



Saint Elizabeth University

MISSION FORWARD

SOARING TO
GREATER HEIGHTS

STRATEGIC PLAN
2023 - 2028



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PRESIDENT'S MESSAGE



Dear Saint Elizabeth University Family and Friends,

In the fall of 2021, Saint Elizabeth University endeavored to build upon its storied history and accomplishments through a series of presidential listening sessions and focus groups with university stakeholders, both internal and external. Nine overarching and shared priorities were identified from these meetings, all centered around moving the University forward, together and with a deep commitment to excellence.

In the fall of 2022, led by Dr. Anne Bartlett, Provost and Vice President of Academic Affairs, and Dr. Michele Yurecko, Director of Institutional Research and Academic Assessment, the strategic planning process officially kicked off and was organized around key questions essential to Saint E's future:

- What does it mean to be a mission-driven community of learning in the Catholic liberal arts tradition in the 21st century?
- How well do we understand the university's strengths, vulnerabilities, opportunities, and challenges, and in what context?
- What do we envision for Saint Elizabeth University today, tomorrow, and beyond? And most importantly,
- How do we get there?

The University engaged in a radically inclusive process that yielded a road map for **Mission Forward, Soaring to Greater Heights**, a bold, mission-centered, data-informed, innovative, and forward-looking 5- year plan. At its core, the process created a practical and flexible framework for elevating allocating financial and human resources, prioritizing existing and new initiatives, and strengthening the mission. **Mission Forward, Soaring to Greater Heights**, will profoundly impact our university, our nation, and the world as it is not just a document; it is a dynamic blueprint that reflects our aspirations, values, and commitment to advancing our mission as a Catholic university. It outlines key priorities, goals, and strategies that will enable us to enhance our commitment to the mission, academic programs, student support services, community engagement initiatives, brand awareness, and, most importantly, institutional sustainability and effectiveness.

As we move forward, this strategic plan will serve as a compass, guiding our decisions, investments, and actions to ensure that Saint Elizabeth University remains at the forefront of higher education and continues to make a lasting impact on our students, our community, and the world at large. I invite each of you to join us on this exciting journey as we work together to elevate Saint Elizabeth University to new heights and fulfill our vision of being a cutting-edge Catholic university with a bright and promising future. Your input, engagement, and support are essential as we bring this strategic plan to life and realize our shared goals and aspirations.

Together, we can build a stronger, more vibrant, and more impactful Saint Elizabeth University that will be recognized and celebrated for its excellence, innovation, and commitment to serving the common good. Thank you for your dedication, passion, and commitment to our university. I look forward to embarking on this transformative journey with each of you.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary B. Crosby". The signature is fluid and cursive.

Gary B. Crosby, Ph.D.

President



Saint Elizabeth University

Located in Morristown, NJ, about an hour train ride from New York City, Saint Elizabeth University (formerly the College of Saint Elizabeth) was established by the Sisters of Charity of Saint Elizabeth, opening its doors on September 11, 1899, with six students, making it New Jersey's first four-year Catholic college for women. The co-educational continuing studies program began in 1978, and SEU has been fully co-educational since 2016. Preparing responsible leaders for meaningful lives in a changing world has been SEU's hallmark since it was founded. The University accomplishes this by bringing motivated students together with outstanding teachers in small classes and a highly communal, student-centered culture emphasizing individualized attention. In July 2020, in recognition of its growing master's and doctoral programs, SEU attained status as a university. This change in status from a college to a university reflects the dynamic growth and wide breadth of the institution's academic offerings.



MISSION, VISION AND VALUES

Mission Statement

The mission of Saint Elizabeth University, sponsored by the Sisters of Charity of Saint Elizabeth, is to be a community of learning in the Catholic liberal arts tradition for students of diverse ages, backgrounds, and cultures.

Through the vision and values of Elizabeth Ann Seton, Vincent de Paul and Louise de Marillac and rooted in Gospel values and in Catholic Social Teaching, Saint Elizabeth University affirms its solidarity with the poor and its commitment in service to the community.

Vision Statement

Saint Elizabeth University will be nationally recognized for educating individuals who seek an education focused on engaged learning for leadership in service to others.

Core Values

Saint Elizabeth University as an engaged institution of higher education, driven by mission and informed by our Catholic and Sisters of Charity traditions, seeks to live the following core values to achieve our mission, vision and strategic goals:

Integrity

As a community we are called to unite in honesty, trust and mutual respect and be transparent in our choices.

