BENCHMARKS of PROGRESS

Year 2 ▪ 2011-12

PLANN 2020: Gateway to the Future

live greater.

SAINT JOSEPH’S UNIVERSITY
September, 2012

Dear Colleagues,

It is exciting to have this opportunity to report on the second year of implementation of Plan 2020: Gateway to the Future during which remarkable progress has been made. The Benchmarks of Progress report includes just a few highlights of the achievements made by the University community in support of the long-range University goals. It is evident that this is a pivotal time in the University’s history: new academic programs, both on campus and online are thriving; the General Education Program implementation continues to shape the educational experience; the faculty hiring plan is progressing; the Post Learning Commons and Villiger Residence Hall add to the vitality of the student experience; alumni groups are being reengaged; and community partnerships are expanding. Thus, as you read this report you will find evidence that the mission of Saint Joseph’s continues to be vibrantly lived among all constituencies in all quarters of campus.

Plan 2020 is a living document and was designed with ten-year strategic initiatives that will be reframed and refreshed every three years to respond to changes in student needs and the higher education environment. While there is still much to be done, the 2012-13 year is the third year of implementation of Plan 2020 and you will soon be invited to participate with our new President, Fr. Kevin Gillespie, S.J., in developing the next set of goals for the upcoming three-year period 2013-14 through 2015-16.

Thank you and congratulations to all! While it is not possible to include every accomplishment towards fulfillment of plan goals in this summary Benchmarks of Progress report, there is evidence of the magis in the extraordinary commitment to achieving goals that further the mission of SJU.

Kathleen D. Gaval, Ed.D. ’80
Vice President for Planning

I. Academic Distinction and Transformative Student Experience

Building on its liberal arts tradition, Saint Joseph’s develops student potential inside the classroom and out—through service-learning, research opportunities, creative works, and engagement in leadership and other activities to assist in acquiring knowledge and reaching new intellectual horizons. Saint Joseph’s University is committed to providing a vibrant, transformative campus life experience, to challenge and support students to become men and women who, upon graduation, are fully employed, or in graduate school or volunteer programs and live meaningful lives of faith and purpose.

Transformative Learning Goals

- Faith Development and Spirituality
- Appreciating Diversity
- Realizing a Satisfying and Productive Life
- Servant Leadership Focused on Social Justice
- Discernment of Personal, Educational and Professional Goals

![Number of Students Engaged in Student/Faculty Research](chart)
2011-12 Achievements:

- Faculty Hiring Plan included nine new faculty lines in fall 2011
- Established adjunct faculty planning group who discussed compensation issues including increased pay scale, faculty development funds and the access to medical benefits for long-time adjunct faculty
- Catholic Distinguished Research Fellows Program announced by Catholic Bioethics Institute
- Michael J. Morris Grants for Scholarly Research established to support research and publication by faculty
- 93% of 2011 graduates employed, enrolled in graduate studies, or full-time volunteer service
- Academic Technology Leadership Committee (ATLC), a new advisory body established to advance the use of technology in teaching and learning
- Autism minor earned Behavioral Analyst certification
- MS in Educational Leadership and Certificate in Health Care Ethics started
- Science, Technology, Engineering and Mathematics Teacher Fellow Program established as part of US Department of Education’s Mathematics and Science Partnership Grant
- Online Masters programs reached milestone of 1,300 enrolled students
- Academy of Food Marketing celebrated 50 years of providing critical links between students, industry and the Food Marketing Department

<table>
<thead>
<tr>
<th>Benchmarks</th>
<th>Base 2009-10</th>
<th>Year 1 2010-11</th>
<th>Year 2 2011-12</th>
<th>Goal 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase number of students engaged in student/faculty research</td>
<td>92</td>
<td>99</td>
<td>102</td>
<td>150</td>
</tr>
<tr>
<td>Increase number of individuals participating in service-learning</td>
<td>527</td>
<td>555</td>
<td>614</td>
<td>800</td>
</tr>
<tr>
<td>Increase number of students with study abroad experience</td>
<td>256</td>
<td>336</td>
<td>373</td>
<td>430</td>
</tr>
<tr>
<td>Increase number of faculty summer research grants</td>
<td>20</td>
<td>19</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

Faculty Hiring Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Total FT Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>259</td>
</tr>
<tr>
<td>2005</td>
<td>259</td>
</tr>
<tr>
<td>2006</td>
<td>259</td>
</tr>
<tr>
<td>2007</td>
<td>351 (Enrolled)</td>
</tr>
<tr>
<td>2008</td>
<td>351 (Enrolled)</td>
</tr>
<tr>
<td>2009</td>
<td>42</td>
</tr>
<tr>
<td>2010</td>
<td>95</td>
</tr>
<tr>
<td>2011</td>
<td>42</td>
</tr>
<tr>
<td>2012</td>
<td>95</td>
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<tr>
<td>2013</td>
<td>95</td>
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<tr>
<td>2014</td>
<td>95</td>
</tr>
<tr>
<td>2015</td>
<td>95</td>
</tr>
<tr>
<td>2016</td>
<td>95</td>
</tr>
</tbody>
</table>

