

FROM STRENGTH TO STRENGTH

SETON HALL 2020

Strategic Plan
4 February 2010

SETON HALL UNIVERSITY





Strategic Directions

Seton Hall 2020 'From Strength to Strength' Strategic Plan

ONE: A Home for the Mind, the Heart and the Spirit

1. Celebrate and integrate Catholic character, history and intellectual tradition into the life of the University.
2. Create a campus environment that attracts, motivates and retains students who actively benefit from and further the Catholic and academic mission of the University.

TWO: Distinction in Academics and Scholarship

3. Enhance the culture of excellence in academics.
4. Enhance key support areas including the Library and technology.

THREE: High Expectations for Student Success

5. Identify, recruit and graduate academically prepared students.
6. Enhance and expand opportunities for student success.

FOUR: Focus on Community

7. Strengthen Seton Hall's Catholic and academic identity.
8. Develop a culture of engagement and service.

FIVE: Ambition in Outreach

9. Increase local and national engagement.
10. Increase international engagement.

SIX: Responsibility in Stewardship

11. Focus on priorities in resource allocation and reallocation.
12. Diversify and increase sources of revenue.



P r e a m b l e

SETON HALL 2020 From Strength to Strength

Preamble

Seton Hall University is a community of individuals committed to the transformation and molding of our future servant leaders through Catholic ideals, principles, and values. Seton Hall University is a community of scholars representing the many branches and facets of human knowledge and exhibiting steadfast dedication to research, teaching, and various forms of service to the larger community. Seton Hall University is a community of active learners eager to be partners and collaborators in building a just society. The strategic plan builds upon twelve goals and fifty objectives and advances the University to the year 2020 and beyond. It invites and encourages members of the Seton Hall community to discover and build upon the riches and resources of the Catholic intellectual tradition.

Introduction

Seton Hall University is a premier Catholic institution of higher education founded in 1856 by Bishop James Roosevelt Bayley, nephew of St. Elizabeth Ann Seton, as part of the educational outreach of the Archdiocese of Newark. A direct heir to the Catholic Christian tradition in the genesis of universities, Seton Hall fulfills its mission by encouraging the intellectual pursuit of all that is good and right and true. It does so within a democratic society immersed in the evolving global culture as it serves all students, undergraduate and graduate, regardless of gender, age, race, sexual orientation, ethnic background, culture, or religious creed.

As described by Bishop Bayley, Seton Hall is “*a home for the mind, the heart and the spirit.*” It is committed to the highest standards of academic excellence and professional expertise, as well as to the values they inspire, foster, and reflect. The University’s core mission is to form servant-leaders—those who will enrich the lives of others through effective leadership and authentic concern for local, national, and global communities.

Seton Hall University’s foremost objective is the education of its students through a broad array of excellent academic and professional programs. The University cultivates a learning environment where students are immersed in rigorous curricula, nurtured by highly qualified faculty, dedicated priests, and supportive staff, transformed through intellectual inquiry and prepared to succeed in a culturally diverse world. Seton Hall vigorously promotes faculty scholarship, innovative programs, student-centered teaching and concrete opportunities for service. The “University Core Curriculum” provides all undergraduate students with a “signature Seton Hall educational experience” that seeks to develop the competen-

cies, capacities, and literacies of its students. Its programs in arts and sciences, business, diplomacy, international relations, education, health care, law, theology, and ministry, prepare students for meaningful and productive lives. Striving for academic excellence, Seton Hall's entire intellectual endeavor is focused on the deepening of knowledge through rigorous research as well as on the effective dissemination of information and values.

Pope John Paul II's *Ex Corde Ecclesiae* identifies the Catholic university as a "center of creativity and dissemination of knowledge for the good of humanity." As that document explains, "Through the encounter which it establishes between the salvific message of the gospel and the variety and immensity of the ... fields of knowledge, a Catholic University enables the church to institute a fertile dialogue with people ... of every culture." This definition speaks to the ideals and image of a university committed to making positive contributions to society as it serves the individual person. The University seeks to share the Catholic vision that perceives human existence as the expression and consequence of God's loving regard for each and every human being. This Divine love is a basis for human rights and it demands reverence and respect for individuals of the many diverse races, religions and cultures of humanity. In the tradition of ecumenical respect and dialogue, our Catholic mission inspires our quest to understand, appreciate and respect every religion, race and culture. We hope that all members of this learning community gain an understanding and appreciation of Catholicism and offer it, in turn, the respect it deserves as one of the world's great religious traditions. This aspiration is always an invitation, never an imposition.