Social Responsibility

As a community we are required to support the just and ethical well-being of individuals and communities to promote justice, diversity, and sustainability.

Leadership

As a community we are inspired and empowered to move beyond our own boundaries to be accountable, to innovate and to transform for the common good.

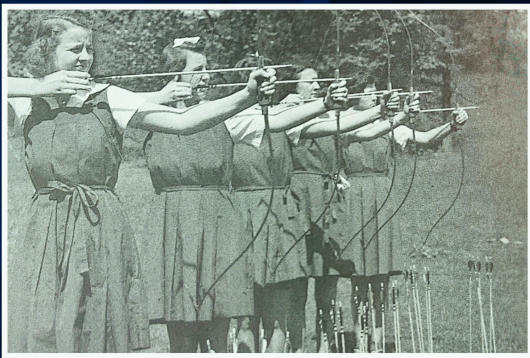
Excellence in Teaching and Learning

As a community we are committed to creating a stimulating learning environment that promotes

SAINT ELIZABETH UNIVERSITY BRIEF HISTORICAL TIMELINE

1899

The College of Saint Elizabeth was founded by the Sisters of Charity of Saint Elizabeth as the only NJ institution of higher education to educate women.



1921

The College of Saint Elizabeth was included in the first published list of accredited colleges by the Middle States Association of Colleges and Secondary Schools.



1975

The Center for Theological and Spiritual Development was opened in response to the evolving needs of the Church as envisioned by the Second Vatican Council.



2014

Blessed Sister Miriam Teresa Demjanovich's (Class of 1923) beatification was held in Newark, New Jersey, at the Cathedral Basilica of the Sacred Heart. It was the first time a beatification took place outside of The Vatican.

2015

- The Board of Trustees voted to become a coeducational institution in the fall of 2016.



2020

- Officially became Saint Elizabeth University.

2022

- Launched the Guaranteed Education Pilot Program with the City of Newark to provide 40 at-risk high school graduates with a debt-free education.



