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Abstract

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Keywords

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KEAN UNIVERSITY 2013-2020 STRATEGIC PLAN ACCOMPLISHMENTS

Goal 1: Expanding academic programs and academic opportunities.

Kean University has established four new doctoral programs, five new masters programs, two new post-masters certifications, 13 new baccalaureate program or program options. Accreditation candidacy was granted for two programs (Architecture and Physical Therapy), and new accreditations granted in three programs (Computer Science, Clinical Psychology and Athletic Training). Continued accreditation was granted in seven areas (College of Education, Chemistry, Occupational Therapy, Speech Language Pathology, Fine Arts and Robert Busch School of Design, Theatre and School of Nursing).

A School of Online Learning was established, tasked with the operation of degree-completion and fully-online programs, enabling Kean University to meet the demand for online educational opportunities.

Kean Ocean continues to expand to include new undergraduate and graduate program offerings. Six new baccalaureate degree programs and two new options have been added to the offerings, A new MS was added as well, and now there are 20 academic minors available to Kean Ocean Students studies are conducted to identify additional programs to be offered.

In addition, Kean Ocean's expansion to the Southern Education Center in Manahawkin includes four degree-completion programs.

To add to the academic opportunities offered in New Jersey at Kean Ocean and Kean Union, an additional instructional site was opened at Kean Skylands and four degree completion programs are offered that are part face-to-face, part online.

Research opportunities for students are expanding with a new initiative for freshmen research and growing participation in Kean's annual Research Days. A newly reorganized Office of Career Services has expanded the internship opportunities for our students so that every eligible student has an opportunity for an authentic work experience to prepare for the work world.

Goal 2. To attract and retain more full-time, first-time undergraduate students, transfer and graduate students

To attract more students, national marketing efforts were initiated. Recruitment efforts were extended to the Pennsylvania/Maryland and New York/Connect markets and also extend outreach to California, Illinois, Massachusetts, and Washington DC. Comparative analyses are periodically monitored to ensure that we are utilizing the most effective marketing strategies.

The application process has been made more user-friendly with the adoption of the Common App, and with “Apply Now” and “Inquire Now” buttons on the Kean University website. Joint marketing initiatives were created for Kean Ocean and Ocean County College. Recruitment for Wenzhou Kean was expanded in 2018 with faculty and administrators engaging in outreach in the Zhejiang province and other provinces in China.)

The acquisition of new technologies (Elucian’s Recruit, and Book Now) support recruitment efforts. A reorganization of the Division of Enrollment Services merged the operations of admissions, financial aid, scholarship services, and student accounting under one unit to streamline processes.

New scholarship opportunities have been created to benefit an increasing number of students. New graduation incentive plans have been implemented to support students as they near the finish line.

Kean University is committed to providing support to students once they enroll. A multi-faceted retention program is underway to identify at-risk students and facilitate academic and administrative interventions. A new Early Academic Alert system was put into place to identify students who were at risk in their undergraduate coursework; this information is shared with academic advisors for follow-up and the Nancy Thompson Library Learning Commons who provide outreach to students who need support for writing and/or academic coursework. Orientation events and required transition courses help high school students adjust to college and community college students adjust to the university.

Student academic support is provided in a wide range of services available at the Nancy Thompson Learning Commons including individualized and virtual tutoring, writing support, supplemental instruction, and group workshops.

Academic advisement is also key to student success. Elucian’s Advise platform will help identify at-risk students so that outreach efforts can be targeted to meet the specific needs of all Kean University students. Faculty advisors are assigned to every Kean University student. An increase in full-time faculty office hours maximizes faculty availability to students for support and guidance in their academic coursework and in planning their academic programs. The implementation of the Student Planning Software Platform will assist students and their academic advisors in planning the successful completion of their programs.

Student engagement continues to increase and has a positive impact on retention and timely graduation rates.

