



# STRATEGIC PLAN 2028

UNIVERSITY OF  
SAINT JOSEPH  
CONNECTICUT

**USJ**



# » In 2022

as a fully coeducational institution with faculty and students consolidated on the West Hartford campus and with major campus renovation projects complete, USJ is positioned to solidify its enrollment, enhance its reputation, and ensure its financial stability. It will do this by building on existing strengths, seizing opportunities to offer programs in developing disciplines consistent with its mission and available resources, and creating new relationships with employers and educational partners.

USJ will utilize its reputation for quality academics, especially for exceptional programs in health care, human services, and education; its outstanding athletic programs; and its favorable geographic location to enroll a student body that is diverse in multiple facets. It will maintain its commitment to the Catholic Intellectual Tradition and the values and Critical Concerns of the Sisters of Mercy in both curricular and co-curricular areas while welcoming and supporting students of all faith backgrounds.



# Our MISSION «



The University of Saint Joseph, founded by the Sisters of Mercy in the Catholic tradition, provides a rigorous liberal arts and professional education for a diverse student population in an inclusive environment that encourages strong ethical values, personal integrity, and a sense of responsibility to the needs of society.







# Our CORE VALUES

» **Development of the Whole Person:** The University of Saint Joseph encourages, inspires, and challenges all students to fully develop their intellectual, spiritual, social, emotional, physical, and leadership potential.

» **Academic Excellence:** The University of Saint Joseph provides a value-centered education that prepares students as global citizens, lifelong learners, and informed decision makers.

» **Respect/Integrity:** The University of Saint Joseph demonstrates respect and reverence for all people and fidelity in personal witness.

» **Multiculturalism/Diversity:** The University of Saint Joseph is committed to fostering the growth of an inclusive community that welcomes differences among community members and benefits from them.

» **Compassionate Service:** The University of Saint Joseph promotes, supports, and facilitates caring service as an integral part of all teaching and learning experiences.

» **Hospitality:** The University of Saint Joseph is a welcoming community where its relationships are based on openness, inclusivity, and mutual respect.

» **Catholic Identity:** The University of Saint Joseph is grounded in its heritage as a Catholic institution, expressing the Catholic tradition in an ecumenical and critical manner.





# Strategic Plan

## » 2028 VISION



USJ will strengthen its reputation for academic excellence and curricular/ pedagogical innovation, for preparation of students for careers that meet social needs, and for its commitment to the values of the Sisters of Mercy. With increased retention and graduation rates, along with the addition of new programs in various formats, undergraduate and on-campus master's and doctoral enrollments will see growth while more significant enrollment gains will be achieved in online and hybrid graduate programs. USJ will be known for exemplary support services for students, both graduate and undergraduate, and for providing co-curricular opportunities in the arts, recreation, service, and athletics that contribute to the development of the whole person.

USJ's New Strategic Plan has three pillars—

**Stature and Distinctiveness**

**Strength and Agility**

**Student Success and Engagement**

—with strategies and measures  
of success under each pillar 

# Stature and Distinctiveness

*In order to attract students and faculty, reinforce the value of a USJ degree, and successfully pursue grants and other external funding, USJ must identify its unique strengths, build on those strengths, and ensure that the success of its graduates and of its faculty as teachers, scholars, and practitioners is widely known.*

---

## STRATEGIES

1. Solidify USJ's reputation as the premiere small Connecticut university preparing students for health care, human service, education, and other professions, with the liberal arts an important element in all undergraduate programs. Focus on student outcomes and collaboration with employers as the primary approaches to enhancing this reputation.
2. Differentiate USJ's health care programs for their particularly strong foundation in the sciences and for the integration of Interprofessional Education, and the science programs for the exceptional opportunities they provide for undergraduate research.
3. Develop unique identities or areas of emphasis for USJ's liberal arts programs that differentiate them in ways that will attract and retain undergraduate students.
4. Emphasize and leverage the benefits of USJ's beautiful, safe, and friendly campus near major corporate headquarters, health care facilities, and recreational and cultural activities.
5. Develop partnerships with other institutions to provide access to new programs and resources, and to target markets that can increase and diversify enrollment.
6. Emphasize the lived expression of the Critical Concerns of the Sisters of Mercy in the curriculum and in co-curricular activities, in particular their commitment to recognizing and dismantling institutional racism and to fostering an anti-racist, multicultural community.
7. Develop unique academic and co-curricular programs that reflect USJ's mission and core values and that emphasize civility and respectful conflict resolution as critical life skills.
8. Enhance connections to corporations and non-profit organizations in the Greater Hartford region for student career development and increased community service.
9. Build and promote USJ's reputation for employing faculty who are both teachers and practitioners/scholars, and ensure that policies for hiring, reappointment, tenure, and promotion provide diverse pathways for promotion and recognition.
10. Increase USJ's presence in and visibility to the community, with activities and events on campus that are open to the public, through local marketing, and by increasing student and faculty participation in community service and experiential education.
11. Implement new and aggressive strategies for recruitment and yield, with an emphasis on geographic diversity (including international students).

