

2015

2020 Vision: A Strategic Plan for NJIT

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2020 A Strategic Plan for NJIT VISION



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From the President

Change & Opportunity

NJIT is New Jersey's science and technology university, serving its citizens as a critical resource for education, scholarly and applied research, and economic development in the fields of science, technology, engineering and mathematics as well as design and the management of technology. Since its founding in 1881, the university has achieved significant milestones: supplying well over 25 percent of the state's engineering workforce; establishing one of the nation's largest incubators for start-up technological companies; and developing the world's leading solar telescope at Big Bear, California.

Today, NJIT enrolls over 10,000 students, conducts over \$100 million in research, has hired 50 faculty over the past three years; launched the New Jersey Innovation Institute (NJII), a corporation for the development of university-industry partnerships; is leading a \$1 billion neighborhood redevelopment of 22 acres adjacent to its campus; has built an on-campus "Village" for a residential honors college

and Greek houses; and is anticipating spending nearly \$300 million on new capital facilities and renewal. One of its highest achievements has been the recent repeated recognition as one of the nation's top public universities for "return on investment (ROI)," alumni earnings as compared to the cost of their education. This is remarkable, as public universities educate over 70 percent of our nation's students, and must deal with the unfortunate rate of government disinvestment in public higher education.

I profoundly compliment the leadership of our Provost and Senior Executive Vice President, Fadi Deek, for his tireless effort in developing *2020 Vision* and the more than 200 members of the university community, including faculty, students, administrators, staff, alumni and board members who worked together over the course of six months to generate the core of this plan. Their vast knowledge of NJIT and compelling wisdom about achieving excellence has provided *2020 Vision* with a level of opportunities and challenges that will propel NJIT to continuous improvement and additional remarkable outcomes.

This final version, refined in consultation with the Board of Trustees and senior administrators, is built upon the five core strategic priorities: excellence in student performance, a curriculum meeting the highest professional standards, nationally and internationally recognized scholarly research, a community rich in diversity, and investments in a spectrum of resources. The plan contains the objectives, strategies and tactics designed by the planning committees that will guide our resource investments.

As this 18-month process comes to a close, I look forward to working with the entire university community to collaboratively implement *2020 Vision*, just as we wrote it. It will take all community members working together to accomplish our ambitious objectives and ensure that NJIT will continue on the trajectory of a leading national and international polytechnic research university.

Joel S. Bloom

A Legacy of Growth

Chartered by the State of New Jersey in 1881, Newark Technical School opened in 1885 with a class of 88 students. In 1930, under the presidency of Dr. Allan R. Cullimore, the school became Newark College of Engineering. Professional doctoral programs were introduced in 1960. By 1973, with the integration of New Jersey School of Architecture, the institution had evolved into a technological university offering a wide range of undergraduate and graduate degrees and was renamed New Jersey Institute of Technology (NJIT) to signify its expanded mission.



Today, in addition to Newark College of Engineering, NJIT includes the College of Science and Liberal Arts (1982), the School of Management (1988), Albert Dorman Honors College (1994), and the College of Computing Sciences (2001). In 2008, with the addition of the School of Art + Design, New Jersey School of Architecture was expanded to become the College of Architecture and Design.

Over the past four decades, NJIT has changed from a commuter school teaching applied engineering skills into a nationally ranked public research university. This has been a remarkable transformation. In fall 1979, the first year of publicly available federal data, the university enrolled 6,300 students. By 2014 enrollment had increased to 10,646, which represents a

60 percent increase. Yet the enrollment transformation pales in comparison to other changes in the university. Total university expenditures over the same period increased from about \$24 million to more than \$360 million. Most dramatic has been the development of the university's research profile. In 1979, total research expenditures were only \$375,000; today they are over \$110 million. In other words, research increased from less than 2 percent to about 31 percent of total university spending.

As it grew into a research university, NJIT also developed as an educational institution. Today, the university has nearly 2,200 residential undergraduate students with a significant number also living in university-affiliated housing. The average combined SAT score for entering freshmen has increased nearly 300 points. During the same period, NJIT developed a significant presence as a doctoral institution. Fifty years ago, it awarded no Ph.D. degrees. Recently, it awarded as many as 70 doctoral degrees in 16 different disciplines during a single year. In short, since 1979 the university has grown from its roots as a commuting college focused on teaching into a residential and highly selective research institution.

Still, NJIT remains true to its urban mission and its commitment to helping motivated and talented students overcome educational challenges. In fall 2014, more than 40 percent of the entering freshmen class qualified for Pell grants, and for them the STEM career focus of NJIT offers a road to success. About 25 percent of all NJIT bachelor's degree recipients enter graduate programs within six months of receiving their degrees. NJIT students also enjoy mid-career salaries that place them among the top four public research universities in the country.

The facilities of NJIT have also developed steadily. In 2013–2014 alone, the university broke ground for more than \$150 million in new laboratories, classrooms and student support areas. These new facilities position the university to maintain its leading role in education with a particular focus

on biological sciences, biomedical engineering and computing. NJIT students increasingly benefit from these investments. Today they have access to innovative classrooms with cutting-edge technology and new areas of support, including centralized advising and tutoring.

Specialized research facilities have also been dramatically enhanced. Solar physicists at the university's Big Bear Solar Observatory recently completed a multiyear construction project to install the world's largest ground-based optical solar telescope. The telescope has already produced the highest-resolution pictures of the sun's surface ever seen. A separate team has developed the world's highest-resolution radio telescope array dedicated to solar studies, while a third team is leading a \$100 million space weather satellite development project with the Johns Hopkins University Applied Physics Laboratory.

Other important centers have also produced groundbreaking results. These include the Center for Applied Mathematics and Statistics, which is recognized for its applied interdisciplinary research in the mathematical sciences; the Center for Wireless Communications and Signal Processing Research, which has made technological advances in wireless communications and contributed to many areas of communication theory; the Membrane Science, Engineering and Technology Center, a National Science Foundation Multi-site Industry/University Cooperative Research Center that uses advanced membrane technology to produce pure water by recycling and desalination; the Center for Biomechanics, Materials and Medicine, which is pushing boundaries in the effort to understand, treat and prevent traumatic brain injury; and the Center for Natural Resources Development and Protection, which is internationally known for oil-spill research. In the field of transportation, NJIT is recognized for its extensive commitment to research.

NJIT also has expanded its economic mission for the State of New Jersey. Since its inception in 1988, the NJIT Enterprise Development Center (EDC) has given startups a critical edge in developing, launching and commercializing their ideas. The EDC fosters statewide economic

growth in workforce development, development of new technologies, entrepreneurship, sustainable growth, global competitiveness of businesses, and industry collaboration. In June 2010, NJIT established the New Jersey Health Information Technology Extension Center (NJ-HITEC) with the support of a \$23 million grant from the U.S. Department of Health and Human Services to assist New Jersey physicians in the implementation of electronic health record systems to provide high-quality healthcare.

