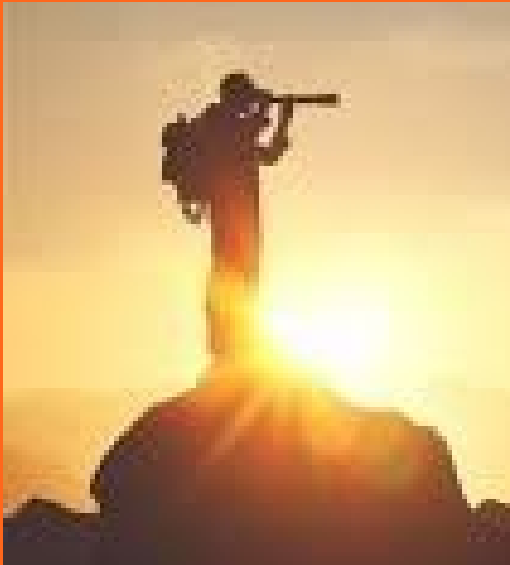


# Looking to the Next Five Years: Academic Affairs 2030

Academic Affairs Fall Address  
September 5, 2025

Joshua Powers, Provost  
Venkat Sharma, Dean COSH  
Amy Ginsberg, Dean COE  
Anthony Bowrin, Dean, CCOB  
Wartyna Davis, Dean CAHSS



2030



- 2022 – Building the Academic Affairs Future
- 2023 – Momentum for Success
- 2024 – Realizing the Academic Affairs Future

2025: Looking to the  
Next 5 Years

# New Additions in CAPS & CCDEP:

## New Additions to the College of Adult & Professional Studies

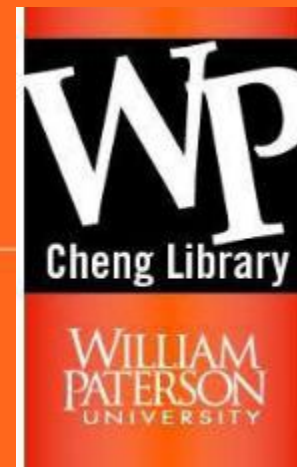
Megan Bratkovich	WPO Advisor
Gema Mendoza	Financial Aid Counselor
Martha Arevalo	Financial Aid Counselor
Samuel Miller	Student Success & Credit for Prior Learning Coordinator

## New Addition to the Office of Community College & Dual Enrollment Partnerships

Natalie Dickerson	Transfer Articulation Coordinator
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## David & Lorraine Cheng Library

Neil Grimes	Tenure & Promotion
Linda Salveson	Tenure & Promotion
David Williams	Tenure & Promotion



Looking to the  
**Next 5 Years**

# Looking Back at What We've Accomplished

	2018-2021	2021-2024
UG Enrollment (incl. of dual enrollment)	-1,156	+727
Grad Enrollment	+687	+1,145
Adult Undergrads (25+)	-24	+555
African Am Students (UG&G)	-102	+282
Hispanic Students (UG&G)	-204	+151
International Students (UG&G)	+42	+85
WP Online Enrollment (UG & G)	+1,573	+2,425
1 <sup>st</sup> Year Retention to 2 <sup>nd</sup> Year	-2.5%	+7%
4-Year Graduation Rate	-7.9%	+2%



*Notes:* As of Census I. Note that in recent years, we also track enrollments at Census II given more than one start in the fall for WP Online. When factoring in Census II enrollment, as of Fall 2024, WP total enrollment of all types, including dual enrollment, was 11,936, the highest total enrollment in at least 30 years.

Looking to the  
**Next 5 Years**

# Looking Forward: Leveraging or Creating Competitive Advantage

## *Definition:*

Doing something that meets an important external need and is difficult for others to imitate.

