

## OUR MISSION

William Paterson University of New Jersey is a public institution that offers an outstanding and affordable education to a diverse traditional and nontraditional student body through baccalaureate, graduate, and continuing education programs. The University's distinguished teachers, scholars, and professionals actively challenge students to high levels of intellectual and professional accomplishment and personal growth in preparation for careers, advanced studies, and productive citizenship. Faculty and staff use innovative approaches to research, learning, and student support to expand students' awareness of what they can accomplish. The University's graduates embody a profound sense of responsibility to their communities, commitment to a sustainable environment, and active involvement in a multicultural world.

# STRATEGIC PLAN 2012 2022

A Model of Outstanding and  
Affordable Public Higher Education

# 2012

I am proud to announce the launch of the William Paterson University Strategic Plan 2012-2022, which is designed to guide the University in the next decade. The plan is the culmination of a campus-wide collaborative process with extensive input from William Paterson University's Board of Trustees, faculty, staff, students, alumni, and other constituents, including wide-ranging discussions at multiple public campus forums.



As part of the plan, the University has adopted revised mission and vision statements, and, for the first time, developed a set of five core values: academic excellence, creating knowledge, student success, diversity, and citizenship. The University's mission, vision, and core values form the basis for the plan's five strategic goals.

The campus has now embarked on implementation of the plan, with teams of faculty, staff, students, and alumni actively engaged in developing activities and action items related to each strategic goal. As the teams move forward, we have already achieved a great deal, and I look forward to providing updates about our progress.

A handwritten signature in black ink that reads "Kathleen Waldron". The signature is written in a cursive, flowing style.

**Kathleen Waldron, President  
William Paterson University  
November 2012**

# 2012 2022

## GOAL 1: OFFER ACADEMIC PROGRAMS OF THE HIGHEST QUALITY



In today's challenging and competitive global marketplace, students need rigorous academic preparation that will help them develop the critical thinking skills to meet a continually changing world.

- William Paterson University will offer distinctive, high-quality undergraduate and graduate degree programs that prepare students for careers in a wide range of professions or for further education.
- We will provide all undergraduate students with a strong foundation in the new University Core Curriculum as we emphasize writing, technology, and active learning.
- The University will invest in academic areas that demonstrate the greatest potential to meet the needs of New Jersey and beyond, including financial services, health care, hard sciences, communication, applied social sciences, and teacher education, as well as new graduate programs that address critical societal needs.
- Central to these aspirations is an outstanding faculty. We will continue to increase the number of full-time faculty in proportion to enrollment growth and desired new programs.
- We will strengthen the research culture on campus and accelerate our investment in technology to augment teaching in the classroom and develop innovative approaches to distance learning.

2012 2022



## GOAL 2: ACHIEVE STUDENT SUCCESS BY INCREASING MATRICULATION, RETENTION, AND GRADUATION

The University will continue to expand enrollment at a modest growth level to keep pace with the demographics of our region and to support strategic initiatives of the state of New Jersey. Earning a college degree continues to be an important predictor of future success and active citizenship. As a public higher education institution, William Paterson University is dedicated to educating a diverse community of learners who will contribute to the social, cultural, and economic impact of our nation. The academic and personal success of our students is our greatest objective.



- We will steadily and substantially improve student retention and graduation rates.
- We will expand opportunities for practical internships, on-campus employment, and networking programs, and increase the availability of academic support, advisement, and career guidance.
- We will engage our students academically and intellectually by involving them in faculty research, technology, collaborative coursework, and learning communities, and through co-curricular activities such as lectures, workshops, seminars, and service learning opportunities.
- The University will measure its achievement through participation in the National Survey of Student Engagement, the leading, nationally used instrument for measuring undergraduate student engagement. Data from the survey will serve as a means of continuous improvement.

2012-2022



## GOAL 3: PROVIDE STUDENTS WITH EXCEPTIONAL OPPORTUNITIES BEYOND THE CLASSROOM

Hands-on learning experiences beyond the classroom are critical to prepare students for career opportunities and provide the skills they need in the workplace.

- The University will leverage its geographic location, linkages with alumni, and connections to regional, national, and international institutions and organizations to offer students extraordinary opportunities to gain practical experience, including internships, research collaborations, and international study and travel.