Goal 3: To retain and further attract world class faculty and non-teaching staff

Processes for prioritizing and requesting faculty have been established based upon enrollments, recommendations from assessment reports and program review documentation, and program

development initiatives. Since 2012, there has been a steady increase in the number of full-time faculty hired to meet the accreditation and overall academic needs of the institution. Across all campuses, ratio of FTEs to tenured, tenure-track and lecturers has remained stable at 30-31:1. The University's budget is adjusted to meet the needs of faculty hires.

To provide ongoing professional development, Professional Development Days (PDD) are scheduled twice yearly. The majority of sessions and workshops are proposed and conducted by faculty and professional staff members of administrative units; these are complemented by sessions offered by guest speakers. In addition, activities and training are planned by each college to meet its unique professional development needs during a dedicated College Day.

The Office of Research and Sponsored Programs offers workshops in grant proposal development, grant writing, introduction to research resources, Institutional Review Board criteria, Qualtrics, requirements for conducting hospital-based research, Pivot software, funding research and supporting students through the National Science Foundation. The Nancy Thompson Learning Commons provides face-to-face and virtual faculty and staff training in a broad range of professionally-relevant areas.

Adjunct faculty are invited to Professional Development Days, and are offered all training through the Nancy Thompson Library Learning Commons, the Office of Research and Sponsored Programs, and the School of Online Learning.

Internal funding opportunities for research has expanded to include more Release Time for Research (RTR) and Untenured Faculty Research Initiative awards. New opportunities for research support have been launched including Foundation Faculty Research Awards (FFRA), Students Partnering with Faculty (SpF) and STEAMED SpF.)

Qualified faculty are eligible to receive up to \$1000 annually for conference attendance when presenting peer-reviewed scholarly work and/or when students are coauthors; additional travel support is available for activities related to assessment and accreditation activities. Funding is available for staff requests to travel to participate in local and regional meetings of professional associations.

The President has established an annual Presidential Excellence Award to recognize distinguished service in the categories of Professional Staff, Clerical Staff, and Campus Security Officer. Presidential Excellence Awards are awarded to faculty for distinguished teaching, distinguished scholarship or creative work, and distinguished service. All categories are awarded annually, and are accompanied by an honorarium.

Goal 4: To further build a campus environment that reflects our institutional commitment to equity, inclusivity and social justice

Kean University prides itself on the racial and ethnic diversity of its students. Kean University was designated as a Hispanic Serving Institution in 2016. Kean University monitors the success of all student groups. The Office of Institutional Research annually reports student outcomes by Race/Ethnicity; increases in 4-, 5- and 6-year graduation rates are reported across most categories. Graduation data collected by the Office of Disability Services shows that 4-, 5-, and 6-year graduation rates show time to graduation is comparable when comparing all Kean students with students who receive accommodations through the Office of Disability Services.

Specialized student needs are met in the Offices of Counseling and Disability Services, Veterans Services, EEO/EOF, Passport, ESL, and the Spanish-Speaking program. All classrooms, laboratories, studios, and study spaces are handicapped accessible. Spaces have been allocated for specific student needs: for example, Commuter Resource Lounge, Veterans and Military Lounge.)

Each semester, students with disabilities and veterans are given the highest priority in registering for the upcoming semester.

Semi-annual Professional Development Days include workshops on diversity, cultural sensitivity, cultural competency, accommodating students with disabilities, overview of NJ State policy prohibiting discrimination and sexual harassment. Some workshops are mandatory for all faculty and staff,

Student Government provided funding to be used throughout each academic year by multicultural groups. Student Government recognizes cultural months – Latin History Month, Black History Month, etc. – and supports programs that immerse students in the culture through fashion, art, food and performances.

The Human Rights Institute (HRI) at Kean University was established in 2008 to broaden the University's longstanding efforts to promote awareness of human rights issues and violations across the globe, while inspiring the next generation of activists -- our students -- to create a more just and peaceful world. HRI programming is university-wide and open to undergraduates, graduates and doctoral students, faculty, staff and administrators, alumni, educators, and community members. The HRI engages in educational outreach, sponsors special events, schedules exhibits in the HRI Gallery, and hosts an annual International Human Rights Conference.