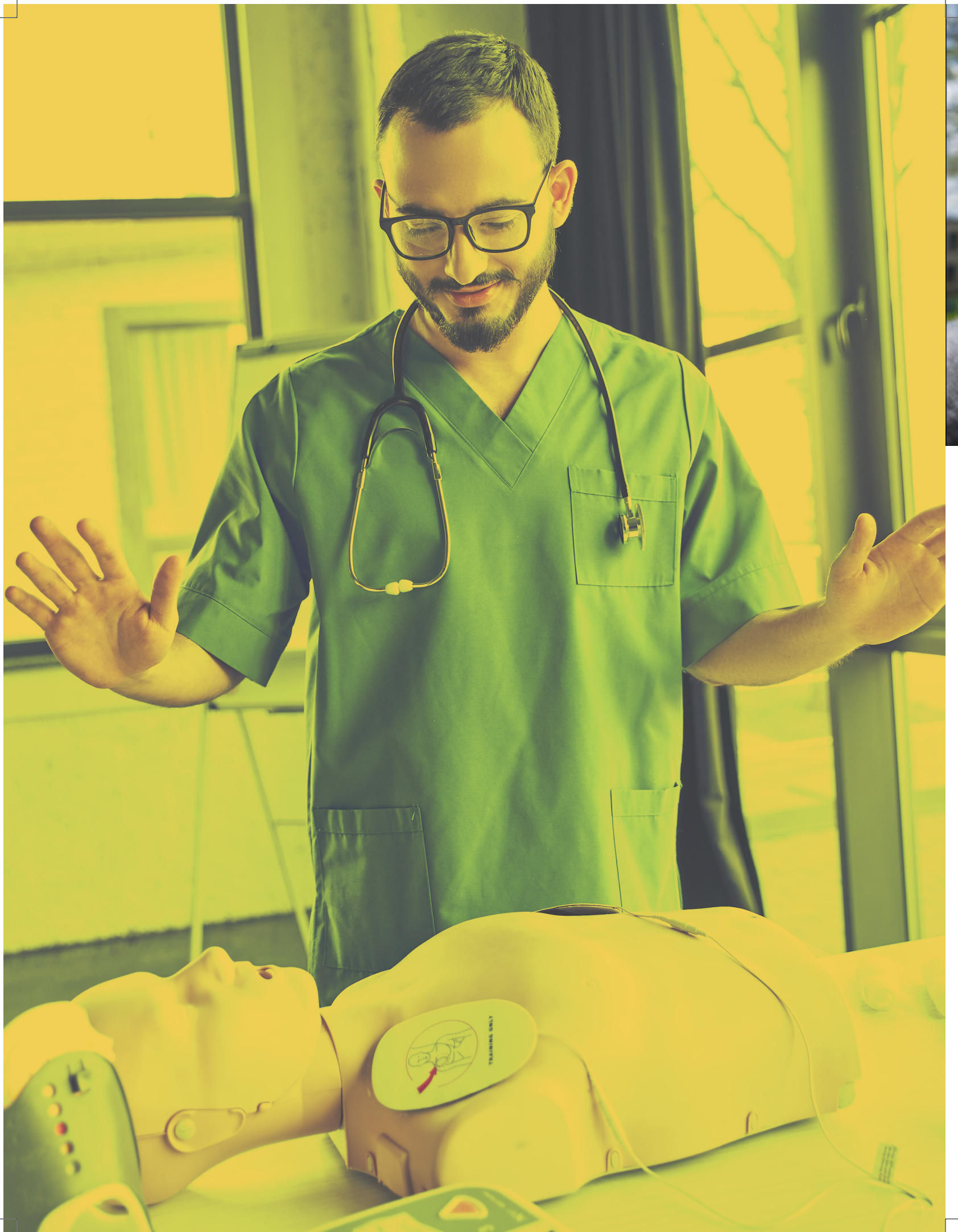
2023

- First-to-second year retention rate hits 80% for the first time since Fall 2005.

2024

- Launched a partnership with the Diocese of Paterson to enhance the training of Catechetical leaders and lay ministers within the Catholic Church.