**CULTURE**  
AS A COMPETITIVE ADVANTAGE

## The Seven Main Types of Competitive Advantage

### Cost advantage



### Differentiation advantage



### Focus advantage



### Speed advantage



### Innovation advantage



### Geographic advantage



### Customer service advantage



Place in the Chat  
the following:

Q1. One competitive advantage you see for WP right now.

Q2. A competitive advantage you think could be one in the future.

Looking to the  
**Next 5 Years**



# Academic Affairs Priorities in AY25-26:

- **Enrollment** – Pursue program expansion & current program learning outcome opportunities strategically aligned with external needs, particularly as linked to the health care industry and considerations around AI.
- **Student Success** – Further strengthen partnerships for student success, including with the Faculty as Mentor Initiative.
- **Resource Generation** – Leverage momentum in sponsored activities to involve an expanded array of faculty and staff.
- **Resource Stewardship** – Ensure programs remain vital.
- **Investment in People** – Expand opportunities for faculty development and scholarship.

## Transcendent Priority:

Finding and leveraging our competitive advantages to drive next Strategic Plan.

Expand faculty travel allocation from \$100K to \$120K and deploy \$180K in teaching release through ART.

Looking to the  
**Next 5 Years**

# What Makes Regional State Universities Unique?

Regional public universities (RPUs) have a core mission of increasing access to higher education, particularly for students in their surrounding communities, and contributing to regional economic and social development. They achieve this by offering a range of academic programs, focusing on teaching and student success, and fostering strong ties with local businesses and communities.

Delivering America's Promise

Sources: [Why Regional Comprehensive Universities are a Vital Parts of U.S. Higher Education](#) and [Regional Public Universities: Expanding Higher Education's ROI for Students & Communities](#).

Looking to the  
**Next 5 Years**

# College of Science and Health



A Powerhouse for Careers in

**SCIENCE AND HEALTH**

Looking to the  
**Next 5 Years**

# Retirement Tenure & Promotion New Faculty



## **Retired :**

Gilbert Ndjatou (CS)

Daria Napierkowski (Nursing)

## **Recently Tenured :**

Kiho Lim (CS)

Nan Wang (CS –Tenure by Exception)

Jaclyn Morissette (Kinesiology)

## **Promotion to Associate Professor:**

Jaclyn Morissette (Kinesiology)

## **New Faculty :**

Christopher Mayack (Biology, Assistant Professor)

Luay Wahsheh (CS, Chair & Professor)

Bogan Fan (CS, NTTP)

Xiaoshan Wang (CS, Post-Doc Fellow)

Looking to the  
**Next 5 Years**



# THREE POINTS OF PRIDE



## Faculty Awards:

**Dr. Griffiths** – 2025

Research/Scholarship Award

**Dr. Monroe-Waldburger** – 2025

Teaching Award



## ASPIRE Success:

15 graduates (Biology, Chemistry, Computer Science, Env. Sci, Exercise Physiology, IT)

→  
**18%**

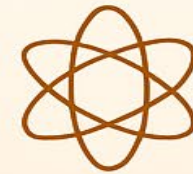
**Non-returner rate reduced to 18%** (1% below goal) through expanded support services (SEC, MLC, NET, CST) + supplemental instruction

# THREE OPPORTUNITIES



## Faculty Development:

10 COSH faculty earned an ACUE microcredential on inclusive teaching. We will continue to provide opportunities to more faculty in the coming years.



## Career Networking:

SHINE events each semester- Allied Health (Fall 2024) & Women in Tech (Spring 2025). Our next **SHINE** event is going to focus on **Kinesiology & Allied Health**