Like NJIT, the City of Newark is on a trajectory of growth as a center for commerce, finance and transportation. It is also a focal point for higher education, with NJIT adjacent to three college campuses. Essex County College is an important feeder for NJIT's STEM programs, providing reciprocal benefits for both institutions. Rutgers-Newark and Rutgers Health and Biological Sciences are NJIT's natural partners in education and research. This constitutes a critical engine for the generation of knowledge and economic growth for the city and state.

The future direction of NJIT will build upon the transformations that have brought the university to where it is today. This strategic plan is a blueprint for achieving the vision shared by the NJIT community for 2020.



2020 Vision: A New Trajectory

As one of the nation's leading public science and technology universities, NJIT prepares leaders to design, develop and manage the world of tomorrow through STEM education, applied and scholarly research, technological innovation and entrepreneurship, societal engagement and career excellence.

NJIT will achieve its vision through five strategic priorities that will guide the development of students, the transformation of the curriculum, the growth of scholarly research, the fostering of a global community, and investments in human, physical and technological resources.

The first priority is students, NJIT's most important asset. They will be a reflection of the university as they employ the values, attitudes, skills and knowledge they have learned at NJIT. The NJIT community must continue to encourage them to be creative, to take risks and to consider different approaches in applying their expertise to solving problems. Not only will they be experts in their fields, they will also be leaders. Interest in students must begin before they arrive on NJIT's campus and continue into their professional careers. Because NJIT aims to be the preferred choice for talented students, admission strategies must be exact. While academic standards for them will be high, NJIT will also provide them with support for personal development, academic advising and career guidance that will ensure their successful and timely degree completion.

Learning is the second priority. Students will be engaged by skilled instructors delivering a curriculum that is rigorous and relevant. NJIT's strength in engineering, design, computing, the sciences, and technology management will continue to make NJIT distinctive. Innovative academic programs, guided by continuous self-assessment, will be responsive to the changing demands of industry and needs of society. Inspired teaching and learning experiences within and outside the curriculum will help the university accomplish these goals, promote inventive thinking, and instill knowledge that serves the

public interest. In parallel to formal learning, NJIT's curriculum will also allow students to acquire talents and learn from experiences outside the classroom. With its focus on educating professionals, an NJIT degree will open the door to fulfilling careers.

Scholarly research, creative work and related activities constitute the third strategic priority. NJIT aims for prominence in these areas, and they will

“The goal is to keep NJIT on course to becoming... renowned for excellence in education, eminence in research, generosity in service and dedication to economic expansion.”

be pursued with ever-increasing excellence. Developing knowledge and applying it for the benefit of society will require talent, substance and resources. NJIT will actively recruit, develop, support and retain exceptional members of the faculty by providing the environment and preconditions necessary for their success from their appointment to the pinnacle of their academic careers. NJIT also aims to break down barriers to multidisciplinary collaborations; contemporary research demands it. The university values entrepreneurial research, supports inventions and facilitates technology transfer. NJIT is already a key partner in business and economic development through the Enterprise Development Center (EDC). Additionally, the New Jersey Innovation Institute (NJII) will expand NJIT's leadership in this domain by strengthening university, industry and government partnerships.

Community is the next strategic priority. Engagement by the entire university network of faculty, students, staff, administration and alumni is necessary to achieve these goals. NJIT recognizes that it is rooted firmly in the City of Newark and its surrounding communities. The university's connection to and relationship with Newark is special. Moreover, the undergraduate population reflects the diversity of its environment and represents the future of the workforce. NJIT's graduate population, on the other hand, is largely international, with students from over 100 countries. NJIT's faculty is similarly diverse and this offers the potential to cultivate a strong global presence in research and education. Although NJIT now lacks the participation of underrepresented minorities in its faculty and administration, the university will do all that is possible to increase that diversity.

Investment, the final priority, must be carefully made in human capital and university infrastructure in order to meet these goals. Faculty renewal continues to be most pressing, although 50 new faculty have recently joined the university. Therefore,

the process to bring more faculty of the highest caliber is already underway. Equally important, there is a need for cutting-edge facilities across the board from education and research to athletics, recreation and entertainment. NJIT's physical campus presents an image of who it is to the outside world, and the university will strive to keep improving its beauty and function. Recent and current capital projects, such as the residential Albert Dorman Honors College, the Greek Village and the renovation of the landmark Central High School, have set new standards of excellence that will continue.

The university will ensure that *2020 Vision* is fulfilled by continuous assessment of the progress of this plan to guide efforts and track success. The goal is to keep NJIT on course to becoming one of the premier institutes of technology in the country, renowned for excellence in education, eminence in research, generosity in service and dedication to economic expansion.





NJIT.

New Jersey Institute of Technology

Students

NJIT will increase retention and graduation rates. Once enrolled at NJIT, students will receive the highest level of academic and social support to enable them to persevere through a rigorous curriculum and become leaders in their professions or continue advanced studies. In both undergraduate and graduate programs, new initiatives will refine and target admission processes to increase the rates of academic success.

OBJECTIVES

ADMISSIONS—To admit the students likely to succeed at NJIT, graduate in a timely manner and achieve their potential for leadership.

Expand Communication and Information Channels

- Implement focused, data-driven marketing and recruitment strategies. This will help identify prospective students and those who influence their decisions.
- Communicate the benefits of an NJIT degree more effectively. This will create awareness of the academic community and articulate the rigor of the NJIT curriculum.
- Expand the pipeline programs, including pre-college activities and outreach. This will increase the application pool.
- Refine articulation agreements and increase the number of joint programs with community colleges. This will strengthen NJIT's historical relationship with community colleges in the state and region.
- Centralize applicant information using digital technology. This will facilitate analytics to identify characteristics of successful NJIT students, target recruitment toward students with that profile and support academic advising.

Strengthen Graduate Student Recruitment

- Recruit graduate students at the department level, with emphasis on the following: student point of contact, peer outreach and individual faculty outreach. This will personalize and increase the effectiveness of recruitment efforts.
- Admit graduate students using competitive practices, including an earlier application deadline, timely

offer letters and attractive graduate stipends. This will increase the number of applicants and produce a better yield for admitted students.

- Analyze graduate student success by departments and programs. This will result in a graduate student success profile to inform and guide future admissions.

Improve Web Presence

- Create a high-impact website. This will improve recruitment, promote an NJIT identity and better serve the needs of the NJIT community through increased communication and functionality.
- Enhance NJIT's social network presence. This will increase awareness of NJIT, highlight accomplishments and help in student recruitment.

PERSISTENCE AND RETENTION—To increase persistence and retention by strengthening support for students.

Design a Connected Academic Community

- Improve and expand Learning Communities for students across all majors. This will help undergraduate students receive consistent academic support as part of a cohort of students with similar curricular interests.
- Connect the student community through increased personal interactions and appropriate technology. This will create a stronger NJIT identity among students.

Intensify Academic Advisement

- Develop university guidelines for advisement across academic departments. This will lead to timely graduation.

Strategic Priority One: Students

- Increase use of software tools and analysis in advising. This will assist in tracking students and offering more effective advising.
- Admit NJIT students to a college or school of their choice with the option of indicating a provisional major that may be officially declared at the end of the first year. This will improve retention and graduation.
- Intensify first-year advisement. This will aid students in selecting an appropriate undergraduate major.
- Enhance sophomore student advising with particular emphasis on the role of the faculty advisor in the major. This will offer sophomores the support and resources to foster a smooth transition into their declared major.
- Analyze student data to identify at-risk students. This will make possible timely interventions by faculty and advisors, followed by appropriate academic and student services support.
- Provide students with the information necessary to make informed decisions about their educational experience. This will promote personal responsibility.

