

January 26, 2022

To: Faculty and Staff

From: Robert Pignatello, Senior Vice President for University Operations

Subject: Strategic Planning Update

With the start of the Spring 2022 semester and on behalf of the Strategic Planning Steering Committee (SPSC), I would like to provide a brief update on the strategic planning process. From the start, as stated previously, it has been a priority to solicit and consider as much community input and as many views as possible to create recommendations that are informed by such a process. For any plan to be successful this is fundamental.

Over the last few months this has included a survey, focus groups, interviews, forums and the establishment of five working groups and a Student Advisory Committee. The working groups convened to help answer some key questions and take a deeper dive into the following issues:

- Academic Vision and Programs
- Enrollment and Retention
- Finance, Infrastructure and Institutional Sustainability
- Organizational Culture, Climate and Institutional Diversity
- Student Experience

These working groups consisted of faculty and staff from across the University and the student advisory group consisted of three Florham students, five Metro students and one Vancouver student including resident assistants, student-athletes, commuters, graduate students and SGA presidents.

The SPSC meets weekly to distill and discuss this input and analysis as well as environmental scans of the higher-education marketplace and internal data. The committee, along with the working group chairs and University leadership, will be convening soon to formulate early recommendations for consideration by President Capuano and the Board of Trustees to set University priorities for the next 3-5 years.

The strategic planning process takes place against a very challenging backdrop. We, and all of higher education, face a landscape that includes a shrinking pool of potential students, demographic shifts, the impact of COVID-19 and economic factors that create an urgent need for us to take bold new paths to rise above the competition and re-imagine ourselves, in order to establish a more sustainable future for FDU.

We are on course to develop our recommendations next month. This will not be the end of the process. I am confident that some recommendations for goals, objectives and options will be broad and need further vetting.

Following that, an implementation plan will be devised to hone goals and objectives and create strategies, deadlines, targets and responsible offices and individuals so that this can become our reality. And, of course, our budget and allocation decisions must be aligned with our planning.

We thank everyone who has responded to the invitation by our consulting team, Keeling & Associates, to provide your important perspectives. I also would like to especially thank the SPSC members for their

tireless efforts, along with the working group chairs and group members for making important contributions to this process.

We will continue to update the community as the process moves forward.