## Facility Upgrades:

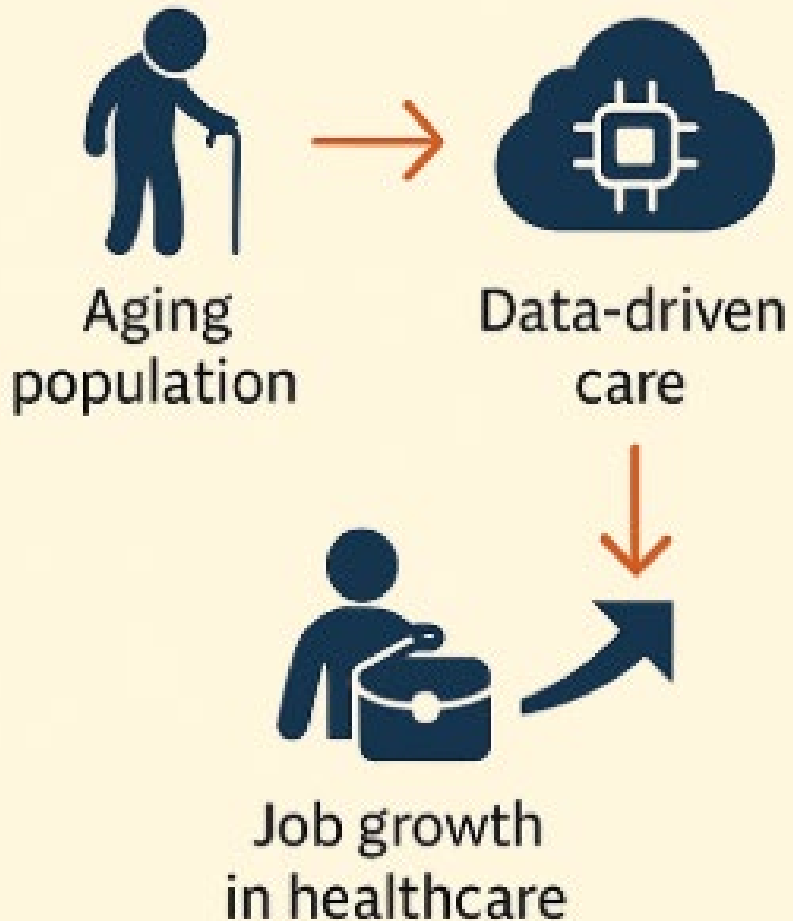
SIM lab, Robot, Advanced instrumentations, including a new \$700K NMR for Chemistry.

# Five Major Achievements in COSH

- 1. Global Recognition:** Dr. Emmanuel Onaivi ranked Top 0.5% globally (ScholarGPS®)
- 2. Student Achievement:** Aamod Paudel (freshman) mentored by Dr. Navid Imran Mohammed CS – 1st Place Poster at NJBDA Symposium
- 3. Program Innovation:** New Allied Health pathways – Pre-PT, Pre-OT, Audiology Minor, BS in Medical Imaging Leadership (proposed)
- 4. Research Showcase:** 18<sup>th</sup> UG Symposium – WPU students earned top placements in 10 categories; 87 abstracts, 37 institutions, 118 students
- 5. Student Success:** 94% NCLEX-RN pass rate (2025), along with increased enrollment in both UG (4.6%) and G (7.2%) Nursing Programs

Looking to the  
**Next 5 Years**

# Reflections on Our Sector of Higher Education



Think **“silver tsunami meets silicon wave.”** An aging population is accelerating demand across care pathways while data-heavy practice becomes the norm. U.S. projections show healthcare and social assistance as the engine of net job growth this decade, with roles like nurse practitioners and health services managers among the fastest growers. The catch: nearly every one of these roles is now data-adjacent—quality, safety, informatics, and AI-assisted decision support are moving from **“nice to have”** to **“table stakes.”** [Bureau of Labor Statistics](#)



**Implication for us:** Double down on market-aligned Allied Health programs, but braid in analytics, interoperability, ethics, and human-centered design so graduates can practice *with* machines while keeping the care human.

