Thank you for agreeing to advance our shared goals set forward in our Rutgers University–Camden Strategic Plan by serving on the Implementation Committee. Your committee will oversee how we enact our strategic plan and integrate its goals into our everyday activities. Co-chairs of the Research, Student Success, and Marketing and Visibility committees will serve as ex-officio members of the Implementation Committee.

Each strategic planning committee is charged with developing action plans to ensure each initiative and task identified as a priority is addressed and with, where applicable, ensuring coordination with existing efforts on campus. The action plans will be reviewed and approved by the Chancellor and the Deans. The plans are due June 1, 2015 to allow ample time for the leadership to review and approve the plans by the end of the fiscal year, June 30, 2015.

Organizing Your Work. Our Strategic Plan helpfully provides a blueprint for translating the plan into measurable, actionable tasks. The Strategic Directions each have a number of initiatives identified, and the Dashboard outlines a number of initiatives and tasks related to our agreed upon strategic directions. Below is a list of the initiatives and dashboard tasks associated with your committee. Also included below is a full list of the Strategic Directions and corresponding initiatives.

Developing Action Plans. Your committee is asked to prioritize the items in your subject area and then develop short and long term plans for the prioritized action items. The plans should include the following elements:

- **Responsibility**: Identify which office, committee or individual is now or should be the primary owner of the function and, where applicable, identify secondary or support offices.
- **Review**: Identify how other colleges and universities address the issue or complete the task.
- **Rewards**: State expected outcomes of action.
- **Risks**: Identify budgetary, personnel or operational barriers to completing tasks.

Timeframe. Your committee is asked to review interim reports from the other strategic planning committees and to submit a final report by June 1, 2015. While some committees have already decided to meet biweekly, each committee may determine its own meeting schedule.

**Strategic Directions**

1. Providing a First-Rate Undergraduate Education Grounded in Research and Providing Experiential Learning

Initiative 6. Financial Support
3. Advancing Faculty Research Excellence

Initiative 3. Connections across Schools, Campuses, and Institutions, and with Communities and Industry

Dashboard

3. Enhancing High-Quality and Interdisciplinary Graduate and Professional Programs
- Instructional collaboration among departments and schools
- Effective use of technology-enhanced learning

4. Advancing Faculty Research Excellence
- Commitment to recruit a diverse research faculty
- Research facilities through new construction, renovation, and collaboration [*Coordinate with Research Committee]

5. Playing a Leadership Role in Revitalizing Camden and in the Delaware Valley
- Outreach and partnerships through research centers and through research interests of other faculty across campus [*Coordinate with Research Committee]
- Collaborative opportunities with Rowan University and other higher education institutions [*Coordinate with Student Success Committee]

6. General Administrative Measures
- Effective and efficient business practices
- Staff training and professional development
- Grow revenue diversity
- Improved classroom and research facilities
- Commitment to inclusive and safe campus
- Continuous improvement of campus technology
- Alumni donor participation rates
- Corporate and foundation funding as well as general development
- Effective use of facilities and implement block scheduling
- Evaluation of organizational effectiveness on an annual basis through satisfaction surveys with students, staff, and faculty
Strategic Directions

The Strategic Plan delineates five (5) strategic directions each with specific initiatives identified. Committee action plans should address these directions and initiatives as well as the tasks on the dashboard.

**Strategic Direction One** Providing a First-Rate Undergraduate Education Grounded in Research and Providing Experiential Learning
- Initiative One: Transformative Experiential Learning Programs
- Initiative Two: Curricular and Pedagogical Innovation
- Initiative Three: Strength in Undergraduate Research
- Initiative Four: Enhancements to Orientation and Advising
- Initiative Five: Improved Physical and Knowledge Environments
- Initiative Six: Financial Support

**Strategic Direction Two** Enhancing High-Quality and Interdisciplinary Graduate and Professional Programs
- Initiative One: Sustain the Quality of Current Ph.D. Programs
- Initiative Two: Create New Innovative Ph.D. Programs Across Natural Sciences, Social Sciences, and Humanities
- Initiative Three: Improve the Quality of the Graduate and Professional Student Experience
- Initiative Four: Recruit Top-Quality Graduate Students
- Initiative Five: Explore Opportunities for Programmatic Enhancement

**Strategic Direction Three** Advancing Faculty Research Excellence
- Initiative One: Innovation in Areas of Strength and Potential
- Initiative Two: Engagement of Undergraduate and Graduate Students in Research
- Initiative Three: Connections across Schools, Campuses, and Institutions, and with Communities and Industry

**Strategic Direction Four** Playing a Leadership Role in Revitalizing Camden and in the Greater Delaware Valley
- Initiative One: Strengthen K–20 Partnerships and Access
- Initiative Two: Support Economic Development
- Initiative Three: Build Civic Leadership Capacity

**Strategic Direction Five** Increasing Enrollment to Support Strategic Goals
- Initiative One: Develop the Appropriate Mix of High School Entrants, Transfers, and International Students We Seek as Rutgers–Camden Students
- Initiative Two: Increase Recruitment of High-Potential Students, Including From Low- and Moderate-Income Families from South Jersey
- Initiative Three: Improve Marketing and Recruitment Processes
- Initiative Four: Transform the Campus Visit Experience
- Initiative Five: Use Scholarship Support More Effectively in the Recruitment Process