Goal 5: To provide world-class external opportunities to members of the Kean University community, augmenting our academic, cultural, economic and community partnerships

The Office of Conference and Event Services (CES) markets the Kean Union campus as a meeting and conference destination for local businesses and professional groups. CES markets the Kean Union Campus aggressively by utilizing meeting and conference advertising platforms, social media, and traditional networking via business groups such as the New Jersey Chamber

of Commerce. CES has facilitated hundreds of external events annually, bringing together the business, government, and non-profit communities while exposing tens of thousands of unique visitors to Kean University's amazing facilities.

Each season, the publication, Kean Culture, is mailed to homes in the surrounding community inviting our neighbors to experience in a wide selection of events on the Kean Union campus. These events include children's programs and family-friendly events, concerts and plays, dance performances, films, art exhibits the Distinguished Lecture Series, the Annual International Conference on Human Rights, and the International Film Series.

Kean University is host to one of 12 New Jersey Small Business Development Centers (SBDC) serving Union County. The SBDC network is supported by the U.S. Small Business Administration, the State of New Jersey and the University. Kean University provides support and office space on the Union campus. The Kean SBDC creates connections to the local small business community and experiential learning opportunities for students. As the state center for Union County, the SBDC chapter has been successful in providing consulting services to startup businesses and securing Small Business Administration (SBA) guaranteed loan funding.

The School of Management and Marketing partnered with the Kaufman Foundation to host One Million Cups, an entrepreneurial network of local business owners that share their experiences with each other, new startups, and students.

The Institute for Life Science Entrepreneurship (ILSE) was established as an incubator and accelerator for regional startup biotechnology companies. Housed in the STEM building, the nonprofit ILSE gives students enrolled at NJCSTM, the Kean University honors STEM program, an opportunity to serve as interns or employees of biotech, pharmaceutical, and other life-science companies.

The newly reorganized Office of Career Services hosts an annual internship and employment fair attracting 30 to 50 local and regional companies to the Union campus for internship and job placement opportunities.

Kean University serves the needs of the professionals in our communities by offering continuing education units (CEUs) through the College of Education. For Counselor Education, Kean University is a continuing education provider; CEUs are accepted by the Counseling (LPC), Social Work (LCSW) and Alcohol and Drug (LCADC) licensing boards and is an approved provider by the Certification Board to offer courses that apply for the LCADC.

The Department of Advanced Studies in Psychology, which offers a PsyD degree in Combined School and Clinical Psychology is an APA-approved sponsor of Continuing Education (CE) credits.

Kean University students provide services to the communities that surround our locations. Kean Union's Center for Leadership and Service offers thousands of volunteer opportunities and partners with other agencies to offer over one quarter million service hours over the period of this strategic plan. In addition, Be the Change, a community service and activism group made

up of students from Kean University and other volunteers dedicated to serving the needs of the local, state, national and global community engage in service projects and have received national recognition.

In collaboration with Ocean County College, Kean Ocean provides students with opportunities to participate in community service activities. Students at Wenzhou Kean contribute to the surrounding community through membership in the “I-Do-Volunteer-Service Association” where they engage in various kinds of support and service.

Goal 6: To become a globalized university: uniquely global, uniquely Kean

Kean has globalized our curriculum: A BS in Global Business was introduced, building upon the success of the Masters of Business Administration (MBA) in Global Management. In the MBA in Global Management, students participate in a Global Practicum in which they develop real-world professional skills by participating in a project or internship at one of many prestigious multinational businesses. Sites include Germany, Belfast Northern Ireland, Panama City Panama, Pau France, Barcelona Spain, New York City, New Jersey, and Wenzhou China.

A BA in Global Studies was created in which students choose to concentrate in a specialized issue of global concern or in a region of geopolitical interest by incorporating coursework required for the Academic Minors of Africana Studies, Asian Studies, Chinese Studies, Jewish Studies, Latin American Studies and Women’s and Gender Studies; these Academic Minors continue to be offered as “stand-alone” opportunities in which students’ transcripts reflect program completion.

