The Office of Human Resources continued an increasingly popular Lunch and Learn program by offering eight (8) workshops on a wide variety of topics.	Continue this program by reaching out to the campus community for presenters with expertise that would be of interest to attendees.	Continue this program by reaching out to the campus community for presenters with expertise that would be of interest to attendees.	Continue this program by reaching out to the campus community for presenters with expertise that would be of interest to attendees.	Continue this program by reaching out to the campus community for presenters with expertise that would be of interest to attendees.	

Goal Five (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Establish the university as a model of outstanding and affordable public higher education	*Strengthen the professional development of all who work at the University (cont.)*	Strengthen problem-solving and develop creative approaches to the delivery of institutional services.						
		Improve employee feedback mechanisms and broaden employee recognition programs	*Plans are underway to expand the Length of Service Recognition Program by inviting employees with 10 and 15 years of service to join those with 20 or more years of service at the annual fall luncheon and celebration.*	Implement an employee recognition program and an expanded Length of Service Awards/Celebration Luncheon Program.				
	Improve continuously all of the University's administrative and business processes.	Seek to reduce costs and enhance the campus experience of faculty, staff, students and visitors through a continuous, on-going program of productivity increases, effective use of technology and shared services.	*The conversion from manual timekeeping to electronic timekeeping for part-time employees and student workers has resulted in greater efficiencies, increased accuracy, reduced errors and greater customer satisfaction.*					
		Expand the use of online services provided to students, faculty, and staff in conducting routine matters, including a real-time Q&A mechanism to provide immediate solutions to questions.		Develop a fully on-line graduate application review system and replace Banner graduate application form with easier to use and flexible web application.				
		Explore the development of new business procedures and systems that may hold promise for reducing expenses, enhancing delivery and sharpening the quality of support services.	*The Office of Registration Services is working on a more balanced schedule across days and times, including non-traditional times to provide students with more flexibility to attend classes and relieve some of the time slot congestion caused by compressing the times for classroom instruction.*	Move all departments to the utilization of managed print or multi-function device printing rather than using standalone printing devices.				
				Implement process for the electronic delivery of transcripts from and to other institutions.				
				Encourage all administrative departments to document their policies and procedures in a centralized location.				
				Promote the use of e-textbooks to faculty and students.				
				Create an electronic version of the Employee Handbook to serve as a supervisory resource and reference tool.				
			Implementation of R-25 scheduling software commenced during this academic year.	R-25 scheduling software will be available to selective departments during spring 2014.	Review the current fee structure and marketing strategies to ensure marketability of the campus to outside entities interested in renting space on campus.	Utilize this software tool to better schedule campus space in order to attract additional revenue from outside rentals.		
	Make the University a fully "green" institution	Develop a robust recycling program, move towards a paperless campus and use "green" products throughout the campus, with the goal of substantially increasing the percentage of recycled materials within five years.		Explore ways to reduce waste and increase reuse and recycling on campus. Immediately increase the University's use of recycled materials by 5% during the next 12 months.	Improve on the prior year's goals to increase recycling and the reduce of waste. Work with University vendors to reduce their refuse tonnage.			
				Commence the steps for the University to be a "paper free" institution over the next five years.				
				Create a Sustainability webpage which will showcase efforts made by the university to "green" the campus as well as to be a resource for reference links to information regarding sustainability efforts.	Develop other means of campus communications to reinforce a sustainability culture on the campus. Include information in new employee orientations, departmental policy reviews, first-year experience, residence life and student activities and in the appropriate academic studies.	Provide feedback to each department by tracking the materials they consume to conduct their business. Commence a "Greenest Department" recognition program.		

Goal Five (cont.)	Objectives	Outcomes	Accomplishments	Planned Action Items				
			AY 12-13	AY 13-14	AY 14-15	AY 15-16	AY 16-17	AY 17-18
Establish the university as a model of outstanding and affordable public higher education		Design all construction and renovation projects to be environmentally sound, use at least a significant proportion of recycled materials in such projects and ensure maximum energy-efficiency in campus buildings, vehicles and processes, with the goal of substantially reducing energy consumption over the next five years.		Once favorable market conditions return commence phase 2 of the solar panel installation project.	Look to install solar panels on other buildings where practical.			
	Make the University a fully "green" institution (cont.)			Commence a campus wide storm water control analysis to manage water runoff throughout the campus.	Install green roofs on new buildings and possibly on exiting buildings when roofs are replaced.	Rebuild roadways and catch basins to capture storm water.		
				Explore ways to reduce the number of passenger vehicles coming to the campus. Bring Zipcars to the campus.	Working with NJ Transit improve mass transit access. Develop rideshare webpage for students, faculty and staff.			
		Continue the University's involvement in the New Jersey Higher Education Partnership for Sustainability and the American College and University Presidents' Climate Commitment which establishes specific goals for becoming carbon-neutral.	*University activities in this area include a new Power Purchase Agreement, with Nautilus Solar installing photo-voltaic (PV) arrays on the roofs at Valley Road, Hobart Hall, and Science Hall East and West. The Smart Buildings Project upgraded the Energy Management System for Ben Shahn Center, Raubinger Hall, Atrium and Hobart Manor. Utilizing a state grant program, the University engaged Concord Engineering to look anew at the campus and suggest additional options for energy savings. As part of the Morrison Hall improvements, the university installed energy efficient LED lighting along the access road connecting Lot 6 with Science Hall West.*	Additional PV installations are being considered. Specifications for campus planned Parking Garage include anchoring and connections for an array on that deck's top level. We would also want to explore carport-like installations over Lot #2 once the garage project is completed. Lot #2 was the original site to be used for Phase II, and it could potentially provide an additional ½ Megawatt of capacity.				