Our ethical tradition assists the University's administration, faculty, staff, and students to make decisions – organizational, programmatic, and curricular – that express and reflect our identity and mission. In our approaches to knowledge and professional responsibilities, we view society as more than the sum of its individual parts. Our economic and cultural systems should therefore be guided by our highest values. Given the universal destination of human goods, the alleviation of poverty and suffering is a high priority for all Catholic institutions. We are the stewards of creation, obliged to assure the responsible and sustainable use of natural resources.

Seton Hall University continues the pioneering work of our patron, Elizabeth Ann Seton, who established the first schools in the United States that offered a rigorous education in the Catholic tradition to a diverse student body. The unique perspective of Seton Hall's faculty, administration and staff arises from the fact that it is a Catholic university, eager to share with its students and the world the riches of a vibrant Catholic intellectual tradition. Seton Hall should always be a place where faith matters in everything we undertake and a place where truth and knowledge are vigorously pursued. Seton Hall should always strive to be what Bishop James Roosevelt Bayley envisioned: a *Home for the Mind, Heart and the Spirit*.



Introduction



Strategic Direction One

STRATEGIC DIRECTION ONE A HOME FOR THE MIND, HEART, AND SPIRIT

Seton Hall University occupies a distinctive niche in higher education and in particular Catholic higher education. Our core mission is “transforming and molding the next generation of servant leaders.” This translates into a focus on three areas, the mind, heart, and spirit.

*Transformation and molding of the “mind” results from exposure to the new core curriculum and rigorous academic programs. The “heart” is transformed and molded through opportunities such as service learning, “SOS: Service On Saturdays,” and servant leadership initiatives. Finally the “spirit” is transformed and molded through initiatives such as the programs of the Campus Ministry, FOCUS and the Priests-in-Residence program. Seton Hall University is indeed a “**Home for the Mind, the Heart, and the Spirit.**”*

Goal 1

Celebrate and Integrate Catholic Character, History and Intellectual Tradition into the Life of the University.

1. Continue to invest in, support, and affirm the full implementation of the Core Curriculum, including the proficiency component.
2. Invest in and encourage development of diverse academic and scholarly vehicles of Seton Hall’s Catholic heritage and initiatives to incorporate Catholic content into existing foundational courses, while recognizing equal consideration for the respective disciplines and the faculty’s freedom to teach according to their academic expertise.

Goal 2

Create a Campus Environment That Attracts, Motivates and Retains Students Who Actively Benefit From and Further the Catholic and Academic Mission of the University.

3. Invest in and strengthen opportunities for the University community to become engaged in volunteer efforts and service learning.
4. Selectively invest in areas that strengthen the Catholic identity and character of the institution and increase awareness of our Catholic history and identity.

STRATEGIC DIRECTION TWO

DISTINCTION IN ACADEMICS AND SCHOLARSHIP



Strategic Direction Two

What constitutes excellence in academics at Seton Hall University? First and foremost, it is an organizational structure and attitude that asserts the *primacy of academics in all endeavors*. The role of academic stakeholders is acknowledged and welcomed in every decision, whether about resource allocation or athletic schedules. The integrity of the educational process and academic programs is paramount.

Academic excellence is embodied in a faculty capable of fusing research, scholarship, and artistic creativity into a vibrant classroom experience so that their joy of learning is evident to all. In turn, this energy translates into a dynamic curriculum that prepares students with the knowledge, skills, ethical foundation, and good citizenship required in the 21st century. Through innovative programs and creative use of technology, the academic footprint of the university is expanded in global outreach, experiential learning, and academic partnerships with other institutions, corporations and communities.

Academic excellence in students is evidenced in a passion to explore the age-old questions central to the Catholic and other intellectual traditions and an ability to rise to the challenge to seek the truth in all things. It consists of a depth of understanding; an ability to integrate concepts beyond a particular course or experience through research, scholarly and creative works; an awareness of the context and content of their particular discipline in the modern world; and an appreciation for their vocation in this world through servant leadership.

