

SETON HALL UNIVERSITY

SESQUICENTENNIAL STRATEGIC AGENDA



FIVE CORE COMMITMENTS

- ❖ **To the integration of Christian faith and the intellectual life**
- ❖ **To excellence in all undertakings**
- ❖ **To providing a unique setting for learning and the building of community**
- ❖ **To respond to and, indeed, anticipate changes in higher education, the Church and society**
- ❖ **To form servant leaders through quality teaching and enriching life experiences**

FIVE STRATEGIC GOALS

- ❖ **Enhancing the University's Catholic Character**
- ❖ **Building a Distinctive Undergraduate Experience**
- ❖ **Developing Distinguished Academic Programs Linked to Professional Practice**
- ❖ **Strengthening Our Stewardship**
- ❖ **Fostering a Vibrant Community Where All Can Flourish**

APPROVED BY THE BOARD OF REGENTS ON 5 JUNE 2003.

Mission Statement

Seton Hall is a major Catholic university. In a diverse and a collaborative environment it focuses on academic excellence and ethical development. Seton Hall students are prepared to be leaders in their professional and community lives in a global society and are challenged by outstanding faculty, an evolving technologically advanced setting and values-centered curricula.



Sesquicentennial Vision

Seton Hall will be recognized among top-tier Catholic universities as we approach our 150th anniversary. All the University's efforts will flow from its faith and justice commitments, anticipating and responding to the changing needs of Church and society. The entire University will be engaged in the intellectual, personal and spiritual development of our students. Indeed, every member of the community will experience a rigorous, value-centered and technologically enhanced environment. Prepared ethically and professionally, we will be sustained by a rich Catholic heritage and formed to be servant leaders in a global society.

GOAL ONE

ENHANCING THE CATHOLIC CHARACTER OF THE UNIVERSITY

SETON HALL UNIVERSITY'S COMMITMENT to its Catholic identity has always been central to its mission. As we approach the celebration of our sesquicentennial, we are mindful of Bishop James Roosevelt Bayley's founding vision for Seton Hall — that it be a place for the mind, the heart and the spirit. We therefore acknowledge our continuing mission — not only to inform the mind, but also to form the heart for service, and transform the spirit of all those who call Seton Hall their home.

As the oldest diocesan university in the country, Seton Hall has already formed and educated generations of students, including parish priests, vowed religious and lay leaders. For nearly one hundred and fifty years, the Catholic intellectual tradition has been explored in our classrooms, and we have sent into the professions men and women whose moral compass is guided by the values they learned on our campuses. We believe that exploring the nexus of faith and reason, of calling and career, of mission and ministry will help us move from being a 'regional treasure' to a 'national resource' for twenty-first-century Catholic higher education (*Choosing the Right College, 2001*). Seton Hall continues to include in its priorities a mission of service to the Archdiocese of Newark and of our neighboring dioceses.

Since its adoption in 1996, our mission “to form servant leaders for a global society” has taken root — with increasing opportunities that allow our students, faculty, staff, administrators and regents to cherish the common good; to hear, acknowledge and promote the rights of the poor; and to see in every human being the clearest expression of God's presence. In responding to changes in Church and society, we insist that all of our efforts flow from our faith and justice commitments. In a word, being both a university and Catholic, Seton Hall is “both a community of scholars representing various branches of human knowledge, and an academic institution in which Catholicism is vitally present and operative” (*Ex corde Ecclesiae*, 14).

We are therefore committed to deepening and enhancing the Catholic character of the University.

Strategic Objectives

- 1.1 Renovate and restore the University Chapel as the spiritual center of the campus.
- 1.2 Establish a mission endowment to enable Campus Ministry to provide the finest community worship possible and a full range of spiritual formation and evangelization activities.