The School of Global Business has created multiple agreements between international universities and Kean University through Kean’s Global Practica program. In exchange for Kean students working overseas, Kean USA and Wenzhou Kean University receive students to study on our campuses for a semester.

The redesign of the services provided in the Center for Student Success (CAS) on the Kean Union campus has included an expansion of the Center for International Studies. Since 2013, over 500 Kean University students have participated in Travelearn programs. Wenzhou Kean launched its first Travelearn in June of 2018, and now Wenzhou Kean and Kean USA students have the opportunity to participate in Travelearn programs together. Students have benefited other grant funded travel, including China and South Africa.

Kean USA has hosted an increasing number of professors who come to Kean under J-1 and F-1 visas. Kean University currently hosts over 300 international students on F-1 visas. Kean USA faculty who have received Fulbright Awards traveled to Great Britain and Norway.

Goal 7: To establish a revenue flow, and financial planning and resource allocation processes, that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions.

The Kean University Foundation launched a new, targeted approach to alumni engagement, donor engagement and fundraising. The Kean Foundation now directly employs a talented fundraising team under the leadership of a Chief Executive Officer. The new administrative structure provides the Foundation with the flexibility and resources needed to succeed in today's competitive fundraising environment.

Efforts continue to cultivate the stewardship of faculty and staff; some of the largest gifts and commitments have come from Kean faculty. A planned giving initiative has been deployed to build donor relationships. Regular communications with alumni has translated into an increase in alumni giving.

Because tuition revenue is the cornerstone of the Kean University budget, the University assesses the financial sustainability of all academic programs offered by reviewing the revenue and operating costs associated with each. The review takes into account cost containment options, growth opportunities, competitor pricing and market demand, providing for a comprehensive program analysis. Every new academic program that is proposed for implementation is subject to this analysis. The Office of Institutional Research prepares an institutional profile which contains this compilation and analysis for all academic programs).

To insure tuition revenue, the Division of Enrollment Services sets aggressive recruitment goals so that tuition revenue is sufficiently strong. Enrollment Services prepares a weekly analysis of admissions applications, acceptances, deposits, and enrollments beginning in the spring semester of every academic year.

The Kean University Board of Trustees works to maintain the University's position as the most affordable comprehensive university in New Jersey by approving conservative tuition increases. To simply students' bills and reflect best practices, the Board approved a new fee structure that reduced the overall number of fees charged.

Resource allocations have been based, in part, on recommendations which emerge from the annual assessment results for all University divisions; all resource allocations were specifically aligned with goals of the Strategic Plan.

Goal 8: To enhance and build facilities that will support the growth of Kean as a multi-campus, increasingly residential and partner-oriented institution situated in multiple and diverse communities

New construction on the Kean Union campus includes the North Avenue Academic Building, and the Liberty Hall Academic Center. Hynes Hall College of Business Building is scheduled for completion in Fall 2020.

Construction of new faculty housing in Hillside was completed. The University is currently building additional units on the parcel of land adjacent to the Russo Vermella Project.

The Public-Private Partnership project -- Cougar Hall -- with 385 new beds for undergraduate students -- was completed.

Efforts to enhance existing facilities at the Union campus are ongoing. Seven laboratories in Bruce Hall and the Science Buildings were upgraded. A state-of-the-art Organic Chemistry Laboratory is under construction for the Science Building to accommodate the growing numbers of students in Biology and Chemistry. Two additional laboratories are planned for renovation: Zoology and Botany. On the East Campus, a courtyard enclosure project added to the usable study and lounge space. In the Miron Student Center, renovation and addition of office suite space and the Greek Lounge were been completed. A commuter lounge was created in the Nancy Thompson Learning Commons.

The Cougar Walk beautification project was completed with the replacement of sections of the concrete sidewalks on campus. Building entry mats and walk logo walk-off mats were installed to enhance the first impression of University facilities during Open House and other public events.