Improve Tutoring, Mentoring and Student Support

- Coordinate tutoring, mentoring, adaptive learning and student support across campus. This will improve the management and effectiveness of these programs.
- Train faculty, instructors and academic advisors as mentors. This will ensure that retention is strengthened through uniform approaches to learning experiences, policies and procedures.

GRADUATION—To ensure that more NJIT students graduate on time and without administrative obstacles.

Implement Curriculum-Guided Course Scheduling

- Allocate instructional resources by offering courses in the semesters when they are needed and avoiding scheduling conflicts for required classes. This will promote timely graduation.
- Expand the scope of winter and summer sessions by offering additional sections, particularly online. This will also facilitate timely graduation and enhance tuition revenues.
- Coordinate course scheduling and registration with Rutgers-Newark and Rutgers Biomedical and Health Sciences. This will give students a greater range of course offerings on all three campuses and reduce administrative obstacles for cross-registration.

Streamline the Graduation Process

- Notify students automatically when they are nearing graduation, alerting them to their remaining academic requirements. This will reduce barriers to graduation.
- Eliminate the student-initiated application for graduation of qualified students. This will prevent administrative delays.
- Expand advising and financial support for senior students. This will increase their chances of completing the final steps toward their degree.

CAMPUS QUALITY OF LIFE—To enhance the quality of campus life leading to increased student engagement, satisfaction and pride.

Build a Supportive Environment

- Cultivate a courteous and welcoming campus climate. This will enhance student satisfaction and success.
- Develop a service-focused message for all faculty and staff following the systematic examination of current practices. This will ensure a consistent student-centered message across the campus.

Improve Administrative Processes and Practices

- Examine and modify university academic and non-academic administrative policies, practices and procedures. This will lend consistency and fairness to the continuing process of improving the quality of campus life.
- Develop a service center to promptly address student questions and direct students to appropriate offices as needed. This will streamline and track efforts to meet student needs.

Support Campus Activities

- Facilitate sustainable and supported campus events and experiences such as intramural athletics and academically oriented teams, like debating and chess. This will engage the entire university community and enhance campus life.
- Develop an “events center.” This will provide space and support for student activities and offer venues for NJIT community assemblies.

INSTITUTIONAL EFFECTIVENESS—To continuously improve student support and the quality of campus life through rigorous and honest self-evaluation.

Improve Institutional Effectiveness Through Continuous Assessment

- Deploy key metrics for university performance, particularly retention and graduation rates by colleges, schools and departments. This will help identify obstacles to student achievement.
- Use student satisfaction as an indicator of success. This will guide programs toward promoting a supportive climate and attune assessment to the more personal side of university performance.
- Develop assessment plans with learning goals for all programs. This will set clear standards and measures for success and improvement.

Make Evaluation Effective

- Implement independent evaluations for student support programs. This will improve the reliability of the assessment and make the results more useful in guiding resource allocation.
- Communicate assessment results to instructional and support personnel. This will make assessment a more effective tool for management and continuous improvement.

The Vice President for Academic Support and Student Affairs and the Provost are responsible for overseeing the implementation of strategies and tactics under Strategic Priority One. Achievement will be measured by the following Key Performance Indicators:

Key Performance Indicators			
Objective	Metric	Baseline	Target
Admissions Fall Semester	Freshman applications	4,777	6,000
	Graduate applications	6,305	8,197
	Transfer applications	1,793	2,150
	Average composite SAT (M and CR combined)	1,192	1,220
	High school GPA	3.50	3.65
	Average GRE (quantitative) MS (FTFT)	155	160
	Total enrollment	10,646	12,200
Retention	Retention rate	84%	90%
Graduation	Graduation rate (6-year)	59%	65%
Campus Quality of Life	Student satisfaction with campus life (undergraduate survey)	3.1	3.4





Learning

NJIT students will encounter a course of study that is under continual scrutiny in order to ensure it meets current professional standards, provides a general education to produce the most highly qualified leaders and is delivered by enthusiastic instructors using innovative and effective methods. Digital learning will be an integral part of every student's experience, with instructors engaging students through "converged" pedagogies where the boundaries between online and face-to-face instruction fade. Students will be given more opportunities to learn at their own pace and to explore their own path to achieve their learning goals. Academic programs and other learning opportunities will foster in the students a professional attitude, broaden their cultural experiences and increase their understanding of civic responsibilities.

OBJECTIVES

CURRICULAR ASSESSMENT—To assess student learning and use the results for course and program improvement, leading to increased rates of retention and graduation.

Evaluate the Curriculum

- Continuously assess the curriculum. This will help assure its currency and determine the achievement of learning outcomes.
- Use assessment to guide ongoing curricular reform. This will identify areas for potential innovation.

Raise the Prominence of Academic Assessment

- Establish yearly program self-assessments and cyclical program reviews. This will create a culture of assessment.
- Highlight the importance of curricular assessment and its impact on learning. This will increase the effectiveness and quality of NJIT programs.

CURRICULAR REFORM—To ensure degree programs meet the needs of students and the employment market.

Improve Undergraduate Education

- Update the General University Requirements (GUR). This will provide students with the general skills and technological literacy needed for professional success and active citizenship.
- Modify credit requirements and semester load. This will facilitate retention, increase graduation rates and reduce the cost of attending NJIT.
- Implement a 4 X 4 curriculum in which students take four courses at four credits across four years of undergraduate study. This will further improve retention and graduation rates, as well as reduce degree costs.
- Train students in the competencies of current digital technology related to their majors and integrate this into the GUR. This will provide graduates with technological knowledge and skills required by the marketplace.
- Establish learning outcomes for all academic degrees and for the GUR. This will align all curricula, advance student learning and improve teaching.

Strategic Priority Two: Learning

Innovate Graduate Education

- Create professional master of science degree programs devised in collaboration with industry partners. This will provide students with expertise in their engineering or science discipline, as well as competence in management, ethics, policy, communication skills and leadership.
- Create applied master's programs, particularly online. This will make NJIT competitive locally and nationally by graduating students who can immediately meet the needs of specialized industries.
- Enhance doctoral student financial support. This will make NJIT more competitive and improve graduate student recruitment, enrollment and retention.
- Introduce a doctoral program in the School of Management. This will elevate the visibility and stature of the school in industry and academia.

Update the Curriculum Continuously

- Incorporate feedback from professional organizations and accrediting agencies. This will ensure that the curriculum meets national standards.
- Incorporate feedback from industry advisory boards and employers. This will ensure that the curriculum produces graduates with appropriate skills.

CONVERGENCE THROUGH DIGITAL TECHNOLOGY—To embrace digital technology as the transformative learning strategy for the delivery of instruction, giving students control over time, place, path and pace of education.