- 1.3** Endow the Center for Vocation and Servant Leadership.
- 1.4** Through the Center for Catholic Studies, the Center for Vocation and Servant Leadership, the Office of Mission and Ministry and Campus Ministry, offer programs that enable students, faculty, staff, administrators, regents and alumni to view their life and work as a vocation; and which explain and promote the Catholic intellectual tradition, encouraging every member of the University community to understand and respect this heritage.
- 1.5** Promote ecumenical and interfaith opportunities that enable the spiritual flourishing of everyone at the University.
- 1.6** Inspired by the Church’s teachings on social justice, most notably those that link vocation with service to the common good, provide opportunities for everyone at the University to respond to a “call to action.”
- 1.7** Provide a suitable home for the Center for Catholic Studies and establish an endowment that will support the Center’s academic programming, professional development opportunities, as well as the initiatives of the Chesterton Institute and the Institute on Work.
- 1.8** Continue to strengthen Immaculate Conception Seminary/Graduate School of Theology as a center for ministerial education and formation dedicated to the preparation of both ordained and lay church leaders.
- 1.9** Seek broad support from the University community for ‘Hiring for Mission’ guidelines.
- 1.10** Offer scholarships and other initiatives to encourage and celebrate our community’s growth in servant leadership.

Goal Two

BUILDING A DISTINCTIVE UNDERGRADUATE EXPERIENCE

SETON HALL HAS A LONG AND RICH TRADITION of liberal arts and science undergraduate education. In order to continue the tradition, the Seton Hall undergraduate experience must respond to the realities of the changing global community while maintaining the unique culture that is embedded in Seton Hall's Catholic mission. The concept of servant leadership in a global society recognizes both the challenges and the opportunities for Seton Hall's mission and its international programming. Our efforts in using and applying technology to our classrooms have put Seton Hall in the forefront learning experiences enriched by cutting edge technology and can be a key selling point for the University.

Undergraduate students are and will remain the predominant students on our campus. They represent the most critical element in our educational mission and for our financial health. Strong undergraduate programs enhance overall competitive position and recognition. The overall experience of the undergraduate student and the ability of the University to continually enhance that experience, inside and outside of the classroom, remains a very critical strategic priority. Comprehensive outcomes assessment in the form of "value added" to the student learning experience will be a cornerstone of our undergraduate strategic plan. The teaching-learning experience must be assessed for continuing quality improvement, across all programs. Our high quality and nationally competitive program in intercollegiate athletics is important and part of the overall undergraduate experience, as is the need to ensure adequate access to recreational facilities and programs for all of its students. On-campus cultural and performance facilities must be developed to accommodate quality throughout the undergraduate experience.

The Seton Hall community is enriched and challenged by its diversity. Our mission of inclusiveness and connectivity has brought a wealth of talent to our campus from diverse cultures and ethnic groups. It gives the University many advantages.

To advance in our strategic goals, we need also to focus on undergraduate support services and technology, while recognizing that many of these also support graduate students, and special adult learner needs.

Strategic Objectives

Student/Faculty Profile

- 2.1** Recruit students who have strong academic preparation and who possess a character compatible with Seton Hall's vision regarding servant leadership.
- 2.2** Increase enrollment at the undergraduate level, bringing the undergraduate class size from 4500 to 5500 within the next five to seven years.
- 2.3** Increase resident housing off-campus to support enrollment goals.
- 2.4** Strengthen the on-going program for the assessment of student learning.
- 2.5** Recruit and retain quality faculty so as to support projected enrollment increase and program development.

Academic Foundations and Programs

- 2.6** Develop a University Core Curriculum.
- 2.7** Pursue significant opportunities across undergraduate programs that can demonstrate major improvements in student success. These include:
 - Extending the learning communities formed in the freshmen year experience to the remainder of the undergraduate years.
 - Enhancing Seton Hall's Honors Program.
 - Expanding student-leadership-building programs.
 - Building approaches to enable written and oral communication skills to be emphasized throughout the undergraduate experience.
 - Expanding opportunities for technology enhanced and electronically mediated instruction.
 - Infusing information literacy across the curriculum.
 - Providing greater student and faculty opportunities for international experiences; create International House.
 - Fully developing the University Library as vibrant, fully digitized learning center.
- 2.8** Expand and strengthen special academic support programs to all students in need.
- 2.9** Develop academic integrity guidelines for all schools and colleges.
- 2.10** Provide enhanced learning facilities for the arts, music and performance needs of Seton Hall, and explore the opportunity for partnership with South Orange Village in building a new Performing Arts Center.
- 2.11** Improve and expand facilities (McNulty Hall) for science and science-related programs.
- 2.12** Explore opportunities for facility construction when compatible with academic program development and funding availability, such as a new building for the School of Diplomacy and International Relations.
- 2.13** Establish centers of excellence in all of the schools and colleges.