Inclusive of replacement hiring.
2010-11 Achievements:
- General Educational Program implementation began Fall 2010
- Faculty hiring plan extended; six new tenure-track faculty hired
- Advising Support Center for CA&S established
- Faculty development increased to support online course preparation and new GEP
- Online Plan developed including services and financial forecast for growing online programs
- Transformative Learning Goals were developed and communicated
- Student freshman to sophomore retention increased to 89% for Fall 2010
- Catholic Bioethics recognized as one of the top five centers/institutes by the Association of Catholic Colleges and Universities
- EMBA celebrated 20th Anniversary and top 20 ranking in US News and World Report
- Announced the Inaugural Hogan Chair in Philosophy
- US Department of Energy awarded SJU $1M to study alternate fuel source and green roofs
- New Media Center for student groups opened in Simpson Hall
- Use of electronic media through the Drexel Library doubled over the prior year

II. Mission and Diversity

Saint Joseph’s University thrives as it continues the legacy of the Ignatian educational tradition. Saint Joseph’s fundamental goal is to celebrate and share among a diverse group of students, faculty and staff it’s Catholic, Jesuit identity infused with Ignatian spirituality, Catholic social teaching and a global perspective.

2011-12
- Faith-Justice Institute celebrated 35 years of promoting social analysis and critical thought on faith and justice issues
- Richard Johnson Anti-Violence Center dedicated
- Women of Color Conference held at SJU
- iSJU, a program to help new students learn more about Jesuit education, reached over 80% of first-year students
- Office of Mission and Identity launched “Ignatian Fridays” to gather community for conversations about SJU Catholic and Jesuit identity
- Active Minds, a student-led organization, formed and hosted exhibit promoting mental health
- Office of Mission awarded over $45,000 in grants to thirteen departmental initiatives directed to the distinctly Catholic and Jesuit identity of the University

Diversity Statistics

<table>
<thead>
<tr>
<th>08-09</th>
<th>09-10</th>
<th>10-11</th>
<th>11-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>15.2%</td>
<td>15.6%</td>
<td>17.8%</td>
</tr>
<tr>
<td>Undergraduate Day</td>
<td>9.8%</td>
<td>9.5%</td>
<td>10.9%</td>
</tr>
<tr>
<td>College of Professional and Liberal Studies</td>
<td>42.1%</td>
<td>43.9%</td>
<td>50.5%</td>
</tr>
<tr>
<td>Graduate</td>
<td>17.7%</td>
<td>18.5%</td>
<td>21.2%</td>
</tr>
<tr>
<td>Women and minority faculty and staff/administration:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees - female</td>
<td>47.3%</td>
<td>48.3%</td>
<td>49.8%</td>
</tr>
<tr>
<td>Employees - minority</td>
<td>20.1%</td>
<td>20.5%</td>
<td>19.3%</td>
</tr>
<tr>
<td>Women and minority trustees:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>16.1%</td>
<td>17.6%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Minority</td>
<td>6.5%</td>
<td>11.8%</td>
<td>9.1%</td>
</tr>
</tbody>
</table>
III. Global and Community Engagement

Building on a decades-long commitment to and relationship with its local and regional communities, Saint Joseph’s will strengthen the link between public purpose and its mission as a Catholic, Jesuit university through engagement in local, regional, national and international arenas. The goals are to enhance the impact of the University in all its community relations through targeted student, faculty and staff engagement and to be recognized for leadership in civic engagement.

2010-11
- Community Engagement Classification awarded by the Carnegie Foundation for the Advancement of Teaching
- Mission and diversity infused in new GEP
- Planned and hosted first Eastern Conversations gathering of faculty members from east coast Jesuit institutions
- Began community-wide conversation on the Catholic-Jesuit identity
- Faith-Justice Outreach Lecture renamed to honor its creator, Sr. Francis Joseph, on its 30th anniversary
- Ignatian College Connection (ICC) received AJCU’s Multicultural Affairs’ Distinguished Program Award

2011-12
- The ACE-SJU (Alliance for Catholic Education) program graduated 14 fellows
- PA House Human Services committee held public hearing on campus that focused on Autism Services
- Partnership formed with Cristo Rey Network to help support attainment of a college degree for Cristo Rey High School graduates
- Delaware County District Attorney’s Office recognized SJU’s contribution to regional Homeland Security
- College of Professional and Liberal Studies joined the City of Philadelphia’s Returning to Learning Partnership program for city employees
- CHINA Town Hall: Local Connections, National Reflections event held on campus, in partnership with the National Committee on United States-China Relations of New York
- Delegation from Nazarbayev University, Kazakhstan visited campus to learn more about the connection between strategic planning and capital planning

2010-11
- Supported Archdiocesan Catholic School system by establishing the Alliance for Catholic Education program (ACE-SJU)
- National Community Day expanded to 35 sites with over 750 SJU student and alumni participants
- Continued time, service and assistance to Wynnefield Overbrook Revitalization Corporation (WORC)
- SJU’s $511 Million annual contribution to the regional economy documented in newly designed 2011 Economic & Community Impact Report
IV. Alumni Involvement

Saint Joseph’s alumni are loyal and enthusiastic and a significant goal of Plan 2020 is to create compelling opportunities for alumni to reconnect and remain involved with the University. The University community will be enriched by active alumni participation, benefiting current students, faculty, administrators and staff.