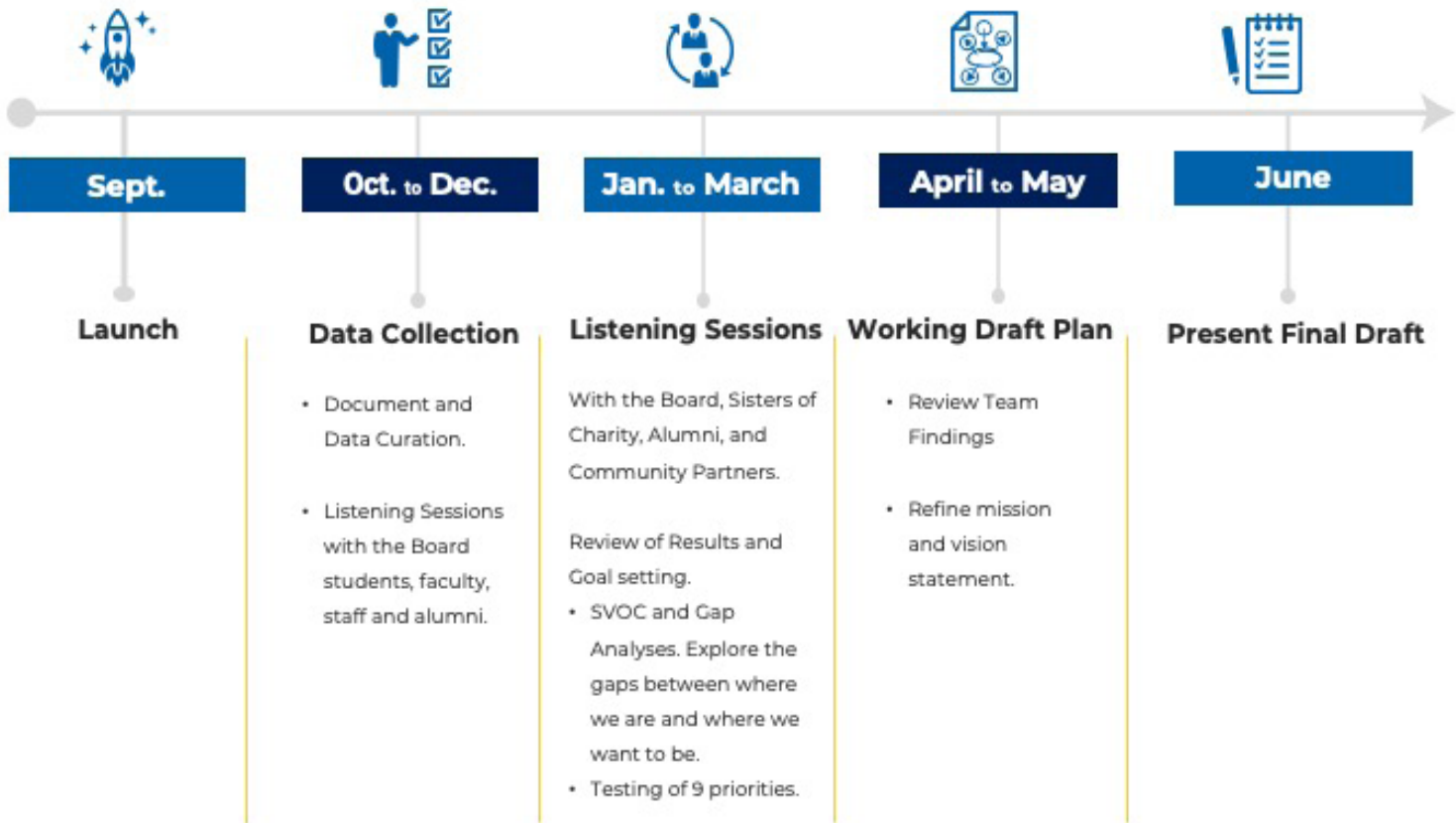






TIMELINE AND PROCESS

2022 - 2023



LISTENING SESSIONS

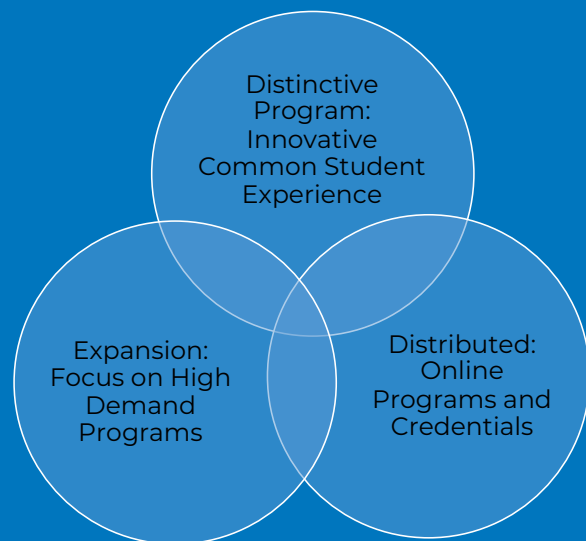
Under a radically inclusive model, several Saint Elizabeth University community members came together in formal and informal meetings to identify the institution's strengths and opportunities and find ways to build upon them, while considering external stressors on liberal arts colleges/universities, such as student demographics, an ineffective business model, demand.



5 MODELS FOR INNOVATION IN HIGHER EDUCATION

1. Traditional Model: Undergraduate, residential, liberal arts curriculum. Originally included faith-based and values-based institutions.
2. Integrated Model: Maintain liberal arts core and residential experience. Professional programs and graduate programs added to strengthen recruitment and expand market.
3. Distinctive Program Model: Establish common student experience that is both curricular and co-curricular to enhance quality, recruitment, and retention. Maintain core liberal arts.
4. Expansion Model: May or may not retain liberal arts commitment, focus on high-demand programs, usually in professional or graduate programs.
5. Distributed Model: Branch campuses and online programs with modest to no liberal arts.

THE PATHWAY FOR SEU



PEER INSTITUTIONS

A comprehensive study was conducted by a workgroup led by the Provost to identify our Peer Institutions and Aspirational Peers.

This initiative was undertaken to understand, at a deeper level, our position within the higher education landscape and to establish benchmarks for our future growth and development.

After careful consideration and analysis based on criteria such as mission alignment, student enrollment, endowment, percentage of PELL recipients, graduation rates, and retention rates, the following institutions have been identified as our Peer Institutions:

- **Felician University**
- **Dominican University of New York**
- **Albertus Magnus College**
- **Ohio Dominican University**
- **Centenary University**

Additionally, based on criteria related to enrollment, endowment, and/or student success outcomes, the following institutions have been selected as our Aspirational Peers:

- **Neumann University**
- **Seton Hill University**
- **Caldwell University**

These Peer Institutions and Aspirational Peers will serve as valuable reference points for us as we strive to enhance our academic programs, student support services, and overall institutional effectiveness. I encourage all members of our campus community to familiarize themselves with our Peer Institutions and Aspirational Peers and to consider how we can leverage similarities and distinct differences to further our mission of providing an exceptional educational experience for our students.

