

THINKING ANEW / ACTING ANEW

SAINT JOSEPH'S UNIVERSITY'S
STRATEGIC PLAN 2017

"WE CAN SUCCEED ONLY BY
CONCERT. IT IS NOT 'CAN ANY OF
US IMAGINE BETTER?' BUT,
'CAN WE ALL DO BETTER?' ...

**WE MUST THINK ANEW,
AND ACT ANEW."**

— Abraham Lincoln

Annual Message to Congress, Dec. 1, 1862

Introduction

Thinking Anew, Acting Anew: The Strategic Plan for Saint Joseph's University

reflects the context of our times, the commitment of our community and the reach of our aspirations. We are fortunate to approach this process and forward these initiatives from a position of strength — with an impressive academic portfolio, financial health, desirable alumni outcomes and loyalty, and significant faculty and student achievement.

Technology, politics, business and social issues are all very different than they were just a few years ago and all are testing new social norms, technological limits and ethical standards. The educational experience we provide must connect students to tomorrow's world so they are not just prepared for life and career, but equipped to be change-makers, problem-solvers and innovators.

Combining our strong Jesuit intellectual heritage and mission, and harnessing the passionate spirit for which we are known and admired, we set an ambitious path for Saint Joseph's. This plan for the next decade is a collective vision, constructed by the able minds and willing hearts of members at every level of the institution who share a desire to always do and be better.

This plan, in simplest terms, will challenge us to reimagine our academic enterprise, all aspects of our total student experience, advance our national recognition through reputation-defining programs and an integrated and proactive communications

strategy, and build the endowment and resources needed to make an SJU education accessible to more students, always building on our quality, ensuring our success for the very long horizon.

As we move toward fully operationalizing a comprehensive University model, we will adapt to evolving student needs while faithfully delivering on our promise of a superior education rooted in the liberal arts. Our campus master plan will match our facilities to our growing academic quality and reputation. We will bolster our endowment and carefully steward our resources, all of this while striving to attract talented and diverse individuals, compelled by our Jesuit mission to study, teach and work at SJU.

Just as we challenged ourselves to imagine this plan, we must be challenged and hold ourselves accountable for its implementation. Jesuit education has not remained relevant for centuries by standing still, but rather by constant evolution. The world expects much from Jesuit-educated graduates because they have the right combination of intellect, heart, creativity and bravery to make meaningful contributions that reverberate through their own communities and across the globe.

Saint Joseph's has strong roots, and our capacity for success is immense. So, too, is the commitment of our stakeholders who will carry out this strategic plan: faculty, staff, students and alumni connected by an implicit, yet palpable, understanding of what it means to be Hawks.

INITIATIVES:

Enrich Academic Quality and Distinction

Expand Transformative Student Experiences

Enhance and Promote Programs of National Prominence

Foster Greater Financial Strength and Stability



Enrich Academic Quality and Distinction

OBJECTIVES

- I. Facilitate the expansion and development of professional schools and programs, while sustaining the prominence of the liberal arts and sciences at the core of the SJU academic experience.
- II. Endorse and reaffirm a commitment to recruiting and retaining an outstanding and diverse faculty, including Jesuits.
- III. Identify and construct quality programs for new student populations to complement our current strengths.
- IV. Develop and support new pedagogical spaces and cutting-edge facilities to match the quality of our academic product.

The faculty of Saint Joseph's are committed to educating a new generation of leaders, grounded in Jesuit values with a deep moral and ethical perspective. Saint Joseph's liberal arts core provides intellectual and moral formation, with practical application through the professional disciplines and experiential growth through learning opportunities outside the classroom.

Saint Joseph's will increase levels of academic rigor through re-energized organizational structures and relationships, promoting inclusive excellence as a distinctive element of our Jesuit educational mission, identifying key resource investments, addressing great societal challenges such as sustainability, and pursuing strategic alliances and partnerships.

OBJECTIVE I

Facilitate the expansion and development of professional schools and programs, while sustaining the prominence of the liberal arts and sciences at the core of the SJU academic experience.