GOAL THREE

DEVELOPING DISTINGUISHED ACADEMIC PROGRAMS LINKED TO PROFESSIONAL PRACTICE

Enhancing Seton Hall's position as a national doctoral institution depends on our developing and strengthening distinguished academic programs. Our goal is to enhance the educational experience of our students as well as our public recognition; add new revenues; and increase the number and the caliber of our students.

Over the past decade, Seton Hall has initiated new programs that have, in fact, garnered national attention. The Whitehead School of Diplomacy and International Relations and our mobile computing initiative are two heralded examples of our ability to start programs based on the needs of society, technological changes, geographic opportunities and faculty enthusiasm and expertise.

Seton Hall will continue to carve out for itself, in newer and more creative ways, a more prominent role as the educator of professionals in the State of New Jersey, and well beyond.

First, the University is proposing an ambitious plan to enhance all science education. This initiative will improve the quality of the learning experience, expand our reach nationally, and better prepare servant leaders in the sciences.

McNulty Hall will be renovated and updated to provide a comprehensive and state-of-the-art environment for refiguring our science offerings. Expanded research and new professional programs will meet the needs of the science, healthcare and pharmaceutical communities in New Jersey. We will look to partner with selected industries, statewide, in mutually enriching ways.

Seton Hall will build on existing strengths and develop a nationally prominent Department of Communication—the reputation and facility of WSOU as well as our proximity to the entertainment, advertising and broadcast industries. We will recruit students more nationally, garner greater outside resources with neighboring communication industries and design professional partnerships to provide our students with better internships and career opportunities.

Since achieving university status in 1950, Seton Hall has made an enviable mark in the preparation of students for professional practice. Alumni achievements in such disciplines as law, accounting, healthcare, education and ministry all attest to our solid professional programs, traditionally anchored in a commitment to the liberal arts, and to a strong ethics component. In the coming years, we will build on the renewed strength of our professional programs.

Over the past decade, strides in the Law School's heightened national reputation have positioned it to strive for Tier One status.

Wide-ranging changes in education as well as the healthcare industry provide a window of opportunity for our College of Nursing, School of Graduate Medical Education and College of Education and Human Services to grow both the quality and size of the student body and to carve out new niche areas of excellence.

Continuing education in University College and SetonWorldWide will be the focus of our institution-wide efforts to partner with business in delivering professional development and degree programs. The success of University College will generate revenues to drive newer initiatives in the schools and colleges.

The close of this strategic plan will see Seton Hall poised as a more recognized, stronger, larger, higher quality provider of professional education.

Strategic Objectives

Program Development

- 3.1** Renew Science Education as a center of vibrant activity by leveraging the planned physical renovation/expansion in the McNulty Hall Science facilities, through:
- Using current program strengths to develop horizontal and vertical integration across undergraduate and graduate programs, to attract greater numbers of quality students at the undergraduate and graduate levels.
 - Exploring unique program opportunities that may be found in the behavioral sciences, biosciences and neurosciences.
 - Building opportunities to partner programmatically and financially with the chemical, pharmaceutical, biotech sectors and Catholic health providers in New Jersey.
 - Becoming more competitive in seeking external grants and contracts to support faculty research and graduate student scholarship assistance.
- 3.2** Build exceptional professional programs in areas where proven progress toward University goals has been recognized. These efforts include:
- Support for the Law School to become one of the top Catholic law programs and reach for Tier One status, including associated housing needs.
 - Creating an exceptional Communications program in both undergraduate and graduate areas to take advantage of Seton Hall's demographics within the New York hub of world communications.
 - Exploring programming opportunities in each of the schools and colleges wherein strategic traction is evident, as determined by prior investment, program recognition, faculty sponsorship and/or demographic advantage.
 - Increasing graduate enrollments through quality focus and marketability.