Thank you for your continued dedication to our University's success. Together, we can achieve great things.



CLASS OF 1969 CIR

Our mission is more than just words.

Saint Elizabeth University

STRATEGIC PILLARS



Deepen the University's commitment to our mission and Catholic identity



Strengthen Student Access and Success



Enhance the Intellectual Climate and Culture



Achieve Fiscal Strength and Operational Effectiveness

Standards of Quality - Rooted in the Mission



Accountability



Excellence



Collaboration



Efficiency



Student-Centered

MISSION AND CATHOLIC IDENTITY

Deepen the University's awareness and commitment to our mission and Catholic identity.

OBJECTIVES

1.1 - Accelerate awareness and commitment to the University's mission and Catholic liberal arts tradition.

1.2 - Promote interdisciplinary collaboration across programs on issues related to the University's mission and our Catholic identity.

1.3 - Coordinate efforts to enhance environmental stewardship through education, innovation and research.

STRATEGIES

- » Establish a year-long orientation for faculty and staff on the mission and Catholic liberal arts tradition.
- » Develop forums to explore and discuss the mission and what it means to be a University committed to Catholic liberal arts tradition.
- » Develop a communication plan to highlight the University's strengths in Catholic intellectual tradition.
- » Develop curricular and co-curricular programs to promote student engagement, both undergraduate and graduate, with aspects of mission, values, and identity.
- » Determine benchmarks for sustainability efforts on the campus.
- » Create an SEU Sustainability Council.
- » Develop initiatives for the University in collaboration with local, state, and national entities.
- » Incorporate a high level of sustainable design, where appropriate, and energy efficiency in renovations and new construction.
- » Develop and implement sustainability courses and modules across the curriculum.
- » Develop research opportunities for students, faculty and staff with local, state, and federal agencies, and companies/organizations.

ACCESS AND SUCCESS

Strengthen Student Access and Success

OBJECTIVES

2.1 - Increase the overall enrollment and net tuition revenue.

2.2 - Increase retention and graduation rates.

2.3 - Enhance and expand the co-curricular experience (services, programs, and activities) to enrich the student experience.

2.4 - Place graduates in the workforce or graduate and professional schools.

2.5 - Build brand and reputation awareness through targeted, integrated, omnichannel marketing initiatives across all areas of the University.

STRATEGIES

- » Develop and implement best practices for enrollment management.
- » Redesign all admissions materials to reflect the priorities of the University.
- » Develop and implement plans to increase enrollment of special populations (adult learners, stop-outs, distance education, international students).
- » Leverage financial aid, need-and-merit-based.
- » Develop market-driven academic programs.
- » Review and revise the student retention plan.
- » Monitor the annual retention and graduation rates.
- » Leverage financial aid, need-and-merit-based, for eligible returning students.
- » Conduct a semester-to-semester audit on credits earned vs. credits attempted.
- » Launch a Soar in Four Initiative.
- » Strengthen financial assistance to cover the “gap.”
- » Increase student participation clubs/organizations.
- » Strengthen student support service.
- » Grow the University’s intramural activities.

ACCESS AND SUCCESS

STRATEGIES

- » Strengthen student programming in residence life.
- » Develop student programming for special populations (commuter and graduate students).
- » Accelerate holistic student engagement: honor societies, affinity groups, greek life, leadership development programs, etc.
- » Identify a baseline of the percentage of graduates who gain employment or enroll in graduate or professional schools.
- » Develop and implement a tracking mechanism to obtain and maintain data on students following graduation.
- » Promote value-added certificate programs to undergraduate and graduate students.
- » Develop networks with companies, organizations, and alumni to increase internship opportunities and post-college employment.
- » Design and implement campus-based internship opportunities.
- » Strengthen career development and readiness resources.
- » Re-engineer the University's brand.
- » Strengthen and increase the positive perception of the University.
- » Pursue regional and national opportunities for recognition.
- » Develop strategic and high-impact partnerships with public and private organizations.
- » Align marketing unit and strategies with strategic goals and objectives.
- » Enhance social media presence.
- » Regularly tell the SEU story through print and electronic measures.
- » Build upon the University's history, legacy, and federal designations as MSI/HIS to inform initiatives.
- » Cultivate stronger relationships with alumni so that they are greater champions of the University.