Goal 3

Enhance the Culture of Excellence in Academics.

5. Strategically and disproportionately invest in the distinctive aspects of a Seton Hall undergraduate education including the core curriculum, servant leadership, Catholicity and student research.
6. Strategically and disproportionately invest in select and nationally recognized undergraduate programs
7. Strategically and disproportionately invest in select and nationally recognized graduate programs
8. Attract and retain established and visible scholars to Seton Hall's faculty, through endowed professorships, visiting scholar programs, and senior hires, and allocate them strategically to provide leadership, external visibility, and elevate centers of excellence.



Strategic Direction Three

9. Significantly expand and enhance faculty development opportunities for growth and change
10. Ensure excellence in every academic program through regular and rigorous internal and external reviews of programs with clearly articulated standards of excellence and integrity, demonstrable outcomes, and alignment of resources

Goal 4

Enhance Key Support Areas Including the Library and Technology.

11. Selectively invest in identified key support areas such as the library, technology, and academic advising.
12. Enhance existing structures that support academic excellence, scholarly activities, and research efforts, such as University Research Council, travel awards, sabbaticals.

STRATEGIC DIRECTION THREE

HIGH EXPECTATIONS FOR STUDENT SUCCESS

The characteristics of the Seton Hall University student can be defined across multiple dimensions. The most fundamental “vital statistics” for undergraduate students include standard measures of academic preparation, such as test scores, high school GPA, and high school class rank.

For graduate students, incoming data includes undergraduate GPA, and standardized test scores. Beyond numerical data, however, other characteristics are essential if the university is to develop the next generation of servant leaders. For example, a diverse student body broadens the scope and understanding of all members of the community.

We seek students who share our vision, in its huge variety, of contributing to the public good – enriching the spirit, committing to social justice, helping others, and reflecting on difficult questions. We seek students who are creative and innovative, students willing to take risks, intellectually as well as spiritually.

Goal 5

Identify, Recruit, and Graduate Academically Prepared Students.

13. Significantly increase undergraduate student selectivity as measured by SAT, high school GPA, class rank, acceptance rates, and yield rates.
14. Significantly increase undergraduate student success rates as measured by retention rate, graduation rate, employment rates and other measures.
15. Determine optimal undergraduate and graduate student body size.
16. Significantly increase graduate student selectivity as measured by GPA, scores on standardized tests, and other measures.
17. Significantly increase graduate student success rates as measured by retention rate, graduation rate, employment rates and other measures.

Goal 6

Enhance and Expand Opportunities for Student Success.

18. Create a Center for Academic Excellence that would centralize and oversee all non-course-work academic functions at the University.
19. Explore feasibility of expanding experiential learning opportunities, living/learning opportunities, and other support mechanisms that can positively impact student success.
20. Optimize use of technology, in all its different forms, to enhance student success.
21. Ensure excellence in every support area through selective investment and regular reviews, with clearly articulated standards of excellence and integrity, demonstrable outcomes, and alignment of resources.





Strategic Direction Four

STRATEGIC DIRECTION FOUR FOCUS ON COMMUNITY

Seton Hall's identity as an intimate, supportive institution is one of its key strengths. Small class size, easy access to full-time faculty, quality personalized advising, and accessible administrative offices are the classic strengths of small institutions. Maintaining and enhancing a supportive academic, administrative, and student-focused environment is essential. Also essential is the dynamic life of the campus; success in nurturing this life is seen when the campus is perceived as home by students and staff, and when connection to the University after graduation is valued.

Goal 7

Strengthen Seton Hall's Catholic and Academic Identity.

22. Communicate the importance of the Catholic identity and academics to the entire University community and all stakeholders via the web, all media and publications disseminated by the University.
23. Continue to develop shared governance as an integral part of maintaining the centrality of academics at the University and part of all deliberations concerning the academic infrastructure, resources and programs.
24. Continue to explore ways to recruit and hire individuals committed to the mission of Seton Hall University
25. Establish a SHU Community Planning Committee to coordinate the implementation of the Strategic Plan, engage the all community members in the vital process of institutional planning and provide continuous monitoring and feedback on the Plan.

Goal 8

Develop a Culture of Engagement and Service.

