

Student Success & Engagement

# USJ STRATEGIC PLAN 2020

Stature & Distinctiveness

Strength & Stability



Goals	Objectives
<p><b>Stature and Distinctiveness</b></p> <p><b>Strengthen the University's stature and distinctiveness by reinforcing our Core Values and by continuing to be innovative and agile in response to the changing external environment.</b></p>	<p>Emphasize the value and uniqueness of the University as a women's college and reiterate the commitment of the faculty, staff, students, alumni, and Board of Trustees to maintaining that identity.</p>
	<p>Offer undergraduate programs for women and for adult learners and coeducational graduate programs that are rigorous, convenient, affordable and linked to growing sectors of the regional economy.</p>
	<p>Support effective pedagogy that engages and challenges students: this includes mentored research, service-learning, effective use of technology and other high-impact practices.</p>
	<p>Provide co-curricular programs and a vibrant residential environment that reflect the University's core values and the values and traditions of the Sisters of Mercy.</p>
	<p>Assess and revise academic programs and the General Education requirements to ensure that they:</p> <ul style="list-style-type: none"> <li>• reflect the Catholic Intellectual Tradition and promote the Mission and Values of the Sisters of Mercy;</li> <li>• incorporate current expectations in the workplace and graduate schools for skills, knowledge and professional preparation;</li> <li>• meet social and community needs, especially in the Greater Hartford region; and</li> <li>• integrate Mercy and University core values into First-Year Seminars.</li> </ul>
	<p>Expand and enhance the University's tradition and strength in providing experiential education.</p>
	<p>Develop curricula, non-credit programs, and co-curricular programs that take advantage of the University's location in a suburban setting near a vibrant and growing urban area and that involve our network of alumni and friends.</p>
	<p>Focus attention and marketing resources on the University's successful students, faculty and alumni. Emphasize:</p> <ul style="list-style-type: none"> <li>• student success in experiential education, careers, graduate school, and community engagement;</li> <li>• faculty success as scholars, professionals, and instructors; and</li> <li>• academic programs, such as Pharmacy and Autism/Applied Behavior Analysis, that are unique, aligned with economic and community needs and/or are mission-driven.</li> </ul>
	<p>Collaborate with external organizations and offer programs for the community that educate, inspire and entertain.</p>
	<p>Capitalize on unique cultural opportunities presented by the Art Gallery and Bruyette Athenaeum.</p>

Goals	Objectives
<p><b>Strength and Stability</b></p> <p><b>Stabilize the university's finances and ensure long-term sustainability by diversifying revenue streams; enrolling and retaining a diverse student body with financial and academic ability to graduate on time; and through careful management of expenses, physical plant and human resources.</b></p>	<p>Achieve target levels of enrollment of diverse student populations, including international and transfer students, who have the financial ability and academic preparation to succeed at USJ.</p>
	<p>Achieve target rates of retention, persistence and four-year graduation by:</p> <ul style="list-style-type: none"> <li>• reviewing and reimagining academic requirements, policies and procedures;</li> <li>• creating effective and innovative financial and merit aid policies and practices; and</li> <li>• aligning office operations and policies with the diverse needs of undergraduate, adult, and graduate students.</li> </ul>
	<p>Increase revenues from auxiliary services, housing, laboratory schools, and grants.</p>
	<p>Effectively allocate, develop, and retain a diverse and engaged faculty and staff.</p>
	<p>Construct and maintain facilities (including technology infrastructure) that meet current expectations of students and faculty and that prepare students for the work environments they will enter after graduation.</p>
	<p>Implement policies and procedures that ensure efficient use and conservation of the University's resources.</p>
	<p>Increase Trustee, alumni, community, and volunteer engagement and philanthropic support.</p>
	<p>Implement programs and policies that support diversity and inclusive excellence.</p>
	<p>Ensure a safe and secure environment.</p>
	<p>Further a governance model that promotes the university's ability to respond to external forces while ensuring broad input from faculty, staff, and other constituencies.</p>

Goals	Objectives
<p><b>Student Success and Engagement</b></p> <p><b>Create a vibrant and engaging campus life and provide programs, services and facilities that meet the diverse needs of the University's students.</b></p>	<p>Create a more dynamic and engaging residential life program with diverse extracurricular activities that take advantage of the university's location.</p>
	<p>Provide information and facilitate student access to university and public transportation so that they participate fully in the Hartford Consortium, experiential education, co-curricular activities and local and regional activities and events.</p>
	<p>Cultivate student engagement through co-curricular experiences that meet the needs and interests of all students – residential, commuter, adult, and graduate.</p>
	<p>Improve student services with emphasis on career development and planning.</p>
	<p>Integrate the mission and Core Values more fully in student life and community engagement.</p>
	<p>Strengthen women's leadership programs.</p>
	<p>Increase international experiences for students by expanding study abroad opportunities and significantly enhancing support for international students studying at USJ.</p>
	<p>Enhance and expand student participation in intramural and varsity athletics.</p>
	<p>Improve internal University communications.</p>
	<p>Engage successful and prominent alumni as resources for students and faculty.</p>