HIGHLIGHTS

- Engage the faculty in a robust examination and restructuring of the College of Arts and Sciences to enhance our liberal arts foundation.
- Implement the development of new schools that may include allied health, education, communications, technology and the arts. Support and charge the more focused colleges and schools — and the deans and faculty, in particular — to imagine and create updated and new academic programs, modes of delivery and opportunities for SJU to make a difference, attract students and garner distinction.
- Ensure an ongoing commitment to academic program review and assessment, incorporating all forms of relevant academic, financial and student data and metrics.
- Increase and expand mechanisms for equitable access to experiential learning opportunities by strengthening a collaborative Co-op, internship and experiential learning infrastructure for all students, connecting theory to practice.
- Provide additional student access to a comprehensive academic support infrastructure, services and programs throughout the intellectual journey.
- Supply support to strengthen regional, national and international rankings received by programs within the Haub School of Business and seek additional accreditations and rankings for other programs and disciplines where possible across the University.
- Add opportunities and increase access for students to participate in faculty-supervised research, internships and Co-ops, civic engagement, and creative endeavors.
- Partner with regional organizations to advance existing SJU programs and develop new ones.

RATIONALE

At its foundation, SJU delivers a superior liberal arts education that is grounded in Jesuit and Catholic intellectual thought, integrates extraordinary experiential opportunities and exposes students to diverse perspectives while providing strong academic support. Fully embracing and operationalizing a comprehensive University model will allow us to expand our offerings and more competitively position SJU among peers.

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OBJECTIVE II

Endorse and reaffirm a commitment to recruiting and retaining an outstanding and diverse faculty, including Jesuits.

RATIONALE

Saint Joseph's exposes students to diverse perspectives, core Jesuit values and creative pedagogy. At the heart of this enterprise is our faculty. SJU will invest resources in recruiting and nurturing faculty as teachers, scholars, servants and leaders at the University — in their disciplines, across disciplines, in their communities and in the world at large.

HIGHLIGHTS

- Assert our commitment to hiring tenure-track faculty in numbers sufficient for achieving the educational excellence to which we aspire.
- Continually evaluate and ensure the appropriate composition of the full-time faculty.
- Cultivate academic and ministry opportunities to attract Jesuits to the faculty and staff.
- Target new academic resources to recruit, retain and support an increasingly diverse faculty, while ensuring appropriate balance among programs and disciplines.
- Reaffirm the importance of professors of practice, or clinical faculty, and adjunct faculty as valuable members of the academic community.
- Support faculty through increased research opportunities, teaching fellowships, curriculum development and faculty mentorships; enhance their capacity for strong leadership and service.
- Increase sponsored faculty research opportunities.
- Inspire faculty to be innovative and entrepreneurial in research and teaching by developing and supporting an "incubator" culture.
- Create decision-making and resource-allocation systems to facilitate innovation, reward collaboration, leverage comparative advantage and function efficiently.
- Ensure the highest standards of pedagogy and inclusive excellence through increased support of the Office of Teaching and Learning.

OBJECTIVE III

Identify and construct quality programs for new student populations to complement our current strengths.

RATIONALE

Saint Joseph's has a tremendous opportunity to provide high-quality programs for new student populations, especially graduate students and adult learners — locally, nationally and abroad. Connecting these populations to a robust virtual campus will aid students in understanding and appreciating SJU and our Jesuit values.

HIGHLIGHTS

- Create a vibrant online campus by strengthening the digital platform and presentation to provide students with a comprehensive menu of online opportunities in a coherent and exciting manner.
- Provide adequate support for course development, training and incentives for faculty to provide the best student experience.
- Invigorate professional and continuing education programs including credit and non-credit offerings.
- Enhance summer course offerings to serve internal and external constituencies.
- Consider three-year and 12-month programs that include internships and Co-op experiences.
- Structure an incentive model encouraging departmental and faculty engagement in experimentation in new program/course development and delivery for future market needs.

OBJECTIVE IV

Develop and support new pedagogical spaces and cutting-edge facilities matching the quality of our academic product.

RATIONALE

The University sets continually higher educational standards for our students. While the caliber of SJU's academic programs, students and faculty attests to our growing reputation, there is more that can be done to improve upon academic infrastructure.