26. Create and invest in a full range of service opportunities, campus life and outreach programs that are intentionally designed to support ethical and spiritual development, engage the community in the Catholic mission of service and social justice, and expose all members of the University community to global perspectives.

27. Strategically invest in and ensure successful athletic teams to encourage a vibrant fan base reflective of a competitive Division I program.
28. Encourage broader participation in all aspects of University life and governance.
29. Explore ways to enhance the university experience for resident and commuter students.
30. Explore the feasibility of increasing the residential component of the University.
31. Disproportionately invest in facilities, including the University Center, that enhance the student learning environment.
32. Ensure that student's interactions with academic and administrative offices are efficient and collegial by continuous assessment of these interactions and remediation.
33. Empower students to assume greater responsibility for social programming and broaden co-curricular leadership development opportunities through partnerships across the campus to engage more students.

STRATEGIC DIRECTION FIVE AMBITION IN OUTREACH

These goals flow from Seton Hall's identity as a Catholic University and make specific reference to its stated mission to educate servant leaders for a global society. We conceive this mission as lived out in the dynamic relationship between the Seton Hall community and the external environment; an evolving exchange of education and service among the University community; our neighbors, alumni and all constituents. We envision these relationships as ever-expanding—on campus, locally, nationally and internationally—as we fulfill our promise to advance Seton Hall's mission for the future.

Value placed on service to our students and each other moves outward to our neighbors and the wider community. Servant leadership is embodied through engagement with our constituents: our alumni, neighbors and local communities, particularly those that are struggling with sustainability. A key leadership group to engage in this effort will be alumni, the majority of whom reside in the tri-state area.





Goal 9

Increase Local and National Engagement.

34. Undertake an economic impact study to determine the economic importance of Seton Hall to the local, county, state, and national economies.
35. Evaluate opportunities for property development in local communities to meet graduate student, faculty, staff, and administrative housing needs.
36. Support community growth by pursuing opportunities for service delivery, recreational options and revenue generation in partnership with local government and businesses.
37. Enhance Seton Hall's market penetration through an integrated multimedia advertising campaign in targeted areas of the nation.
38. Study the feasibility of field offices in key markets that would coordinate national outreach efforts in student and faculty recruitment, alumni services and fund-raising.
39. Increase efforts to engage alumni in recruitment and advancement efforts.

Goal 10

Increase International Engagement.

40. Expand and intensify recruiting to increase international students, including enrolled students and exchange or affiliation agreements.
41. Increase participation rate of SHU-sponsored international study programs.
42. Organize, publicize, and promote Seton Hall programs, and recruit and support international students and faculty.
43. Increase efforts to engage international alumni and evaluate feasibility of establishing field offices in key markets that would coordinate international recruitment, alumni services and fund-raising.

STRATEGIC DIRECTION SIX RESPONSIBILITY IN STEWARDSHIP



Strategic Direction Six

Seton Hall will create an environment that builds upon incentive and entrepreneurial flexibility across the organization. Intentional linkage of budgets and planning will increase the agility of the University to respond to rapidly evolving opportunities. This will enhance the organizational capacity to grow and diversify revenue sources. As responsible stewards, Seton Hall will be guided by high standards of transparency, accountability and focus on resource allocation. Choices cannot always be popular but the opportunity to defend these choices must be embraced.

Goal 11

Focus on Priorities in Resource Allocation and Reallocation.

44. Increase the linkage between budgeting, planning, and assessment and committing to budgetary practices that are more transparent.
45. Adopt a practice of multi-year budgeting involving three-year projections of likely undergraduate and graduate enrollment, post-freshman financial aid commitments, anticipated special projects, scheduled maintenance and the like, and including mechanisms for encumbrance of funds by units beyond a single fiscal year.
46. Increase commitment to sustainability initiatives, including administrative adoption of publicly reported sustainability benchmarks.
47. Capitalize on the collective strengths of our faculty, administration, and staff by committing resources to advance their professional development.

Goal 12

Diversify and Increase Sources of Revenue.

48. Implement a comprehensive strategy to significantly increase the endowment through an increased alumni and donor base.
49. Create non-traditional pedagogical opportunities such as off-campus and distance learning opportunities, alternative degree programs, and activities of interest to prospective students and underserved populations.
50. Encourage entrepreneurial utilization of auxiliary enterprises; pursue business partnerships to provide services on campus desirable to students.