Looking to the  
**Next 5 Years**

# College of Science and Health: 2030 Vision Headlines

*A vision without a strategy remains an illusion – Lee G. Bolman*



"Allied Health 2030: Students Train with AI-Powered Simulations to Treat Patients Before They Graduate"



"College Becomes Hub for AI-in-Healthcare Startups, Students Graduate with Patents in Hand"



"Global Health Exchange: Students in New Jersey and Nairobi Solve Problems Together in Real Time"



"Jobs of the Future Lab' Predicts and Prepares Students for 2035 Workforce"

[Investopedia](https://www.investopedia.com)

Looking to the  
**Next 5 Years**



# College of Education



How will your education degree  
give you the strength to impact a student's life?

**WILL. POWER.**

Looking to the  
**Next 5 Years**



### APPOINTMENTS

**Ally Larena**, Graduate Programs Advisor

**Arianna Rivera**, CDC Teacher

**Cassi Deighan**, Special Education NTTP Instructor

**Jameelah Wright**, Teacher Education PreK-12 (Early Childhood Ed) Assistant Professor

**Kathleen (Kate) D'Apolito**, CDC Teacher

**Kathleen (Katie) Whalen**, CDC Associate Director

**Scott Scardena**, Professional Counseling Assistant Professor



### FACULTY TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

**Anita Kumar**, Teacher Education PreK-12 (Early Childhood Ed)

**Gihan (Gigi) Mohamad**, Educational Leadership and Professional Studies

## Faculty and Staff Transitions

Looking to the  
**Next 5 Years**



Early outreach  
via the Aspiring  
Educators  
program



Extensive existing  
partnerships create  
opportunities for  
enrollment  
enhancement and  
career development



Earn while you  
learn as the  
new norm

**Points of Pride and Opportunities**

**Looking to the  
Next 5 Years**



- 11 certificate and 13 master's degree COE WPO programs in 2025-2026
- 18% growth in COE WPO enrollment from fall 2024 to fall 2025 (as of 9/2/2025)
- Fall 2025 COE WPO enrollment = 836 (as of 9/2/2025)

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**Noted Accomplishments**

Looking to the  
**Next 5 Years**



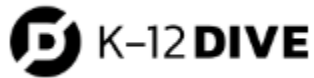
# What's next for the registered teacher apprenticeship movement?

To keep high-quality programs running, it's crucial to have sustainable financing and to amplify district and state voices.

Published April 30, 2025



Anna Merod  
Reporter



## Reflections on the Education Sector in Higher Education

## How Educator Preparation Programs are Navigating A Shifting Funding Landscape

BLOG POST



Shutterstock

By **Amaya Garcia** and **Dana Grayson**

May 8, 2025



## Looking to the Next 5 Years

# DAILY NEWS

William Paterson University and Paterson Public Schools celebrate 'earn-and-learn' teacher pathway partnership: Debt-free B.A. for scores of district paraprofessionals

# Breaking News

William Paterson University's multi-district teacher apprenticeship hub in Northern New Jersey cited as statewide model for expansion and retention of teacher workforce

# NEWS

Educational leaders and teachers across NJ attest to the value of preparation via WP Online



**HEADLINES IN 2030**

Looking to the  
**Next 5 Years**

# Cotsakos College of Business



A Powerhouse for Careers in  
**BUSINESS**

Looking to the  
**Next 5 Years**

# Faculty & Staff Developments

## New Faculty & Staff - Welcome!

- **Dr. Babita Srivastava** – OYO Instructor/Asst. Professor of Economics
- **Mr. Alexander Glen** – Project Manager, Small Business Development Center (SBDC)
- **Mr. Ian Michaelchuck** – Director, Russ Berrie Institute for Professional Sales (RBI)
- **Dr. Sarbjeet S. Rayat** – Director, Center for Socially Responsible Entrepreneurship and Innovation (CSREI)