Create an Instructional Culture of Digital Technology

- Converge face-to-face and online modes of course delivery by use of advanced instructional technologies. This will lessen the boundaries between the physical and virtual classrooms.
- Increase the use of digital technology in the classroom. This will enhance the teaching and learning environment.
- Deploy adaptive learning systems to provide at-risk students personalized digitally-based instruction. This will offer students necessary learning support especially in the lower-level GUR courses in mathematics, the sciences and writing.

Assure Academic Rigor

- Achieve uniformity of academic standards, regardless of course delivery mode. This will ensure consistent excellence across the curriculum.

- Create a digital repository for learning artifacts. This will facilitate sharing of best instructional practices among faculty, contribute to digital literacy among students and support the assessment of courses and degree programs.

MILESTONE EXPERIENCES—To give every student in good-standing unique, credit-bearing learning opportunities outside of the classroom.

Integrate Milestone Experiences into Undergraduate Programs

- Expand the Undergraduate Research and Innovation program. This will promote collaboration and connect knowledge acquired in the classroom to applied research problems.
- Increase the number of curricular-based co-ops and internships. This will enhance student opportunities for industry experience.
- Develop a robust study abroad program to expand international experiences. This will allow undergraduate students to study, live and work in new cultural environments and develop an understanding of their place in global society.
- Integrate service-learning projects in the Newark community, and beyond, into the curriculum. This will involve undergraduate students in meaningful civic engagement.

Develop Milestone Experiences for Graduate Programs

- Foster research, industrial, service and international learning experiences. This will enhance advanced study.
- Expand research and service, including civic engagement opportunities for graduate students. This will advance the presence of the university locally, nationally and internationally.

Support Personal Milestone Experiences

- Provide a framework allowing students to pursue personal milestone experiences, such as music and the arts. This will contribute to students' personal and academic development.
- Coordinate additional joint milestone initiatives between NJIT and Rutgers-Newark. This will expand opportunities for students' personal enrichment on both campuses.

PROFESSIONAL SUCCESS—To provide the knowledge, skills and experience necessary for students to attain success and leadership positions as professionals and citizens.

Promote Paths to Professional Success

- Prepare students to attain their first-choice destination upon degree completion. This will assist them in gaining professional employment or graduate education.
- Provide professional development workshops. This will better prepare students for success after graduation.

Promote Engagement with Intended Professions

- Promote and support student engagement with professional societies on campus. This will expose students to professional practice and encourage their participation in these societies upon degree completion.
- Prepare students to obtain professional licensing or registration, as applicable. This will equip them for professional careers.

Assess Student Professional Success

- Track alumni to periodically assess their success and satisfaction in their professional careers. This will contribute to improvements in the curriculum.
- Effectively survey alumni to determine their

satisfaction with their experience at NJIT. This will provide information needed to improve university programs and enhance student satisfaction.

The Provost is responsible for overseeing the implementation of the strategies and tactics under Strategic Priority Two. Success will be measured by the following Key Performance Indicators:

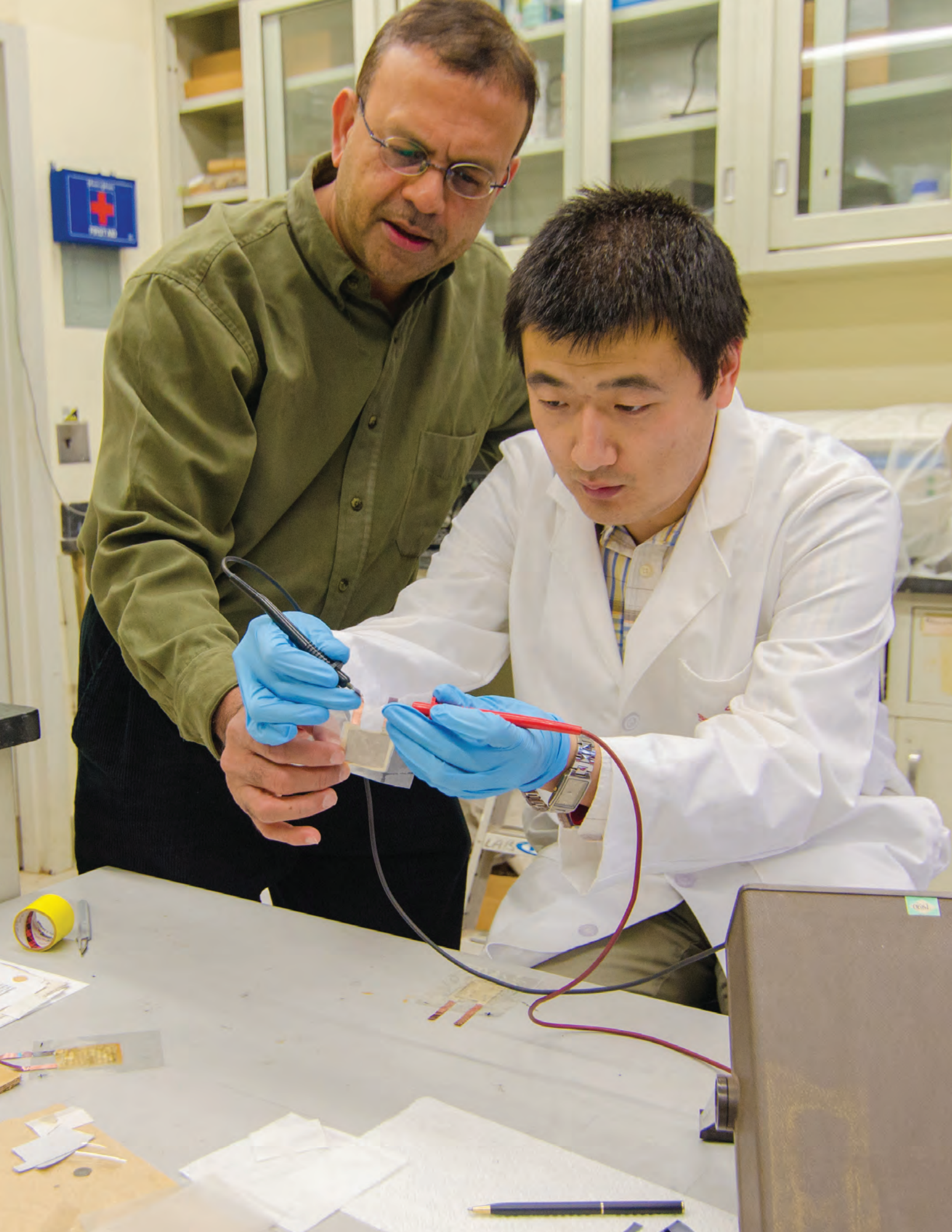
Key Performance Indicators			
Objective	Metric	Baseline	Target
Curricular Assessment	Programs with learning outcomes assessment	20%	100%
Curricular Reform	Educational value of the course (average)	3.07	3.25
	Graduation rate (4-year)	24%	30%
	Master's student enrollment in PSM programs*	0	150
Convergence	Courses converged	1%	25%
Milestones	Undergraduate students with milestone experiences**	20%	50%
Professional Success	Job placement of bachelor's recipients (6 months)	54%	65%
	Student FE passing rate†	54%	62%

*In 3–5 new Professional Science Master's (PSM) programs.