HIGHLIGHTS

- Identify and construct, modify and/or modernize key experiential learning spaces, including dry/wet labs, study commons or lounges, makerspaces, a moot court room, financial trading rooms, case rooms, sales labs, data analytics labs and performing arts spaces.

SJU will invest resources in recruiting and nurturing faculty as teachers, scholars, servants and leaders at the University — in their disciplines, across disciplines, in their communities and in the world at large.



Expand Transformative Student Experiences

OBJECTIVES

- I. **Develop and implement a strategic enrollment management plan that recruits and graduates talented and diverse students who embrace every aspect of an SJU education, enabling great success in their professional and personal lives.**
- II. **Deliver an integrated and developmentally sequenced range of enriching experiential, leadership, spiritual and service opportunities to all students.**
- III. **Empower students and alumni to lead successful, purpose-driven lives.**
- IV. **Create additional learning and gathering spaces that meet a variety of student and community needs.**

From beginning to end — from the admissions and financial aid process; through student-centered advising, support services, dining and housing options; to preparing graduates to lead successful lives of meaning and purpose — SJU is well-positioned to provide a transformative student experience. To ensure that students achieve the maximum benefit of an SJU education, we will offer a continuum of diverse opportunities for intellectual and spiritual growth, along with personal development extending well beyond the classroom.

OBJECTIVE I

Develop and implement a strategic enrollment management plan that recruits and graduates talented and diverse students who embrace every aspect of an SJU education, enabling great success in their professional and personal lives.

HIGHLIGHTS

- Reimagine and implement a revised, comprehensive financial aid strategy — with an emphasis on need-based aid and scholarships.
- Strive for yearly growth in the proportion of students from underrepresented communities among the undergraduate student population, as well as for women and populations in underrepresented graduate and professional fields, so that SJU more accurately reflects the world we serve.
- Develop, resource and implement an international graduate and undergraduate student recruitment strategy.
- Implement a tracking and communication infrastructure to support student advising, retention and on-time graduation.
- Commit to an inclusive excellence framework with policies, services and programs to assist students in understanding diversity and to aid SJU faculty and staff in supporting all students.
- Develop new programming throughout the academic and student life experience to prepare SJU students to change their communities and the world at large for the common good.
- Enhance educational support delivery through innovative technologies and services to ease students' navigation of the institution and to facilitate their persistence and success.

RATIONALE

SJU will continue to strengthen its selectivity while at the same time attracting talented students from ethnically and socioeconomically diverse populations. Additionally, SJU will offer exceptional educational support strategies for undergraduate, graduate and degree completion students, along with building retention/student success strategies to ease the navigation of the campus experience — ensuring student success at SJU and beyond.

The University will offer a continuum of diverse opportunities for intellectual and spiritual growth, along with personal development extending well beyond the classroom.



OBJECTIVE II

Deliver an integrated and developmentally sequenced range of enriching experiential, leadership, spiritual and service opportunities to all students.

RATIONALE

Students' academic journeys routinely intersect with life and career experiences at SJU, providing multiple opportunities to be fully prepared for future personal and professional success. Students benefit most when the broad spectrum of these learning opportunities — from professional internships, Co-op experiences, Summer Scholars programs and to study abroad and meaningful spiritual and service commitments — are integrated across campus through a systematic approach to program development and delivery.

HIGHLIGHTS

- Ensure a superior and supportive first year for our undergraduate students by fully integrating a meaningful first-year experience into every First-Year Seminar, and by encouraging and supporting early move-in and other First-Year co-curricular programs.
- Build a robust platform to increase coordination among University offices that support student academic experience programs, including the Faith Justice Institute/Service Learning, HSB Co-op, Career Development Center, Study Abroad and Office of Mission.
- Improve internal marketing of experiential learning opportunities to extend the reach of these programs to all students.
- Increase advocacy and community organizing involvement, education and training, to enhance students' self-efficacy and to prepare SJU graduates to change their communities and the world for the common good.
- Create and enhance systemic, interrelational approaches to diversity, inclusion and wellness education for all students, especially through peer-to-peer efforts.

OBJECTIVE III

Empower students and alumni to lead successful, purpose-driven lives.