## Promoted Faculty – Congratulations!

- **Dr. Mehmet Turkoz** – Associate Professor of Business Analytics

## Departed Faculty – Rest in peace.

**Cho Kin “C.K.” Leung** – Emeritus Professor of Economics and former Interim Dean

## Retired Staff & Resigned Faculty – Thank you for your service.

**Dr. Siamack Shojai** – Professor of Economics and former Dean

**Ms. Sonia Musa** – Project Manager, SBDC





# POINTS OF PRIDE & OPPORTUNITIES

- **Attrition**

- 1<sup>st</sup> Year retention is 71.6% (08/30/2025) up from 69% in fall 2022

- **Alternative Credentials**

- 18 Undergraduate; 18 Graduate; CCOB courses in 3 interdisciplinary Certs
- 316 undergraduate certificates conferred since fall 2023

- **Student Success**

- 4-Year Graduation rate increased from 25% (FA'22) to 31% (FA'25)

- **Improve Attrition:**

- CCOB 1<sup>st</sup> Year retention lower than that for other WP colleges

- **Grow Main Campus Enrollment**

- Declined from 920 (FA'22) to 783 (FA'25)  
\*08/30/2025

- **Responsible integration of sustainability**, data analytics, genAI and other emerging technologies into Core Business Curriculum



Looking to the  
**Next 5 Years**

# ACHIEVEMENTS

- **Student Success** - Assurance of Learning (AOL) Outcomes
  - Successful 5-year AOL cycle culminating in commendation from AACSB Peer Review Team regarding the maturity and effectiveness of AOL process.
  - During that cycle, **across all business programs, most students exceeded the performance benchmark of 75% proficiency on almost all learning goals.**
- **Resource Stewardship**
  - Instructional cost per Student Credit Hour reduced from \$214 (FA'22) to \$194 (FA'24), i.e., 9.3%
- **Enhanced Career Readiness of Business Majors**
  - Expansion of Professional Enrichment program [547 students enrolled FA'25]
  - 202 students participated in genAI and Emotional Intelligence workshops in 2024-25 AY



Looking to the  
**Next 5 Years**

# REFLECTIONS ON OUR SECTOR OF HIGHER EDUCATION (HE)



## Different Visions for Business Education and Business Accreditation

- Business accrediting agency (AACSB) and Business Schools grappling with the [Conservative Vision for Higher Education Reform](#), the emerging legal and political environment surrounding HE, and the [challenges and opportunities afforded by genAI](#), as they seek to reshape their pre-Trump 2 [collective vision for business education](#) to retain and enhance their relevance and societal impact
- AACSB proactive sanitization of its accreditation standards to “mitigate risks”
- Several leading business schools retrenching or rebranding courses, programs and initiatives around DEI, sustainability and corporate social responsibility.

# HEADLINES IN 2030

## Cotsakos College of Business recognized ...



*...for cross-disciplinary programs that address allied health labor shortages and promote sustainable business practices*



*...for delivering strong Return On Investment (ROI) for Graduates consistent with the new Accountability Law*



*...for its leading Innovation Hub that is Driving Local Economic Growth in the City of Paterson*



Looking to the  
Next 5 Years



# College of Arts, Humanities, and Social Sciences



A Powerhouse for  
**CAREER-FOCUSED EDUCATION**

Looking to the  
**Next 5 Years**

# FACULTY/STAFF HIGHLIGHTS

## Retirements

- Leslie Nobler, Art
- Aaron Tesfaye, Politics, Legal and Urban Sciences
- Yingcong Dai, History
- Diane Falk-Romaine, Music
- Madhuri Mukherjee, Language, Literature, Culture and Writing
- David Demsey, Music
- Judith Broome, Language, Literature, Culture and Writing
- Zhiyuan Cong, Art

## Promoted to Full Professor

- Natalie Lindermann, Psychology
- Robin Nemeroff, Psychology
- Ryan Rebe, Politics, Legal & Urban Studies

## Tenured/Promoted to Assoc. Prof.

- Jason Silva, Sociology and Criminal Justice
- Jungyun Won, Communication
- Wendy Wright, Politics, Legal and Urban Sciences

