

"New Jersey City University is one of our State's oldest Minority-Serving and Hispanic-Serving Institutions. Nearly half of its overwhelmingly commuting students identify as Hispanic/Latina/o. Thirty percent identify as Black/African American, and at least eight percent identify as Asian American Pacific Islander. Two-thirds of all students are first-generation, and the overwhelming majority come from low-income and working-class households. It serves the most socioeconomically diverse student population of any public university in New Jersey, with a publicly celebrated history of driving social and economic mobility. This year's commencement saw nearly 1,700 graduates, an 11.6% increase in degree completion over last year. This is a testament to the resiliency and the new emphasis on student success in and for the community.

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leadership. A global rating agency improved the University's financial outlook to stability while achieving new milestones in access and affordability, responsive academic and curricular reform, shared governance, labor relations, and community engagement.

The University has been led with exceptional resilience in navigating challenges posed by the global pandemic, higher education disruptions, and structural and systemic financial issues. Quick and decisive actions, commitment to shared governance, collegial work with organized labor, community engagement, strategic planning and implementation, and a student-centric mission-driven commitment have positioned the University to better serve the communities we represent.

The University developed strategies and engaged internal and external stakeholders in several key areas, including:

- 1. Stabilizing the financial trajectory of the institution through developing and implementing NJCU's Recovery and Revitalization Plan;
- 2. Strengthening ties to the community by leading a community-wide process of reviewing and refreshing the institution's Mission and Vision to reaffirm and rebuild the institution's historic commitments to students, families, and our community, including those that have been historically underserved and underrepresented;
- 3. Setting out a feasible, transparent, and community-supported road map by developing and implementing an integrated NJCU Strategic Plan comprised of an Academic Master Plan, a Strategic Enrollment Plan, and a Student Devetra 1 72.024 439% g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 316.73 432.1 13.8 e f 40.000 g 99s e 2 3