**Metric includes undergraduate research experiences, co-ops, internship, learning abroad and service-learning experiences.

†NJIT passing rate for the FE exam (unweighted average of CE and ME; national unweighted average CE and ME 78%) target 80% of national average.





Scholarly Research

NJIT will achieve a national and international presence in research. The faculty of NJIT will be engaged in increasing knowledge in their respective fields by participating in innovative, prominent research and creative work. The university will provide the necessary and full support administratively, technologically and materially in order to assist the faculty in achieving their full professional potential. To inspire the most creative innovative research, multidisciplinary approaches will be supported and facilitated.

OBJECTIVES

FACULTY ROLES IN RESEARCH—To foster increased faculty participation in scholarly research and creative endeavors with an emphasis on collaboration.

Increase Participation of Current Faculty in Research

- Develop policies that encourage research, such as the sharing of indirect income among primary investigators and academic units. This will provide financial flexibility to research projects and improve faculty morale.
- Increase efforts to fully recover associated research expenditures from funding sources. This will increase resources available for research reinvestment.
- Establish a competitive internal seed-funding program for innovative research that is less likely to be supported through traditional processes. This will increase creative scholarship at the university and the potential for external funding.
- Re-engage faculty not currently active in scholarly research by integrating them into existing or emerging projects. This will increase research capacity.

Integrate Research into the Curriculum

- Advance faculty research in conjunction with academic curriculum content. This will help build a community of researchers that includes graduate students and, in some cases, undergraduate students.
- Develop a faculty research lecture series open to all students. This will have curricular implications such as fulfilling seminar course requirements in graduate degree programs.

ACADEMIC RESEARCH ENTERPRISE—To strengthen a research organization that supports, facilitates and promotes faculty research success.

Foster Regional, National and International Collaboration

- Strengthen collaboration among researchers at NJIT and with other universities in the region, particularly Rutgers-Newark and Rutgers Biomedical and Health Sciences. This will enhance the range of NJIT's research enterprise.
- Support international collaborative research and exchange programs. This will promote innovative scholarship, global leadership and visibility.

Improve Communication

- Disseminate grant and fellowship opportunities to members of the university community and facilitate faculty collaboration. This will promote increased grant and fellowship applications, more competitive proposals and multi-investigator research opportunities.
- Communicate NJIT researcher accomplishments in obtaining grants and fellowships, publishing research results and delivering significant research outcomes. This will improve the NJIT research image and disseminate the information needed to generate future collaborations.

Strategic Priority Three: Scholarly Research

Support Research

- Refine and streamline the administrative infrastructure for research support, integrating grant management and accounting operations. This will simplify the administrative processes associated with all research.
- Offer training and support in grant-proposal design and preparation. This will advance success by developing more research ideas into competitive proposals, thereby increasing the number of awards.
- Develop searchable databases of all records of research awards, reports, specialized expertise and resources available on the campus. This will provide researchers access to information on research expertise, facilities and equipment, as well as enhance collaboration and productivity.
- Improve the NJIT research grant management and accounting information systems to more accurately and completely reflect actual research activities. This will ensure that projects with multiple investigators give all participants appropriate credit.
- Reserve the “center” designation for consistently successful research initiatives and develop productive labs into centers. This will strengthen collaboration and enhance productivity.

MULTIDISCIPLINARY RESEARCH—To take a leading research role in three emerging areas of multidisciplinary research: data science and information technology, nexus of life sciences and engineering and sustainable systems.

Adopt Multidisciplinary Academic Research Approaches

- Promote multidisciplinary research. This will support collaborative teams of researchers to find innovative solutions to research problems while increasing external funding and scholarly publications.
- Assure recognition and reward for faculty engaged in multidisciplinary research and collect the information needed to track multidisciplinary activities. This will promote collaboration by changing the incentive structure.
- Integrate doctoral students into multidisciplinary research efforts and encourage multidisciplinary dissertation committees. This will give graduate students important career experiences.
- Provide teaching assistants funding across departmental and college lines. This will allow graduate students to expand their range of research.

- Facilitate teaching across disciplinary boundaries. This will create opportunities for faculty to teach classes related to their multidisciplinary research agendas.

ECONOMIC AND TECHNOLOGY DEVELOPMENT PARTNERSHIPS—To expand innovative reach and forge business relationships that provide local and state industries with critical technical assistance and support for workforce preparedness and training programs through the New Jersey Innovation Institute (NJII) and the Enterprise Development Center (EDC).

Cultivate Private Sector Partnerships

- Engage the private sector through the university’s nonprofit corporation, NJII. This will advance the development and commercialization of intellectual property.
- Encourage faculty to engage in entrepreneurial activities on behalf of the university. This will expand the application of research outcomes.

Serve as a Catalyst for Regional and National Economic Growth

- Capitalize on state and federal funding to develop large-scale technology projects. This will increase the university’s impact in technology transfer and innovation.
- Expand the university’s presence in state, regional and national economic development activities. This will contribute to job creation and visibility.

FACILITIES AND ADMINISTRATIVE PLANNING—To optimize existing facilities and equipment while developing new infrastructure to support research.

Optimize Start-up Processes and Resources

- Provide flexibility of start-up funds usage for all new hires throughout their pre-tenure period in support of their scholarly work. This will aid young faculty in establishing research careers.
- Assure new faculty fully functional research laboratory space upon appointment. This will jump-start new faculty research careers at NJIT.

Assess and Prioritize Infrastructure

- Assess infrastructure and document capacity to determine ability to support scholarly research. This will yield an understanding of NJIT's research capability and the potential for collaboration with other universities and research organizations.
- Optimize existing infrastructure use and the prioritizing of needs for new facilities, equipment and institutional infrastructure. This will facilitate current and future research initiatives.