## New Appointments

- Mitch Butler III, Music
- Al Clarke, Communication
- Hannah Carr, Music
- Phil Clifford, Music
- Myles Dunnigan, Art (Joining us in January)
- Nafin Elias, Psychology Staff

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Looking to the  
**Next 5 Years**

# Points of Pride and Opportunities

## Decolonization

- Pedagogy sessions – Inclusive practices and differentiated instruction and assessment

## Alternative credentials

- 26 innovative offerings; 23 undergraduate and 3 graduate

## UCC

- 59 AHSS courses of the 85 approved

## Attrition

- 2024 FYFT retention 74.2 (up from 70.4 in 2022)
- Current continuing student retention is at 89%

## Artificial Intelligence

- Grant seeking; three AI courses and AI Literacy and Ethics certificate completed and headed to senate review

## Summer HS bridge programs

- Summer Arts, Summer Jazz

## Integration of technologies

- Digital storytelling and GIS certificates, Digital innovation lab, podcasting spaces, digital collaboratory

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Looking to the  
**Next 5 Years**

# College Achievements

## Internship Highlights

- 266 students registered for one of the internship courses (30 more than last year)
- 90 students received an internship stipend
- Restored the Pre-Police Academy Internship Program

## What Interns are saying

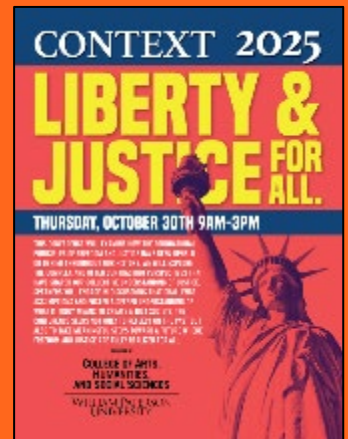
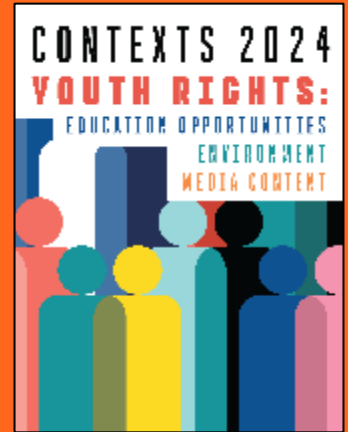
- 81% reported greater clarity about their career goals
- 76% improved key professional skills
- 49% shifted career direction based on real-world experience



7th Annual ASPIRE Immersive  
Career Readiness Program

## Other Achievements

- 14th Annual CONTEXTS Multidisciplinary Conference
- Increased student engagement –Research opportunities, Journalism
- Highly regarded accredited programs – Music, Art, Psychology and Social Work
- Award Winning Programs: Music, Radio Station



Looking to the  
Next 5 Years



# REFLECTIONS

## Growth with Purpose: Creativity, Collaboration and Community

- Affirmation of the value of a college education. We must be as vocal about the consequences of failure to invest in these areas.
- Our futures depend on our ability to be innovative.

Additional resources: 'Harvard Thinking': What skeptics get wrong about liberal arts In podcast episode, an economist, an educator, and a philosopher make the case it's as essential as ever in today's job market - Samantha Laine Perfas - Harvard Staff Writer [Podcast](#) ; Satchanawakul, Nattanee & Liangruenrom, Nucharapon. (2025). The historical evolution of liberal arts education: A systematic scoping review with global perspectives and future recommendations. 9. 1-12. 10.1016/j.ijedro.2025.100482.

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Looking to the  
Next 5 Years

**LIVE**

breakyourownnews.com

**BREAKING NEWS**

# LEADING WITH PURPOSE

**10:37**

**ARTS, HUMANITIES AND SOCIAL SCIENCES EXPANDS IMPACT AND EXCELLENCE**

Looking to the  
**Next 5 Years**