The Kean Ocean Gateway Building is undergoing renovation to provide Kean Ocean students a one-stop service experience. At Kean Skylands, construction and renovation of the Lodge facility is completed. The Cabin facility will be completed Fall 2020.

At Wenzhou Kean University, completed construction includes academic buildings, dormitories, canteens, faculty housing, and an indoor athletic center. Additional academic buildings and dormitories are under construction.

Kean continues to develop off-campus partnerships and opportunities with the surrounding communities. The redevelopment of the former Merck site by Russo Development and a revitalization plan for the Elizabeth train station will further enhance the Morris Avenue corridor.

Goal 9: To ensure that all students, faculty, and administrators are provided with the technological resources and innovative technological solutions required to meet Kean's fast changing and increasingly complex instructional, research and administrative needs

All faculty, students and staff have 24-7 access to all systems on campus. Blackboard, the LMS educational platform used by faculty and students, is supported 24-7. Training in

Blackboard and other software platforms is provided during semi-annual Professional Development Days. In addition, the Nancy Thompson Library Learning Commons provides ongoing face-to-face and remote technical training to students, faculty and staff.

Internet connections are constantly monitored and mechanisms are in place to insure quality of service for all academic users. Upgrades to the Nancy Thompson Learning Commons maximizes internet connectivity. Classrooms and laboratories on campus equipped with technology undergo regular upgrades to provide a more consistent user interface.

Areas outside of the classroom have been created to foster collaborations and creative thinking. These “huddle areas” are standard in all new buildings and have been introduced into existing buildings on campus.

Across campus, mobile computer labs utilizing laptop carts and loaner laptops have reduced the dependency on classroom laboratories. Loaner laptops and available desktop computers in the Nancy Thompson Library and Learning Commons reduces the dependency on laboratories outside of the classroom.

All offices and all campuses of Kean University utilize Colleague as our student enrollment system. All new software purchases are considered to insure communication ties with Colleague. New systems to support student recruitment and academic advisement have been adopted.

Goal 10: To develop, operationalize, and sustain a forward-thinking culture of public health and safety awareness

All incoming students learn safety and security procedures during mandatory orientation events and transition classes. Students sign up for Campus Alerts and obtain a student ID.

Resident Assistants receive Public Safety Training annually to prepare for potential Active Attacker incidents and receive situational training for other potential events. Students and staff receive similar training for their work in the Miron Student Center, a focal point for activities and events.

Kean Active Attacker information sessions are mandatory for all faculty and staff during semi-annual Professional Development Days. Expansion of Active Attacker Program and area assessments have been implemented. An informative video was created for students, staff and faculty to reference in preparation for responding to emergency situations. Assessments of individual physical workplaces including classrooms, offices and lecture halls have been conducted. An Emergency Management Plan and quick-reference Emergency Management Guide, posted on the University Police website, provide information to the entire community. Table top emergency management exercises provide specific preparations for administration.

Canned responses have been developed for the Campus Alert system to minimize time delays in dissemination. Alerts are provided via email, text and phone call to faculty, staff and students.

The Department of Public Safety/Police continues to maintain and update a webpage focusing on all aspects of campus safety including fire safety, safety escorts, Campus Alerts, the Blue emergency phones and occupational health and safety. The webpage includes links to the Office of Environmental Health and Safety, the Office of Fire Safety, the Annual Campus Security and Fire Safety Report, Emergency Management, and General Safety Tips.

The Office of Fire Safety takes a proactive approach to fire safety. All fire suppression and detection systems campus wide are tested and maintained in accordance with applicable codes and standards. Fire drills are conducted in accordance with the requirements of the New Jersey Uniform Fire Code

Evacuation chairs are located in all multi-story buildings on campus. Specific staff members have been trained on how to use the evacuation chairs. The Department of Public Safety has partnered with Health Services to identify students, faculty, and staff with Special Needs.

After-action review/assessment of all critical incidents are conducted. All involved agencies -- Police, Fire, EMS and Bomb Squad -- convene on scene after an incident has been resolved to discuss findings and best practices going forward.