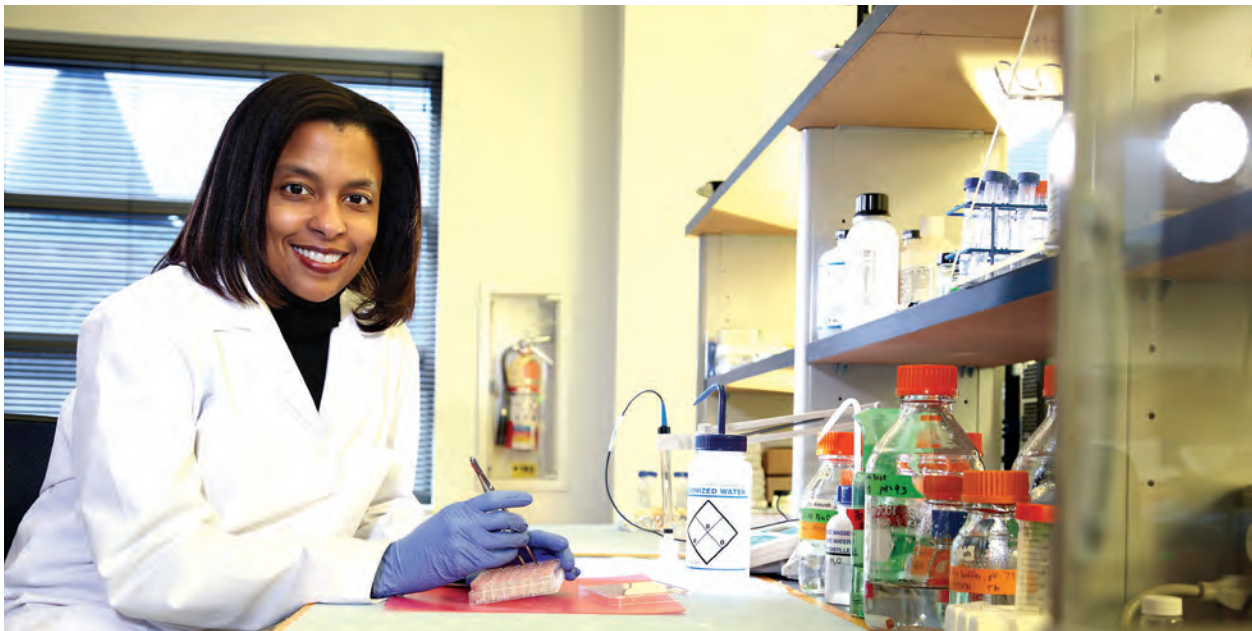
Share Facilities and Services with Council for Higher Education in Newark (CHEN) Institutions, EDC's Incubator Companies, University Heights Science and Technology Park (UHSTP) and Industry

- Expand shared-use facilities, equipment and institutional support infrastructure with Rutgers-Newark, Rutgers Biomedical and Health Sciences, Essex County College, EDC and UHSTP. This will advance research by increasing access to facilities and encouraging joint proposals and projects among these institutions.
- Collaborate with industry to offer faculty and students access to equipment not otherwise available on campus. This will increase capacity and the range of scholarly research.

The Vice Provost for Research and the Senior Vice President for Technology and Business Development are responsible for overseeing the implementation of strategies and tactics under Strategic Priority Three. Their success will be measured by the following Key Performance Indicators:

Key Performance Indicators			
Objective	Metric	Baseline	Target
Increase Research	Externally funded academic research (FY)	\$22.1 million	\$40 million
	External academic research/faculty (FY)	\$80,000	\$100,000
Multi-disciplinary Research	Externally funded research with PIs from multiple departments	5	20
NJIT	NJIT administered research projects	\$30 million	\$60 million
Doctoral	Total enrolled doctoral students	381	500
Intellectual Property	Total patents/pending patents	185/133	215/150
Publications	Refereed publications/faculty (FY) [only academic articles]	414	600
	Total books published by NJIT community (FY) [Includes scholarly books, poetry and monographs]	14	20
Faculty Recognition	Faculty awards*	2	10

*Faculty awards using Center standards plus nationally recognized fellowships and non-STEM awards.





Community

With students from over 100 countries, NJIT represents many different cultures, ethnicities and ways of life. NJIT values this diversity and will build upon it, striving to expand the representation of women and underrepresented minorities in the faculty and administrative ranks. NJIT will increasingly mirror the global society. To make the university a stronger community, alumni engagement, particularly with students, will be deepened.

OBJECTIVES

GLOBAL COMMUNITY—To foster a global community at NJIT and improve the university's standing by developing an international presence.

Value Diversity

- Adopt an NJIT definition for diversity that includes: race, sex, sexual orientation, gender identity and expression, marital status, age, religion, national origin, ancestry, citizenship, disability and veteran status. This will offer a standard for assessing and promoting campus diversity.
- Accept diversity as a core value of NJIT by focusing on the creation of visible activities in support of diversity and multi-cultural affairs on the campus. This will create a stronger campus community.

Support Student Diversity

- Foster a safe university environment that respects differences and encourages inclusiveness. This will promote a cohesive campus benefiting from an open exchange of ideas.
- Ensure that the university's academic curriculum creates global awareness and promotes tolerance and understanding among students. This will prepare students to participate in a complex world with divergent values.
- Train dedicated staff in departments, schools and colleges to enhance understanding and communication with international students. This will promote integration, address international student concerns and foster a more engaged international community.

Simplify the Process for International Collaboration and Exchanges

- Establish larger-scale, long-term exchange programs with universities in other countries. This will offer important international milestone experiences for NJIT students while bringing students from other cultural and academic traditions to NJIT.
- Streamline the approval process and assign individual responsibility for international agreements. This will simplify procedures and make them more effective.
- Encourage and simplify visiting and courtesy appointments. This will promote global collaboration, enhance research and improve the university's international standing.
- Promote significant research projects between NJIT and international researchers. This will increase creativity and innovation.

Appoint NJIT Faculty as International Community Representatives

- Leverage the globally diverse NJIT faculty as spokespersons on campus and abroad. This will enhance the university's global presence and communicate the needs and concerns of the international community on campus.
- Cultivate and communicate the global perspective of NJIT. This will increase the university's visibility abroad and attract students and researchers from around the world.

Strategic Priority Four: Community

UNIVERSITY GOVERNANCE—To promote engagement, respect and civility among all community stakeholders and integrate them into university governance in a meaningful manner.

Facilitate the Integration of Shared Governance

- Acknowledge the importance of the faculty's role in the university community through the Faculty Senate. This will acknowledge the central role of the faculty in university governance.
- Recognize the importance of all other campus stakeholders and ensure their voice is heard through the University Senate. This will promote an inclusive, transparent and streamlined decision-making process.

Cultivate an Atmosphere of Civility and Mutual Respect Across the University Community

- Emphasize the dignity of all members of the university community and the respect they deserve. This will result in a collegial, open and generous climate.
- Acknowledge the importance of the voice of the student body. This will promote a student-centered campus community and give recognition of their significance to the university mission.

DIVERSE FACULTY LEADERSHIP—To achieve a meaningful increase in the number of women and underrepresented minority tenure and tenure-track faculty, as well as instructors in non-tenure track positions.

Support Diversity

- Establish a baseline for diversity assessment. This will provide a reference point for future work.
- Expand the NJIT Affirmative Action Plan to include a comprehensive Diversity Plan. This will address the needs of faculty, staff and students.

Coordinate Recruitment and Retention

- Engage college and school deans to develop plans for achieving faculty diversity. This will provide a context for how the increased recruitment and retention of women, minority faculty and instructors will be achieved.
- Increase coordination of efforts to recruit and retain women and minority faculty by appointing a diversity liaison officer at college and university levels. This will help to assess NJIT's progress in this domain.

- Coordinate resources and information to recruit diverse faculty at college, school and department levels. This will meet local needs while promoting institutional diversity.
- Cultivate potential faculty through conferences and speaking engagements. This will increase NJIT's success in hiring a more diverse faculty.
- Train search committees for accountability, especially in implicit bias awareness. This will increase the effectiveness of diversity recruitment and improve search outcomes.

DIVERSE ADMINISTRATIVE LEADERSHIP—To achieve a meaningful increase in the number of women and underrepresented minority administrators.

Analyze the Availability of Potential Candidates

- Develop a hiring program to promote diversity among administrators. This will focus resources and improve recruitment.
- Improve utilization of university databases containing administrator rank and diversity data. This will help to assess diversity within and across established bands of administrative rank and identify opportunities for increasing diversity.

