



Strategic Plan – Achieving the Magis

2015-2018

Mission Statement:

As Philadelphia's Jesuit Catholic University, Saint Joseph's provides a rigorous student-centered education rooted in the liberal arts. We prepare students for personal excellence, professional success, and engaged citizenship. Striving to be an inclusive and diverse community that educates and cares for the whole person, we encourage and model lifelong commitment to critical thinking, ethical decision-making, social justice, and finding God in all things.

Vision Statement:

Saint Joseph's University will be recognized nationally for academic excellence, community engagement, and preparing graduates for lives that matter, with and for others.

Strategic Goals

- 1. Academic Excellence and Transformative Student Experience.** Strengthen and continue to support the distinctive nature of a Saint Joseph's University education understood as the personalized attention given to the student as a unique individual (*cura personalis*).
- 2. Community Engagement.** Attain institutional commitment and support for the full realization of a community engaged campus.
- 3. Campus Culture.** Provide an inclusive, vibrant, and supportive campus culture to enhance the quality of campus life.
- 4. Financial Strength.** Enhance the financial resources and fiscal management necessary to support the student-centered mission and vision of the university.

Goals

Strategic Goal 1. Academic Excellence and Transformative Student Experience.

Strengthen and continue to support the distinctive nature of a Saint Joseph's University education understood as the personalized attention given to the student as a unique individual (*cura personalis*).

- Achieve and promote the distinctiveness of SJU's curriculum through a focus on the General Education Program, Ignatian pedagogy, rigorous/engaged learning, and interdisciplinary teaching and learning.
- Strengthen academic advising to provide deeper and more comprehensive support to undergraduate students' planning for their professional career path.
- Support experiential learning to ensure that all undergraduate students have the opportunity to participate in one or more of the following SJU Experiences (Internships/Co-ops, Study Abroad, Service Learning, Student Research).
- Develop a clear process for collaboration between academic and student life programs to implement the Transformative Learning Goals.
- Assess and conduct market research for the adult undergraduate programs in both colleges and make changes to ensure distinctiveness and to support career enhancements for students.
- Create new and promote existing 5-year bachelor's/master's degree programs in appropriate fields.
- Examine current and potential new graduate programs that support specific needs in the community and are guided by the strengths of SJU's undergraduate programs.
- Update and fully operationalize the institution's assessment plan.
- Seek to ensure the availability of technology-enhanced courses at all levels and expand the availability of courses and programs offered that are hybrid, low-residency, and/or online.
- Open and further develop the Office of Teaching and Learning to support the use of innovative pedagogies and engaging learning environments.
- Increase funding to support faculty's work in teaching, research, and service.

Strategic Goal 2. Community Engagement. Attain institutional commitment and support for the full realization of a community engaged campus.

Community Engagement is the partnership of university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

- Develop and make available resources on best practices in community engagement.

- Connect with local, state, and federal level organizations that support community engagement.
- Publicize institutional commitment to community engagement and opportunities for participation.
- Strengthen coordination and assessment of community engagement.
- Enhance recruitment materials for students, faculty, and staff to include institutional commitment, expectations, and opportunities for community engagement.
- Provide support, encouragement, and overarching goals for community engagement participation across all campus constituencies, including alumni.
- Attain national recognition for community engagement.

Strategic Goal 3. Campus Culture. Provide an inclusive, vibrant, and supportive campus culture to enhance the quality of campus life.

- Continue to improve university shared governance by completing the work of the Shared Governance Task Force and by implementing its recommendations.
- Examine current employee handbooks and governance structures toward realizing a true one university model.
- Implement an employee recruitment and retention plan that includes goals for compensation and professional development.
- Strengthen efforts to develop a campus environment that is inclusive and diverse.
- Provide additional support and focus for programming in the areas of religious life, mission formation and integration, and Ignatian leadership.
- Strengthen alumni participation in university programs and partnerships.
- Build on the strengths of our athletic programs to support the quality of campus life.

Strategic Goal 4. Financial Strength. . Enhance the financial resources and fiscal management necessary to support the student-centered mission and vision of the university.

- Develop and achieve strategic enrollment goals for undergraduate day, adult undergraduate, and graduate students that are commensurate with desired student profile student demand, and academic quality and capacity.
- Maximize net tuition revenue through changes in tuition pricing and financial aid allocations.
- Market academic programs more effectively through a more user-friendly and robust web presence, through better coordination among various offices, and through a forceful marketing plan that articulates a compelling value proposition.
- Increase revenue diversification to ensure long-range accessibility and affordability for our students.
- Continue the process of analyzing the university's cost structure and pursue identified opportunities to reduce expenses and increase revenue through efficiencies in organizational structures and processes.

- Increase unrestricted annual giving by at least 3% in each of the next three fiscal years and launch a multi-year fundraising campaign with identified strategic priorities and corresponding financial goals, including a focus on increasing the university's endowment.
- Address facilities, technology, and website improvements critical to achieving the goals of this plan.
- Examine current and potential academic programs with the goal of prioritizing these programs for strategic resource allocation.