- 3.3** Strengthen University College programming as a university revenue source by capitalizing on the advanced training needs of an increasingly mobile adult student population.
- Expand University College partnerships and other external collaborations with graduate professional education programs.
 - Expand Distance Education programs, both degree and professional development opportunities, within University College and within other university graduate professional education programs.

GOAL FOUR

STRENGTHENING OUR STEWARDSHIP

SETON HALL HAS BECOME AN INCREASINGLY COMPLEX and programmatically diverse university over the past decade. The fruits of the most recent strategic plan can readily be seen in an undergraduate student body that comes from expanded national and even international locations. The SAT scores for these students, as well as the percentage in the top 10% of their high school class have increased dramatically. The Whitehead School of Diplomacy and International Relations, along with SetonWorldWide and other innovative graduate degrees have stretched the University beyond its physical boundaries. The nationally recognized advancements in information technology have supported a more robust teaching and learning environment.

As this exciting growth in diversity of programs and services continues, the University's resources – both human and capital – need to keep pace with the changing needs of our students. Our students require and deserve additional need-based aid, and our facilities must keep pace with the advances in technology and changing pedagogy. Work processes must be efficient, flexible and service oriented. Financial resources must be allocated based on sound stewardship and the obtainment of established goals and objectives.

Over the next five years the University will increase its enrollment in both undergraduate and graduate programs. This enrollment increase will be accompanied by a sharp focus on the maintenance of quality gains made in the undergraduate enrollment over the past five years. Resources will be directed toward those programs that demonstrate commitment to meeting the academic needs of these students.

The University enjoys a relationship with over 60,000 alumni throughout the United States and internationally. Efforts to engage our alumni in meaningful ways have resulted in student recruitment efforts, alumni chapters strategically located in the United States, and increases in alumni giving. When alumni visit campus they are inspired by the respect and celebration of our heritage, as well as the innovations in the environment – both physical and programmatic. Through successful fund-raising and responsible stewardship, Seton Hall will ensure that our resources are on par with some of the nation's top-tier Catholic universities.

To sustain the accomplishments of the past, and to enable the continued progress in the future, there are a number of stewardship initiatives that will guarantee our mission to form servant leaders for a global society.

Strategic Objectives

- 4.1** Orchestrate a successful Ever Forward Campaign of \$150 million that will generate understanding and enthusiasm for the University and its mission and will invite alumni, families and friends to invest in Seton Hall's advancement through the following:
- Fulfilling the strong commitment of the alumni bond to build a first class, dynamic alumni association that engages a steadily growing number of alumni in events and important activities such as recruitment, mentoring, and placement of students.
 - Providing gift income to fund between 15 and 20 strategic plan priorities that will make Seton Hall's intellectual, cultural, and religious resources available to alumni in attractive ways.
 - Establishing an Alumni House.
 - Increasing annual fund gifts to increase students' overall experience.
 - Establishing endowed chairs and professorships in disciplines that are prepared to position the University strategically as a national leader.
- 4.2** Enhance financial aid funding to offer more need-based scholarships.
- 4.3** Create a customized Responsibility Centered Management system that will:
- Provide for multi-year budgeting.
 - Create incentives for schools, colleges and other revenue units to strengthen their programmatic and financial position.
 - Give units appropriate responsibilities for critical decisions under broad University standards and policies.
 - Provide a mechanism for non-revenue generating support areas to receive appropriate budgets and staffing.
- 4.4** Integrate academic program reviews with the University's planning, budget and decision-making processes. This integration should design processes that support reallocation of resources, infuse resources into exceptional programs, target resources to strengthen existing programs when necessary, and provide financial relief to service departments.
- 4.5** Develop a review process for non-instructional areas based upon best practices and clearly defined and measurable annual goals and objectives.