Develop and Sustain a Diverse Talent Pool

- Establish a diverse administrative talent pool to yield opportunities and pathways for professional growth and advancement. This will lead to robust diversity in institutional leadership at all administrative levels.
- Build relationships with professional organizations to diversify participation on the university's volunteer leadership boards and include a statement of commitment to diversity in all volunteer boards. This will help attract more diverse leadership.

ALUMNI ENGAGEMENT—To effectively define and measurably increase positive engagement between NJIT and its alumni.

Promote Alumni Engagement

- Promote a culture of alumni engagement and satisfaction built on passion and pride for NJIT. This will provide a foundation for a strong community.
- Engage alumni in student recruitment, campus life and career services. This will encourage alumni affinities and foster philanthropic participation.

- Develop a strategic plan for alumni relations that employs best practices from across higher education and at peer institutions. This will lead to the creation of a sustainable and successful program.

Continuous Improvement of Alumni Engagement

- Set clear, measurable goals and objectives for the improvement of alumni engagement. This will support assessment of the alumni-engagement program.
- Create metrics and establish standard reports on alumni engagement. This will allow NJIT to evaluate its success.
- Use social media to build a digital alumni contact list. This will facilitate outreach and communication.

The Vice President for Human Resources, Provost, and Vice Provost for Research are responsible for overseeing the implementation of strategies and tactics under Strategic Priority Four. Their success will be measured by the following Key Performance Indicators:

Key Performance Indicators			
Objective	Metric	Baseline	Target
Global Community	Women students	25%	30%
	International researchers collaborating with NJIT (FY)*	24	50
	International exchange students at NJIT (FY)	48	96
Diverse Faculty	Women faculty	16%	21%
	Underrepresented minority faculty	8%	10%
Diverse Administration	Women administrative leadership	41%	47%
	Underrepresented minority administrative leadership	22%	23%
Alumni	Alumni giving rate	8%	11%

*Includes international project collaborations, courtesy appointments and international fellowships.





Investments

NJIT will ensure that the human, physical and technological resources for student learning and faculty research have the highest priority. The university's faculty will continue to grow in numbers and renown. They will work in the best laboratories with the highest-quality equipment and technology infrastructure. All classrooms will accommodate a variety of instructional layouts and will offer the latest technology. A multiyear campus plan for student learning, faculty, research and community investment will propel NJIT to state, regional, national and international prominence.

OBJECTIVES

EDUCATIONAL INVESTMENT—To provide the level of educational support that allows for the achievement of excellence in undergraduate, graduate and continuing professional education.

Promote Teaching Excellence

- Develop the Institute for Teaching Excellence under the direction of a community of teaching scholars. This will enhance teaching by providing consultation, resources and programs to facilitate the professional development of faculty, lecturers, adjuncts and graduate students.
- Provide guidance to instructors, through the Office of Academic Assessment and university instructional designers and technologists, in developing their course learning outcomes and syllabi. This will facilitate academic course and program assessment.

Improve Academic Support

- Develop a University Commons to serve as the center of academic support at NJIT. This will create an integrated learning space for academic excellence encompassing many of the presently disparate locations across campus where advising, collaborative learning and tutoring take place.
- Create spaces for student study and interaction, especially in proximity to large lecture halls and classrooms. This will promote student interaction and collaboration.

Revise Non-Tenure Track Compensation and Career Tracks

- Revise the current compensation and advancement structure for non-tenure track instructional positions to ensure competitive salary ranges and benefits. This will improve recruitment and retention of highly qualified instructors.
- Create a non-tenure-track, full-time Professor of Practice position. This will bring academic, business, industry and government leaders into the instructional community of NJIT.

FACULTY RENEWAL—To hire, develop and retain faculty, especially those with excellence in strategic educational and research areas.

Engage in Strategic Hiring

- Develop five-year hiring plans for each department, college and school. This will build strength in areas that address departmental, college and university needs while considering projected enrollment growth.
- Encourage joint academic appointments and development of clear guidelines for rewarding faculty participation in education and research activities in multiple departments. This will strengthen collaborative research and education.
- Develop a plan for hiring tenure-track and tenured faculty in interdisciplinary areas. This

Strategic Priority Five: Investments

will enhance multidisciplinary research initiatives and provide collaborative approaches to student mentoring.

- Maintain a balance among the various faculty ranks. This will allow the continuous infusion of new ideas and methods into the academic community, sustaining traditional research directions and launching new initiatives.
- Enhance faculty diversity through a targeted recruitment and retention process by making available a competitive pool of funds for salary and start-ups to departments, schools and colleges. This will increase the academic strength of the university.
- Develop family-friendly hiring policies, including the accommodation of academic couples. This will make NJIT more attractive to potential employees with concerns about family-life issues.
- Develop a mentoring plan for both faculty and instructional staff. This will yield a variety of benefits, from augmented external funding for research to excellence in teaching.

Refine Metrics for Faculty Achievement

- Understand the key factors in faculty success. This will allow development of better metrics for faculty achievement and improvement of faculty hiring decisions.
- Benchmark teaching assignments based on levels of scholarly research and funding at comparable institutions. This will inform the relationship between teaching and research and ensure equitable workloads.
- Implement a transition-to-retirement program where faculty can reduce hours, responsibilities and compensation while continuing to contribute their expertise to the academic community. This will encourage continued contributions by senior faculty at NJIT and allow for faculty renewal.

RESEARCH INVESTMENT—To develop an infrastructure that provides effective support for current and future researchers and administrators.

Automate Pre- and Post-Award Administration

- Achieve excellence in the delivery of services in Sponsored Research Administration through automation. This will promote systematic and efficient administrative processes for managing awards, including budgeting, approvals, reporting, compliance and renewal.

- Streamline grant management and accounting operations in Grants and Contracts Administration through automation. This will ensure accuracy and efficiency in invoice generation, processing, approvals, accounting and audit operations.

Improve Research Resources, Services, Equipment and Facilities

- Strengthen research resources and services for STEM and non-STEM disciplines. This will expand the range of academic scholarship.
- Collaborate with other universities for enhanced sharing of scholarly assets such as library resources. This will expand the range of available services and promote high-quality research.
- Promote environmental health and safety programs. This will assure a healthy and environmentally sustainable education and research environment.
- Update existing common equipment through the Facilities Master Plan. This will reduce costs for core facilities use.
- Develop a university policy on lab space through the Facilities Master Plan. This will allow administrative allocation and reallocation of space based upon researchers' activities as indicated by publications, grants and other appropriate quantitative measures.

Enhance Institutional Support for Non-faculty Research Staff

- Develop a policy for professional growth and institutional support of post-doctoral fellows, research professors and other non-faculty research staff. This will increase the productivity of research.
- Promote the engagement of post-doctoral fellows, research professors and other non-faculty research staff in the academic community. This will improve the learning experiences for students and the quality of scholarship.

INFRASTRUCTURE SUPPORT FOR FACILITIES AND TECHNOLOGY—To create a campus community that engages in planning for a visually appealing campus environment, state-of-the-art technology and other needs of an evolving research university.