2011-12
- Over 350 attended the SheUnited: Celebrating the Women of SJU Conference, a day-long networking and educational event
- Inaugural Hawktoberfest attracted over 1,140 SJU alumni, parents and friends to campus for the reformatted reunion weekend event
- Dinner with Hawks program brought together 250 alumni and students to discuss career paths, network, and develop mentor relationships
- Revamped online alumni platform that included a new Alumni Association website and introduced an online portal for Hawks to connect

2010-11
- SJU hosted 95 events with over 5,800 participants, providing increased opportunities for alumni, parents and friends to gather
- Launched a new professional networking brand, Hawk2Hawk, and hosted receptions
- Increased young alumni attendance at events from 5% to 7.5%
- Digitalized all back issues of The Hawk, allowing for keyword searches and made available on the web for alumni
- The Spirit of Women lecture series profiled alumnae and celebrated the 40th anniversary of coeducation at SJU
V. Financial Health

Saint Joseph’s goal is to provide the highest quality education and support services, while continually reducing costs. In the coming years Saint Joseph’s will focus on keeping tuition increases as low as possible while increasing financial assistance to meet family needs. Financial health includes the capacity to achieve mission-driven strategic goals by providing the necessary funding for current initiatives while reserving the long-term financial strengths of the University for generations to come.

2011-12

- Continued positive operating margins provided support for strategic long-term capital and operating needs
- Fully integrated a multi-year Financial Plan into the University’s regular budget planning and adoption process
- Credit position of A-/A reaffirmed

2010-11

- Credit rating analysis resulted in a public rating of A-/A from Standard & Poor’s and Fitch respectively
- With Faith & Strength to Dare: The Campaign for Saint Joseph’s University raised $152M
- Financial Review model tool implemented to track and analyze revenues and expenses by academic area
- 3 year Financial Plan developed to support Plan 2020 implementation

Resources to Support Plan

Facilities and Technology

2011-12

- Dedication of Post Learning Commons, implementing new technology: open computer lab; Digital Media Zone; Lecture Capture Room; collaborative study rooms
- Villiger Residence Hall construction completed
- Cardinal John P. Foley Campus Center dedicated
- Students use Ellen Ryan Field (field hockey), John W. Smithson field (baseball), and Curran Field (intramurals) for the first time
- Business Intelligence Initiative launched with focus on Academic reporting

2010-11

- Maguire Campus: English, Sociology, Education Departments and the Richard Johnson Center for Anti-Violence moved to newly renovated Merion Hall
- Connelly Hall Room 220 renovated as a new science lab to support the GEP
- Fine Arts East opened for sculpture classes
- Drexel Library renovated with new patio, chiller, sprinkler system, fire alarm, new carpeting, and furniture
- Bellarmine renovated for new Student Educational Support Services offices
- IT Strategic Plan updated goals focus on access, academic priorities and effective use of resources to enhance teaching and learning
- Developed integration software for student housing and alumni relationship management systems
- Implemented document management system
- Extended campus wireless network while improving overall reliability and performance
**Human Resources**

2011-12
- Partnered with Provost, Deans, Registrar, Institutional Research, Payroll & Budget offices to implement Faculty Load and Compensation Module (FLAC)
- Developed a Workplace Lactation Policy that provides a lactation room on campus for nursing mothers
- Reorganized campus departments to better serve students (Student Records & Financial Services and Hawk Central) and to support teaching and learning (Academic Technology and Distributed Learning)

2010-11
- Initiated new employee orientation program highlighting mission

**Marketing/Image Campaign**

2011-12
- New website and new Magis Campaign launched during Olympics
- Utilized market research to design marketing creative approach

2010-11
- SJU embarked on its most ambitious and far-reaching marketing campaign by conducting research of all University constituents including students, faculty, staff, parents, prospective students and local business leaders

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**LOOKING FORWARD—YEAR 3**

**2012-13 Strategic Priorities for Plan 2020 Implementation**

- Academic Distinction
- Athletics
- Development and Alumni Relations
- Enrollment Management
- Government Relations
- Information Technology
- Kinney Center for Autism Education and Support
- Marketing and Image
- Mission
- Online Education

For more information about strategic planning in these areas, please go to the Office of Planning website: http://www.sju.edu/resources/planning