- We will encourage faculty to develop off-campus experiences that link directly and intentionally to coursework.
- We will emphasize the importance of civic engagement by enhancing the University's participation in the nationally recognized American Democracy Project and Campus Compact and by providing opportunities for community service projects in surrounding towns and cities and at the national and international levels.
- The University will strengthen its existing programs with Zhejiang University of Technology in China, Cambridge University in England, Windesheim University in the Netherlands, and others to encourage student and faculty exchanges and institutional alliances.



## GOAL 4: ENHANCE THE SENSE OF COMMUNITY THROUGHOUT AND BEYOND THE UNIVERSITY

Students who are engaged in campus life develop strong relationships with fellow students, faculty, staff, and alumni and to the University, and are more likely to successfully graduate.

- William Paterson University will provide a vibrant, rich campus life. We will enhance the array of extracurricular programs that develop personal skills, leadership capabilities, ethics, professional capacities, healthy lifestyles, and civic responsibility, and ensure that intercollegiate athletics and recreational sports are an integral component of the University's overall educational and extracurricular offerings.
- We will strengthen institutional and personal relationships with alumni, offer a more diverse alumni program, and invite our graduates to continue to participate in the life of the campus.
- We will enhance community outreach by building on partnerships and initiatives with local hospitals, schools, governments, businesses, and organizations, and will encourage faculty and students to engage in community-based research and civic engagement activities. We will play a significant role in the development of the Great Falls National Historical Park in Paterson.
- The Career Development Center will expand its outreach to corporations and non-profit entities to provide new opportunities for students and enhance our community relations.



2012 2022

## GOAL 5: ESTABLISH THE UNIVERSITY AS A MODEL OF OUTSTANDING AND AFFORDABLE PUBLIC HIGHER EDUCATION

The University will strive to become a model of outstanding and affordable public education. We will carefully manage tuition and fees to be mindful of student aspirations.

- We will expand our fundraising efforts and will undertake a new capital campaign that aligns with strategic initiatives.
- We will focus financial support on those students with the greatest need through scholarships and graduate assistantships and we will increase opportunities for student employment on campus.
- The University will improve administrative and business processes to increase institutional efficiency and effectiveness.
- The University will develop a Facilities Master Plan to 2024 to ensure that campus facilities support evolving academic programming, diversified enrollment growth, and technological needs. Campus projects will include renovating older buildings, adding a parking garage, and constructing a new core academic building.
- The University will explore public-private partnerships for future construction projects as well as seek alternative revenue sources from auxiliary services and continuing education.
- Committed to environmental sustainability and energy conservation, the University is determined to become a “green” campus by substantially increasing recycling and energy efficiency programs. As a signatory of the American College and University Presidents’ Climate Commitment and a member of the New Jersey Higher Education Partnership for Sustainability, we will continue to work towards becoming a carbon-neutral campus.





## VISION: THE UNIVERSITY IN 2022

William Paterson University will be widely recognized as the model of outstanding and affordable public higher education characterized by rigorous academic preparation and a wide array of experiential, co-curricular, and extra-curricular opportunities. The University will be distinctive for nationally recognized programs that prepare its students for the careers of today and tomorrow and known for its support of the personal growth and academic success of a highly diverse student body. It will be an institution of first choice for students committed to transforming their lives and making a difference.

## CORE VALUES

At the core of everything the University does, the following five values define its ethos and fundamental beliefs:

### **Academic Excellence**

As individuals and as an institution, we seek to model and to impart to our students the highest standards of knowledge, inquiry, preparation, academic freedom, and integrity, as well as an expanded sense of what an individual can accomplish.

### **Creating Knowledge**

We strive to expand the boundaries of knowledge and creative expression in and outside of our classrooms. We help students think imaginatively and critically and encourage innovative solutions to social issues, the challenges of ecological sustainability and economic growth, and ethical dilemmas confronting our communities, regions, nation, and world.

### **Student Success**

Students are our reason for being. We judge our effectiveness, progress, and success in terms of how well we provide a platform for their personal, intellectual, and professional development, enabling them to transform their lives and become civically engaged.

### **Diversity**

We value and promote the expression of all aspects of diversity. We maintain a campus culture that welcomes diversity of personal circumstances and experiences and prepares students to become effective citizens in an increasingly diverse, interdependent, and pluralistic society.

### **Citizenship**

We challenge our students, faculty, staff, and alumni to recognize their responsibility to improve the world around them, starting locally and expanding globally. We offer critical expertise to New Jersey and our region, while our scholarship and public engagement address pressing community needs in the region and beyond in keeping with our public mission.

*Approved by the William Paterson University Board of Trustees, March 19, 2012.*