# Strength and Agility

*USJ's financial stability rests primarily on enrollment which, in turn, results from offering programs that meet students' career and life goals and financial capacity and that align with workforce needs. Diversifying revenue streams is essential, ensuring maximum utilization of all campus resources and facilities. Employee retention, growth, and morale must be nurtured at USJ, as faculty and staff play an integral role in creating a positive and welcoming culture, establishing expectations for high achievement, and ensuring student success.*

---

## STRATEGIES

1. Align academic program offerings with workforce needs and student interests by increasing opportunities for students to obtain in-demand skills, competencies, and credentials on a stand-alone basis or as components of bachelor's, master's or doctoral degrees, or potential associate degrees.
2. Develop partnerships with higher education service providers or consortia to offer in-demand new programs or expand course options in disciplines with limited enrollment.
3. Review and modify academic program requirements to balance rigor, depth, and alignment with contemporary practices against time to completion.
4. Employ innovative technology to both utilize, and teach the proper use of, online and telecommunications tools for teaching, learning, and telemedicine experiences, to ensure student success in working with these tools.
5. Review and implement approaches to innovative course scheduling, such as modular courses and year-round programs, that will attract students by meeting their needs and interests and that will facilitate on-time graduation or transition into USJ's graduate programs.
6. Diversify the structure and location of graduate program offerings by expanding online, hybrid, or limited-residency programs, and by increasing offerings of programs at other locations.
7. Update and refresh the campus – indoors and out – to create a positive first impression. Provide laboratory, teaching, athletic, and recreational space that demonstrates a commitment to excellence and high expectations.
8. Implement human resource and compensation policies that reflect employee preferences, leverage technology, and satisfy varying student needs for service and support.
9. Implement human resource and compensation policies that further advance diversity among faculty and staff.
10. Increase utilization of USJ facilities, including the Gengras Center and the School for Young Children, to generate revenue.
11. Build on the reputations of the Gengras Center and the School for Young Children to increase enrollment in related programs, expand grant opportunities, and provide experiential learning for USJ students.

# Student Success and Engagement

*The student population on USJ's campus is increasingly diverse, especially with more master's and doctoral students. USJ must meet the needs of all of these diverse populations. Student success, satisfaction, and retention require high quality services and co-curricular activities - including athletics and the arts - and expanded opportunities for engagement in the Greater Hartford community. Students will be intimately involved with both the planning and the implementation of strategies for meeting their needs.*

## STRATEGIES

- 
1. Meet the academic needs of diverse student populations by expanding services in advising, academic support, digital literacy, tutoring, accessibility, and career counseling and by continuing to welcome students from all faith backgrounds.
  2. Meet the co-curricular, student life, and career needs of diverse student populations.
    - a. For full-time or part-time students in a master's, doctoral, or professional degree program, provide designated staff in support service offices whose schedules and training are targeted to graduate students; provide dining and activities that meet graduate student needs and interests.
    - b. For undergraduate students seeking a "traditional" residential experience, provide expanded weekend activities, enhanced dining options, accelerated residence hall maintenance and updates, additional varsity and intramural sports, and classes that span the full day and week to minimize conflicts between courses and student activities.
    - c. For commuting students, provide dedicated parking, more activities throughout the day, easier access to all campus facilities, and more varied course schedules.
  3. Extend and enhance the role of the Office of Community Engagement and diversify volunteer service and engagement opportunities; include options with alumni and/or with an emphasis on social justice and sustainability.





# METRICS: How Will Success Be Measured?

## Stature and Distinctiveness

- Number of new undergraduate, master's, Physician Assistant Studies, and doctoral students enrolled
- Undergraduate acceptance rate
- Undergraduate yield rate
- Average high school GPA, new first-year students
- Percent racial/ethnic minority students
- Percent out-of-state/international undergraduates
- Alumni giving rate
- Annual funds raised
- Annual change in endowed net assets
- USNWR annual ranking
- Grants received
- Accreditations

## Strength and Agility

- Total FTE students: undergraduate, master's, doctoral
- Percent undergraduates residing on campus
- Net tuition revenue per undergraduate student
- Undergraduate discount rate
- New Incoming discount rate
- Annual operating surplus/deficit
- DOE Financial Responsibility Ratio
- Debt coverage
- Minimum cash/debt
- Total assets
- Deferred maintenance
- Instructional expenses as a percent of total expenses
- Tuition dependency
- Gengras and SYC enrollments
- Revenue from external rentals
- Endowment
- Full-time faculty
- Students per full-time faculty
- Average class size: undergraduate, graduate
- Average faculty salaries across ranks
- Percent racial/ethnic minority employees
- Annual staff turnover (not including Gengras Center staff)
- Annual faculty turnover
- Number of new academic programs
- Enrollment in new academic programs

## Student Success and Engagement

- Undergraduate retention
- Undergraduate 4- and 6-year graduation rates
- Total degrees awarded: undergraduate, master's, doctoral
- Pass rates on licensure exams
- Employment rate of most recent graduates
- Graduate school enrollment of most recent graduates
- Graduate school re-enrollment at USJ
- Percent undergraduate student body participating in varsity athletics
- Competitive success of varsity athletic teams
- Number of students completing sustained significant community service
- Number of long-term community partners for student community service
- National Survey of Student Engagement (NSSE) results

A wide-angle photograph of a modern university hallway. The ceiling is a white grid with recessed lighting. The floor is made of large, light-colored tiles. On the right, there is a long wall of floor-to-ceiling windows with dark frames, offering a view of the outdoors. A white cylindrical pillar stands near the windows. In the foreground, a group of students is walking towards the camera. Some are wearing sweatshirts with 'USJ' on them. In the background, two students are sitting on a blue bench. The overall atmosphere is bright and modern.

UNIVERSITY OF  
SAINT JOSEPH  
CONNECTICUT

**USJ**