- 4.6** Implement annual performance assessment system for all employees. (The faculty guides will inform the policy and practice implemented by faculty.) Provide appropriate development opportunities for faculty, administrators, and staff.
- 4.7** Develop incentive-based reward systems that allow for flexibility, as well as accountability.
- 4.8** Consider programmatic partnerships that can provide new revenue streams, build greater market presence, and offset University investments or cost requirements.
- 4.9** Address deferred maintenance of all campus buildings including classrooms, laboratories, and other instructional facilities by a specific annual budget allocation.
- 4.10** Implement information technology systems for administrative units that will facilitate data management and decision management.
- 4.11** Leverage the national recognition of the University's athletic program so that new revenue streams can support its tier one status.

GOAL FIVE

FOSTERING A VIBRANT COMMUNITY WHERE ALL CAN FLOURISH

SETON HALL UNIVERSITY BELIEVES “that to live in community is to teach how to build it, how to practice it” (*Seton Hall: A Catholic University*). We acknowledge that building community requires compassion for each other, coordination of leadership, painstaking development of communication and dialogue, the forging of creative partnerships, and the promotion of many opportunities for formal and informal gathering, embracing every sector: regents and trustees, faculty and students, administration, staff and alumni.

“A Catholic university pursues its objectives through its formation of an authentic human community animated by the spirit of Christ. . . . As a result of this inspiration, the community is animated by a spirit of freedom and charity; it is characterized by mutual respect, sincere dialogue, and protection of the rights of individuals” (*Ex corde Ecclesiae* 21). Promoting the spiritual, human and social development of all people, then, is at the heart of all we do.

While being an intentionally vibrant Catholic community, Seton Hall embraces a profound respect for diversity. There is no community, after all, if its members do not work to respect the human dignity of every person. Our care and concern for our neighbors and fellow citizens is made visible by the service we offer them for, in forming servant leaders for a global society, we at Seton Hall know that we must first model servant leadership for each other, especially our students. Recruiting faculty, staff, regents and students who are committed to the mission of Seton Hall is, therefore, essential.

Community is at the heart of Christian education, and Seton Hall also recognizes its responsibilities to the communities of which it is a part. We, therefore, continue to forge mutually beneficial partnerships with civil, governmental and higher education leaders, the dioceses of New Jersey, religious groups in the surrounding communities, and community development leaders in the non-profit sector. Faculty and staff committed to building community both in and outside the classroom are instrumental in these partnerships, as well for reaching out beyond the campus in national and international endeavors.

Strategic Objectives

Students

- 5.1 Develop programs, both curricular and co-curricular, to engage students during all days of the week.

5.2 Increase student-life programming for select student populations:

- International students;
- Transfer and out-of-state students;
- Commuters; and
- Graduate students.

5.3 Bolster the University's commitment to human relations and the building of character with student leadership, spiritual growth, civic engagement and other programs recognized in *The Templeton Guide*.

Faculty, Administrators, Staff and Regents

5.4 Continue efforts to recruit and retain faculty, administrators, staff and regents who exhibit a commitment to service and the Catholic mission of Seton Hall.

5.5 Strengthen communication and professional development efforts to educate the entire University community about major academic programs, higher education issues, human relations, and student life trends.

Alumni and Parents

5.6 Put in place new strategies for communicating with our alumni to re-engage those with whom we have lost contact; and create databases to better understand and serve their needs and solicit their support.

5.7 Initiate new links with families of present and former students.

Partnerships

5.8 Reach out in new ways to partner with South Orange, Newark and neighboring communities, especially for relating the University to service opportunities.

5.9 Cultivate broader and deeper contacts with other colleges and universities, as well as leaders in government, business and the non-profit sector.

5.10 Position the University's athletic program so it may continue to serve as a unifying focus for all of the community's constituents in celebrating Seton Hall.

Facilities

5.11 Renovate Boland Hall, developing new programs that can be accommodated there during summer months.

- 5.12** Restore the major buildings of historic significance: Presidents Hall, Marshall Hall, Stafford Hall and the Carriage House to ensure their long-term use for future generations.
- 5.13** Reconstruct the University Center as the “living room of the campus,” providing space for programs that can support a vibrant University community.
- 5.14** Explore opportunities to utilize neighboring facilities that could potentially expand the campus borders in traditional and non-traditional ways.
- 5.15** Continue to focus capital resources on a significant upgrade to the University Recreation Center, developing a Hall of Fame and better wellness and recreation opportunities for the community.