

*Inspiring*  
**GREAT MINDS**  
*to Greater*  
**PURPOSE**



**SETON HALL UNIVERSITY**  
**STRATEGIC PLAN 2025-30**



At Seton Hall University, Saint Elizabeth Ann Seton  
left us a legacy that teaches us how to take action  
while taking heart.

With optimism and realism.

With faith and grace.

With compassion and unshakable fortitude.

**With great minds, and greater purpose.**







## *Transformation in the service of a* **GREATER PURPOSE**



**T**ODAY, SETON HALL finds itself at a pivotal and hopeful moment. God has intentionally called us, as individuals and a community, to advance a greater expression of our foundational values.

As president, I am deeply committed to strengthening our identity as a welcoming community — one where everyone is respected and encouraged to share their unique, God-given talents.

This spirit has been at the heart of Seton Hall since its founding. Rooted in our Catholic faith, we know that every person is made in God's image and likeness. This belief calls us to cultivate the whole person — mind, body and spirit — so everyone can contribute to the world as God intends.

For generations, Seton Hall has transformed the lives of students, empowering them to grow in knowledge, character and faith. As we look to the future, we reaffirm our commitment to this mission, embracing opportunities with purpose and resolve.

Over the next five years, we will deepen our support for the University's mission, ensuring that every student has access to an unparalleled learning and faith experience.

Transformation looks different for each individual, as we are all uniquely gifted, and God calls each of us to distinct paths of growth and purpose. By embracing this richness of experiences, we reaffirm our dedication to nurturing the mind, body and spirit, which empowers students to discern and fulfill their life's calling.





To that end, this strategic plan was shaped by the hopes, goals and priorities of students, faculty, staff, priests and administrators — the same individuals who will bring it to life every day on our campuses.

As our board encouraged us, this effort builds upon the success of our previous strategic plan, *Harvest Our Treasures*, which brought meaningful progress to our University. Guided by its precepts, we enhanced campus spaces, strengthened schools and colleges and launched initiatives that created transformative opportunities for all Setonians.

Five years may seem brief, but in today's rapidly evolving higher education landscape, it is more than enough time for the sector to shift, adapt and shift again. As we enact our new plan, we remain committed to embracing change with purpose,

ensuring that Seton Hall continues to flourish as a place of academic excellence, faith and innovation.

In this effort, we are fortunate to have Saint Elizabeth Ann Seton as our patroness. Her faith illuminated the spirituality of her nephew, James Roosevelt Bayley, who converted to Catholicism and later, as the first Bishop of Newark, founded our University. As you will read, our community leans into Mother Seton's values to guide us into a rich and vibrant future.

I hope you will learn more about our strategic goals and play a role in achieving them.

Yours truly in the Lord Jesus,

MONSIGNOR JOSEPH REILLY, S.T.L., PH.D.  
*President*



The background of the entire page is a photograph of the interior of a church. In the foreground, the backs of several people are visible as they sit in wooden pews, looking towards the altar. The church has a high, vaulted ceiling with intricate wooden carvings and hanging lanterns. The altar area is visible in the distance, featuring a large, colorful mural of religious figures and a golden structure. The overall atmosphere is solemn and reverent.

## *University* **MISSION**

Seton Hall University is a major Catholic university. In a diverse and collaborative environment, it focuses on academic 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. (REAFFIRMED BY THE BOARD OF TRUSTEES ON MAY 24, 2023)

## *Our* **VISION**

To become a premier Catholic University dedicated to forming compassionate servant leaders who profoundly impact society, our students come from diverse faiths and social, cultural and economic backgrounds and grow together into well-rounded professionals who lead forward with purpose through their mind, heart and spirit.











# Guiding VALUES



Our strategic plan builds on principles that reflect the enduring values manifested in the life of our patroness, Saint Elizabeth Ann Seton.

**FAITH AND HOPE** fuel our belief in the transformative power of learning. This pair also underscores that the gift of faith restores our hope for the future and enables us to be guided by the ethical frameworks foundational to our beliefs.

**TRUST AND INTEGRITY** guide our relationships, fostering openness and honesty within the community. To achieve authentic dialogue and open communication, we need to start from a position of mutual respect and understanding of the processes and constraints that face our community. Only through listening and openly communicating our concerns for the common good will we be able to establish the trust necessary to guide our community forward.