RATIONALE

Upon graduation, SJU students should be poised for professional and personal success, demonstrating integrity and concern for others in ways that reflect Jesuit, Catholic values. SJU is characterized by a strong sense of community that recognizes and honors differences as assets. Providing opportunities for students to bring their full selves to their experience aligns with our mission to educate whole persons. If done well for all students, we will see a long-term involvement with SJU and strong attachment to their *alma mater* that serves as a guiding example for how to live in the greater world as engaged citizens.

HIGHLIGHTS

- Develop creative new pathways to expose students to a broader range of experiences and perspectives.
- Encourage additional campus and civic engagement opportunities in order to build leaders and prepare students to address structural inequity.
- Provide opportunities for students to develop a coherent leadership identity grounded in the Jesuit model of contemplatives-in-action.
- Create a culture and structures encouraging student reflection, discernment and self-awareness.
- Affirm and ground a first-rate student experience in educating whole persons of solidarity for the real world.
- Connect students and alumni in mutually beneficial ways to facilitate lifelong connection with the institution.
- Emphasize the unique Jesuit identity of the institution and our values — to promote full human formation of students.

Students should be poised for professional and personal success, demonstrating integrity and concern for others in ways that reflect Jesuit, Catholic values.

OBJECTIVE IV

Create additional learning and gathering spaces that meet a variety of student and community needs.

RATIONALE

SJU has experienced immense growth in recent years and must continue to enhance the residential and campus experience to match expectations of students and their families. SJU will actively work to improve student facilities and community spaces, including the look, feel and utilization of the campus grounds.

HIGHLIGHTS

- Inventory and evaluate existing student-centered facilities and create long-term strategic facilities plans to address the needs of students, faculty and staff for flexible, responsive spaces.
- Update the campus housing master plan to align with current and anticipated student demographics, operational needs and programmatic opportunities.
- Engage stakeholders in the conceptual planning and design of a new student center to serve as a destination space on campus and provide flexible spaces for students to socialize and learn together.
- Design recreational and retreat facilities meeting the spiritual and wellness needs of a diverse University community.



Enhance and Promote Programs of National Prominence

OBJECTIVES

- I. Strengthen existing academic and co-curricular programs that are presently distinctive and allocate resources accordingly.
- II. Leverage intercollegiate athletics to the maximum, positive benefit of SJU.
- III. Define two or three new initiatives that capitalize on institutional strengths, contribute favorably to our reputation and enhance the academic experience.
- IV. Promote programs of distinction with a comprehensive marketing and communications strategy designed to strengthen our reputation.

Saint Joseph's will leverage our recognition as a higher education leader in the Northeast and Philadelphia markets, our standing as one of only 28 Jesuit colleges and universities in the country and our niche academic and co-curricular programs, to achieve greater national prominence. SJU aims to reinforce and more aggressively promote our distinguishing assets, raising the bar, lifting the institution's profile and setting new standards for peer institutions.

OBJECTIVE I

Strengthen existing academic and co-curricular programs that are presently distinctive and allocate resources accordingly.

RATIONALE

The University's Maguire Academy of Insurance and Risk Management, Kinney Center for Autism Education and Support, Institute for Clinical Bioethics and Institute for Jewish-Catholic Relations are niche programs for SJU, garnering varying levels of regional and national exposure, but each with potential to launch wider recognition for SJU.

OBJECTIVE II

Leverage intercollegiate athletics to the maximum, positive benefit for the University.

RATIONALE

SJU's Division I status and the quality and success of a number of our athletic offerings — chief among them is the men's basketball program — are a significant lens into the institution at large, providing invaluable opportunities for recruitment, media exposure and recognition.

OBJECTIVE III

Define two or three new initiatives that capitalize on institutional strengths, contribute favorably to our reputation and enhance the academic experience.

RATIONALE

We want to allow for the emergence of new ideas in areas we may not be aware of at the moment. Accordingly, we will identify two or three new initiatives that will leverage our academic strengths and garner recognition.

OBJECTIVE IV

Promote these programs of distinction with a comprehensive marketing and communications strategy designed to strengthen our reputation.