Update and Follow the Facilities Master Plan for Physical Planning Decisions

- Update the Facilities Master Plan, including the evaluation of space utilization for effective physical planning decisions. This will prepare the campus

for the demands of contemporary educational, research and community needs while adhering to industry standards for space utilization, capital improvements and facility maintenance.

- Ensure that the Facilities Master Plan includes considerations for digitally-enabled common, instructional and collaborative spaces; short-term major construction projects; construction of an event center; renewal of capital assets; and parking. This will improve instructional, research and recreational spaces, thereby enhancing student and faculty satisfaction.

Use the Technology Plan for Campus Technology Decisions

- Update the Technology Plan for campus technology decisions. This will allow the university to benefit from the latest advances in computing, information and communications technology.
- Evaluate the current use of funds for technology renewal in the annual capital budget. This will secure resources for adequately investing in technology renewal.

The Senior Vice President for Finance and Administration, Vice President for Real Estate and Capital Development, and the Provost are responsible for overseeing the implementation of strategies and tactics under Strategic Priority Five. Their success will be measured by the following Key Performance Indicators:

Key Performance Indicators			
Objective	Metric	Baseline	Target
Faculty Renewal	Faculty hired in past 10 years	37%	43%
	Total T/TT faculty	269	345
Educational Investment	Student satisfaction with instruction	3.52	3.80
	Average undergraduate time to degree	5.17 years	4.9 years
Research Investment	Faculty satisfaction with research support*	3.00	3.40
Infrastructure	Faculty facilities satisfaction	3.08	3.30
	Student facilities satisfaction	3.00	3.20
	Faculty technology satisfaction	3.60	3.80
	Student technology satisfaction	3.66	3.75

*Faculty survey of research to be created and administered fall 2015.



Conclusion

In a world defined by revolutionary technology, a university like NJIT must be a path to every student's professional success and an engine of economic growth. The success of local, regional and national economies increasingly depends on skilled professionals in the technological fields that are at the core of NJIT's academic mission.

NJIT has transformed its profile over the last four decades, growing from a small engineering school into a doctoral research university, and this growth continues. Today, the university enrolls more than 10,000 students and spends over \$100 million on basic and applied research every year.

Over the next decade, NJIT will accelerate the pace of change. This vision for the university in 2020 will guide the development of students, the transformation of the curriculum, the growth of scholarly research, the fostering of a global community, and the appropriate investment in human, physical and technological resources. It charts a course that will move NJIT into the ranks of premier research institutions.

Of the objectives outlined in this strategic plan, five must be given the highest priority:

- Graduation—Achieving ambitious graduation rates for all students.
- Curricular Reform—Implementing a cutting-edge curriculum for educational success.
- Promoting Academic Scholarship—Supporting and facilitating faculty scholarly research.
- Faculty Renewal—Developing and retaining faculty committed to education and research.
- Global Community—Fostering international collaborations in a diverse academic setting.

This strategic plan will energize the trajectory that NJIT has chosen to follow. The Strategic Priorities of this plan call for a student body of the best prepared and most ambitious, entrepreneurial young men and women. They will see themselves as future leaders in their fields, prepared because they know that an NJIT education will give them the knowledge they must have to succeed, as well as the knowledge of the world's complexity that provides them with the wisdom to be designers

of a global society. The university will also be a local, regional and national leader in economic development as it contributes directly to the knowledge-based society and partners with government and industry.

It is important to recognize that this vision emerged through an open, participatory process. In early December 2013, members of the NJIT community were invited, in the spirit of shared governance, to participate in the strategic planning process. More than 200 faculty, administrators, students, alumni and board members joined five committees and numerous subcommittees to design the objectives and strategies. Out of these committees emerged specific reports for five areas: students, learning, scholarly research, community and investment.

These community-generated reports—over 150 pages of text—were edited for consistency and completeness, and then combined into a shorter *Unified Committee Report* that was shared with the community at large and used as a basis for presentation to the Board of Trustees and senior staff. Utilizing their feedback, the plan was reduced, reorganized and prioritized to form the concise *2020 Vision*, maintaining the essential spirit and content of the *Unified Committee Report*.

Writing the final version of *2020 Vision* was an extensive process. Drafts of the priorities, objectives, strategies and tactics faced detailed review by the deans, senior staff and a dedicated committee of the Faculty Senate, in addition to a four-month period for open comment by the NJIT community. To the extent possible, all concerns and criticisms were addressed and reconciled in subsequent iterations. Only at the end, after all the stakeholders had responded, was the community's vision distilled into this concise document.

As the NJIT community worked together to set the priorities for *2020 Vision*, it will also collaboratively achieve the goals set out in this plan. Success will be the product of the community working together to lift NJIT toward a new era of educational and research prominence.



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Going Forward, With Appreciation

2020 Vision, the document by which we will chart NJIT's course during the second decade of the 21st century, is the product of diverse perspectives, an exceptional breadth of talent and deep concern for all aspects of our university's mission. It is with the greatest appreciation that I add my voice in thanking all who have contributed to this guide to greater success at NJIT in education, research, service and economic engagement. We have concluded a demanding venture that has involved all stakeholders in the NJIT community—administration, faculty, staff, students and alumni.

I also know that we will be working together to make the goals set forth in *2020 Vision* a reality. The task before us will be as challenging as establishing those goals. But it will be a very exciting journey as well, one that will take us

to discoveries at many frontiers of science and technology, and toward the implementation of economic initiatives that will benefit people throughout our region. I am confident that the mutual support for NJIT going forward on our journey will equal that already given so generously in defining where we want to be by 2020.



Fadi P. Deek
*Provost &
Senior Executive
Vice President*



Mission and Core Values

NJIT is the *state's technological research university*, committed to the *pursuit of excellence*—

- in undergraduate, graduate and continuing professional *education*, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth
- in the conduct of *research* with emphasis on applied, interdisciplinary efforts encompassing architecture and the sciences, including the health sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies
- in contributing to *economic development* through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property
- in *service* to both its urban environment and the broader society of the state and nation by conducting public policy studies, making educational opportunities widely available and initiating community-building projects.

NJIT *prepares its graduates* for positions of leadership as professionals and as citizens; *provides educational opportunities* for a broadly diverse student body; *responds to needs* of large and small businesses, state and local governmental agencies and civic organizations; *partners with educational institutions* at all levels to accomplish its mission; and *advances the uses of science, technology, engineering and mathematics (STEM)* as a means of improving the quality of life.

Our core values reflect our beliefs, guide our behavior, shape our culture, and in so doing establish a sense of community, common purpose and student focus.

Excellence

We innovate in the pursuit of excellence in all that we do and continue to improve in order to meet and sustain the highest standards of performance.

Integrity

We are honest and ethical in all we do, keep our promises and acknowledge our mistakes.

Civility

We treat each other with respect and with dignity.

Social Responsibility

We pride ourselves in being an engaged partner enhancing the communities in which we live.

Diversity

We celebrate the diversity of our university community and are sensitive to cultural and personal differences. We do not tolerate discrimination of any form.

Communication

We strive to share information and understand each other's perspectives.



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