With **COURAGE AND CURIOSITY**, we explore new frontiers because fearless inquiry challenges the status quo. Courage without curiosity would be reckless, and curiosity without courage would be limiting. Pairing courage with curiosity opens us up to the wandering of new ideas and the unbounded exploration and refinement of new and existing knowledge.

**COMPASSION AND SERVICE** remind us to care deeply for each other and our communities. They also remind us of Saint Elizabeth Ann Seton's example of serving others with empathy, focusing on uplifting those in need and creating inclusive opportunities for all.

**PURPOSE AND RESILIENCE** stand the test of time, despite uncertainty. With the speed of change upending the what and how of work today, the why — our purpose — endures. Resilience runs deep through Seton Hall's DNA — it even drives our motto *Hazard Zet Forward* — inspiring us to navigate life's hardest challenges with grace, optimism and determination.

Finally, **LOVE AND ACTION** compel us to live out all these values, ensuring our mission serves the greater good and compelling us to reflect and act with purpose. They channel our mission into positive change that makes education a vehicle for justice, social mobility and equity.







# Academic VISION



Our academic vision remains the backbone of our academic commitment, grounded in five key commitments that continue to guide us forward:

**1 Breadth of education**

Reinforces our belief in cultivating well-rounded individuals through a diverse curriculum that spans multiple disciplines, ensuring students develop both depth and breadth of knowledge.

**2 Pursuit, creation and dissemination of knowledge**

Commits the University to fostering a culture of intellectual curiosity and inquiry where faculty and students pursue discovery and sharing of knowledge to advance human understanding. This academic commitment reaffirms our interest in remaining a high-research university (R2) that maintains and improves some high-quality doctoral programs and encourages undergraduate and graduate student research.

**3 Integration of the liberal arts and sciences with the Catholic intellectual tradition**

Invites the liberal arts and Catholic intellectual tradition to collaborate and form ethical leaders who are intellectually capable and morally grounded in faith and reason.

**4 Faculty-student engagement**

Reaffirms the centrality of interactions between faculty and students and prioritizes mentorship, collaboration and personal growth in the learning experience.

**5 Preparation for an uncertain future**

States our duty, in a rapidly changing world, to emphasize adaptability, critical thinking and swift decision-making to prepare students to navigate the future and become agents of positive change.



# *The Pillars* **OF OUR PLAN**



## STRATEGIC PRIORITY 1

### **TRANSFORMATIONAL STUDENT EXPERIENCE**

This priority focuses on enhancing the student experience at Seton Hall by providing holistic, affordable and career-building opportunities to ALL students. The key items include:

- ❖ Ensuring high-quality transformational learning experiences (TiLE) for all students
- ❖ Reaffirming the University's commitment to access and inclusion
- ❖ Expanding Career Center services across campuses

## STRATEGIC PRIORITY 2

### **EMBRACING COMMUNITY, CATHOLIC MISSION AND CULTURE**

This priority aims to integrate faith, reason and service into campus culture. The key items include:

- ❖ Promoting a deeper appreciation for the Catholic Mission and Identity by living out our values more intentionally, visibly and thoroughly
- ❖ Reaffirming our commitment to creating a welcoming community that embraces the dignity of every human person and our commitment to a campus free from harassment and discrimination
- ❖ Expanding Seton Hall opportunities for community members to engage with peoples and cultures both locally and from around the world





#### STRATEGIC PRIORITY 3

### IMPACTFUL PROGRAMS, RESEARCH & INNOVATION

This priority promotes impactful academic programs and research that address societal challenges. The key items include:

- ❖ Supporting a scholarship and research culture among faculty and students
- ❖ Delivering high-quality programs steeped in experiential and interdisciplinary learning
- ❖ Investing in technology, research and teaching laboratories

#### STRATEGIC PRIORITY 4

### ENGAGING ALUMNI EXPERIENCE & PARTNERSHIPS

This priority strengthens lifelong connections between the University and its alumni. The key items include:

- ❖ Increasing the national and international brand of Seton Hall

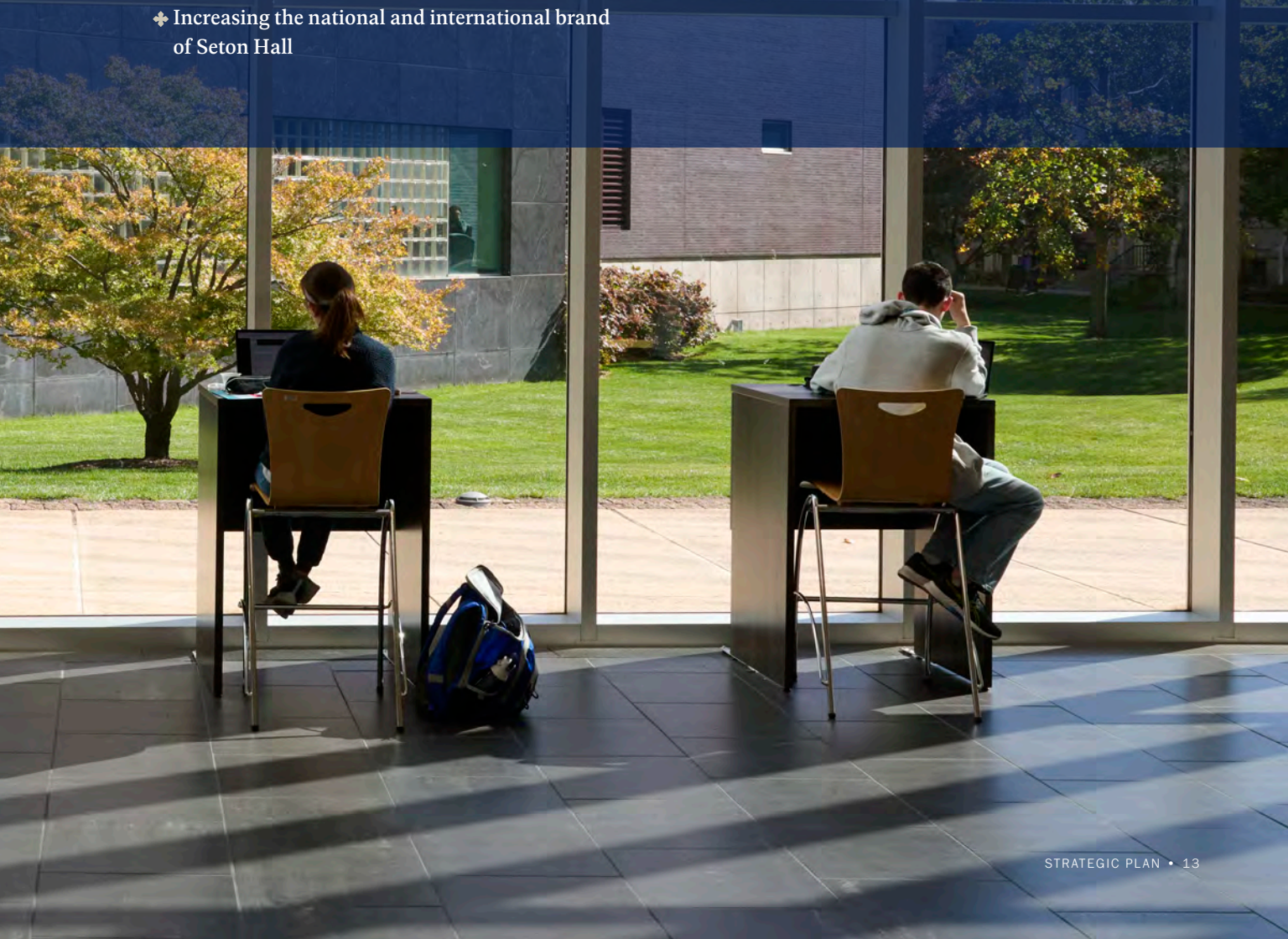
- ❖ Creating partnerships that support transformational student experiences
- ❖ Exciting the community around the University Campaign to maximize fundraising outcomes

#### STRATEGIC PRIORITY 5

### SUSTAINABLE RESOURCES

This priority focuses on the responsible management of resources to ensure long-term growth. The key items include:

- ❖ Developing a comprehensive employee retention strategy
- ❖ Enhancing efficiencies and increasing revenue streams
- ❖ Strengthening community spirit and incentivizing collaboration













“Remember  
Mother’s  
first and last  
lesson to you:  
seek God in  
all things.”

...

SAINT  
ELIZABETH ANN  
SETON