RATIONALE

To enhance our reputation in these areas, we will evaluate, restructure and launch an integrated and strategic marketing and communications organization, approach and plan designed to better tell the SJU story — in terms of reach, impact and consistency — in order to elevate our institutional reputation and profile.

HIGHLIGHTS

- Host seminars and summits for national and international thought leaders.
- Pursue prestigious research grants that will draw significant funding and national recognition.
- Develop proactive media engagement strategies for special interest and breaking news opportunities.
- Utilize SJU's website to dynamically showcase the University's assets and priorities.
- Strategically position the president as a thought leader in higher education and leverage the success and expertise of the Board of Trustees and prominent alumni.
- Engage prominent alumni in promoting the SJU.

Saint Joseph's aims to reinforce and more aggressively promote our distinguishing assets, raising the bar, lifting the institution's profile and setting new standards for peer institutions.



Foster Greater Financial Strength and Stability

OBJECTIVES

- I. Implement a strategic financial model, through efficient utilization of resources, and promote a culture of innovation and accountability.
- II. Significantly increase and expand donor support through a comprehensive campaign.
- III. Diversify and expand revenue streams through implementation of leading practices.
- IV. Provide competitive and comprehensive campus facilities.

Saint Joseph's seeks to advance its mission by steadily strengthening our financial capacity. This will be accomplished by continuous refinement of the financial model to help ensure we enhance our core programs while investing in strategic priorities. At the same time, we will launch a new comprehensive campaign, which will both increase and expand donor support. We plan on increasing the endowment through a combination of donor-directed support and performance-based investment. Additionally, we will expand and diversify revenue streams. All of this will occur with the goal of ensuring that we remain cost-competitive and accessible to students and families.

OBJECTIVE I

Implement a strategic financial model, through efficient utilization of resources, and promote a culture of innovation and accountability.

RATIONALE

Guided by our strategic priorities, we will grow and diversify revenues while also reducing costs. We will rapidly respond to market opportunities and pressures, as well as remain sensitive to the cost of an SJU education and issues around access and affordability. Optimizing our use of and return on real estate, infrastructure and capital assets, while aligning our human capital, physical plant and facilities, we will support our mission and strategic vision.

HIGHLIGHTS

- Establish a strategic financial model that will enable the achievement of annual net operating income goals while ensuring funding for strategic priorities.
- Regularly review resource allocation to ensure alignment with strategic priorities.
- Institutionalize financial benchmarking and assessment processes to enhance accountability and excellence; establish and track measurable goals and indicators of achievement.
- Support a heightened focus on improving administrative efficiencies across all divisions.
- Develop pricing and financial aid strategies that support desired student profile goals and year-over-year growth in net tuition revenue.
- Further develop competitive compensation and benefits programs to attract and retain a talented and diverse faculty and staff.
- Enhance faculty, staff and administrator development; provide leadership development opportunities; and ensure succession planning.
- Develop strategies to use human resource planning to drive innovation, excellence and collaboration.
- Expand the use of technology to promote administrative excellence and efficiency; streamline and modernize systems/processes to lower costs.

The University will rapidly respond to market opportunities and pressures, as well as remain sensitive to the cost of an SJU education and issues around access and affordability.

OBJECTIVE II

Significantly increase and expand donor support through a comprehensive campaign.

RATIONALE

Realizing our ambitions is reliant upon private gift support. Philanthropy becomes even more essential as we seek to constrain tuition increases and to contain costs throughout the University. Accordingly, in June 2017, Saint Joseph's launched the quiet phase of a new comprehensive campaign, the largest such enterprise in its history, that draws its funding priorities from this strategic plan. Although a working goal has not yet been established, the intent is to double the current level of private support on an annual basis. A well-executed campaign will not only serve to fund strategic priorities, but also foster a new generation of major donors and leadership volunteers propelling SJU into the future.

HIGHLIGHTS

- Launch and complete a comprehensive campaign that seeks the most support in the University's history and sets us apart from peers.
- Double the amount of annual fundraising during the life of the campaign.
- Increase annual alumni participation rates to a level that exceeds peers.
- While mindful of the need for current-use and capital gifts, emphasize and seek ever-greater endowment gifts and double the endowment through the combination of gifts, institutional investment and investment gains.
- Complete analytical and organizational assessment to provide the high-level architecture for the campaign.
- Create fundraising priorities that map to the strategic needs of the institution.

OBJECTIVE III

Diversify and expand revenue streams through the implementation of leading practices.

RATIONALE

Saint Joseph's must leverage new opportunities for generating revenue by maximizing all of its resources, fully utilizing its campus for both academic and non-academic programming year-round. Key to this success will be fully transforming the University from a nine or 10-month operation to a 12-month enterprise and implementing new business practices to create new revenue streams.

HIGHLIGHTS

- Create a first-rate conference service department focusing on marketing, selling and managing space to internally sponsored activities and external customers.
- Engage SJU faculty in residential summer conferences and certificate programs.
- Develop a market-based assessment of what planned growth will look like while always focusing on improving quality.

A well-executed campaign will not only serve to fund strategic priorities, but also foster a new generation of major donors and leadership volunteers propelling SJU into the future.

OBJECTIVE IV

Provide competitive and comprehensive campus facilities.

RATIONALE

While the SJU campus infrastructure has witnessed new construction, expansion and refurbishment in recent years, facilities must be allowed to grow and evolve as necessary to support the University's core mission. SJU will pursue state-of-the-art facilities — classrooms, labs, residence halls and student recreation facilities — that meet and exceed student and parent expectations. Decisions regarding facilities and the physical environment must address multiple factors and interests in order to effectively steward the University's resources and fulfill the commitment to sustainability and reducing ecological impact.

HIGHLIGHTS

- Update Campus Master Plan.
- Develop and implement a student housing strategy.
- Invest in STEM resources and lab spaces, including an immediate redress of current deficiencies.
- Improve and add community gathering spaces to encourage and enhance collaboration and relationship-building.
- Build the structures to support and sustain consistent academic and intellectual integrity in library and other information literacy resources.
- Establish sustainability goals and seek avenues to reduce waste and energy consumption, while preserving natural resources and maximizing new technologies.
- Invest in and support a comprehensive infrastructure and resource allocation plan.



Conclusion

Much can change in a decade.

In the past ten years:

- The Kinney Center grew from an idea to serving thousands of individuals each year and educating hundreds of future service providers each day.
- Our risk management and insurance program was established and has risen to the very top of national rankings, supported by the Maguire Academy for Insurance and Risk Management.
- The Institute for Clinical Bioethics added a research fellows program and partnerships with hospitals in Philadelphia and as far across the globe as Palestine.
- The campus footprint expanded from 65 to 114 acres, and our reputation and academic quality have experienced parallel growth, contributing to greater demand for an SJU education.

Now imagine the next 10 years...

This plan sets us on the path to higher levels of academic rigor, quality and reputation. It maps our facilities expansion, enrollment strategies and endowment growth. It forces us to think differently and act boldly and broaden the scope of our ambitions, ensuring a bright and successful future.

STRATEGIC PLANNING COMMITTEE MEMBERS

EXECUTIVE COMMITTEE

Mark C. Reed, Ed.D.
University President

David R. Beaupré
*Vice President
Finance and Administration
and Treasurer*

Jeanne F. Brady, Ph.D.
*Provost and Vice President
Academic Affairs*

Joseph P. Kender
*Vice President
University Relations*

STEERING COMMITTEE

Cary M. Anderson, Ed.D.
*Vice President and Associate Provost
Student Life*

Joseph A. DiAngelo, Ed.D. '70
*Dean
Erivan K. Haub School of Business*

Daniel R.J. Joyce, S.J. '88
*Executive Director
Mission Programs*

William Madges, Ph.D.
*Professor
Theology and Religious Studies*

Anna C. McCarthy '17
Student Body President

Virginia M. Miori, Ph.D.
*Associate Professor
Decision and System Sciences, and
Vice Chair, Faculty Senate*

Monica L. Nixon, Ed.D.
*Assistant Provost
Inclusion and Diversity*

Richard A. Warren, Ph.D.
*Interim Dean (June 2015- August 2017)
College of Arts and Sciences,
and Professor, History*



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 thinking critically, making ethical decisions, pursuing social justice, and finding God in all things.