INTELLECTUAL CLIMATE AND CULTURE

Enhance the Intellectual Climate and Culture

OBJECTIVES

- 3.1 - Recruit and retain engaged and exceptional faculty.**
- 3.2 - Provide all students with high-quality programs that are recognized nationally.**
- 3.3 - Establish opportunities for students to gain experiential learning and service from global perspectives.**
- 3.4 - Enhance faculty and student intellectual engagement through integrated teaching,**

STRATEGIES

- » Design cluster hire initiatives around areas of emerging promise for community-engaged research. Examples: Social Justice, Health and Housing Equity, Sustainability, Advancing Healthcare and Public Service in Urban Environments.
- » Address salary compression and design an incentive package for faculty engaging students in areas of emerging promise for research. Examples: Social Justice, Health and Housing Equity, Advancing Healthcare and Public Service in Urban Environments.
- » Develop a Center for Teaching and Learning to support faculty development.
- » Develop and fund professional development
- » Identify programs that have low enrollment and productivity, and review options to strengthen or sunset.
- » On a deeper level, create and sustain a culture that supports exceptional teaching across all majors.
- » Partner with industry experts to review and update all curriculums.
- » Maintain and seek appropriate accreditations.
- » Develop high-demand programs in health sciences, public service, and technology majors.
- » Establish MOUs with leading engineering programs.
- » Establish partnerships with international universities to provide joint degree programs, study abroad opportunities, and collaborative research and service opportunities.
- » Engage all undergraduate students in experiential learning, appropriate to their curricula, between sophomore and junior years.

INTELLECTUAL CLIMATE AND CULTURE

STRATEGIES

- » Review and strengthen (or establish) exchange and joint academic programs with other countries to ensure high-impact outcomes.
- » Establish global relationships to offer virtual engagement and learning opportunities for students and faculty.
- » Conduct an assessment of integrated teaching and research to identify and correct gaps.
- » Design and launch a faculty in the residency program around living-learning environments.
- » Include a student research component in the majority of undergraduate majors.
- » Implement a campus-wide common readership initiative.
- » Encourage and invest in professional development and intellectual enrichment support activities for faculty.



FISCAL & OPERATIONAL EFFECTIVENESS

Achieve Fiscal Strength and Operational Effectiveness

OBJECTIVES

- 4.1 – Strengthen the University’s fiscal position, annually.**
- 4.2 – Reduce gaps in operational effectiveness and efficiency.**
- 4.3 – Develop a 21st-century campus that supports a 21st-century education.**
- 4.4 – Strengthen service excellence and accountability.**

STRATEGIES

- » Identify federal, state, and foundation grants.
- » Launch a comprehensive campaign based on best practices, and supported by the feasibility study.
- » Develop and implement a strategic enrollment and retention plan to increase and retain TUG, graduate, and international students.
- » Work with the University’s investment advisor to identify strategies to grow the endowment.
- » Increase revenue from auxiliary units.
- » Identify energy cost savings strategies.
- » Implement a zero-based budgeting process that allocates resources based on strategic priorities and goals.
- » Accelerate re-engineering of business processes to improve administrative tasks.
- » Accelerate support of audit and compliance functions across the University.
- » Develop standard operating procedures for routine business and administrative practices.
- » Identify and implement strategies to upgrade IT to improve stability and services.
- » Streamline operations through the use of technology.

FISCAL & OPERATIONAL EFFECTIVENESS

Achieve Fiscal Strength and Operational Effectiveness

STRATEGIES

- » Identify, prioritize, and address deferred and preventative maintenance needs.
- » Develop a comprehensive facilities master plan, which includes a phased approach based on revenue.
- » Provide modern, up-to-date facilities that are accessible (ADA compliant) and add to the curricular, co-curricular, and residential experiences for students, faculty, and staff.
- » Develop and launch a comprehensive reward and recognition system for faculty and staff.
- » Promote an institution-wide culture that values and celebrates excellence in all areas.
- » Establish University-wide service excellence standards.
- » Ensure the execution of annual performance reviews.
- » Implement management and leadership training for employees with supervisory responsibilities.





STRATEGIC PLANNING COMMITTEES

Strategic Planning Committee Co-Chairs:

Anne Bartlett, Provost & Vice President of Academic Affairs

Michele Yurecko, Director of Institutional Research and Academic Assessment

Strategic Planning Committee Members:

Aaron Aska, Executive Vice President of Finance and Administration

David Fraboni, Interim Vice President of Institutional Advancement

Jeff Gutkin, Chief Information and Innovation Officer

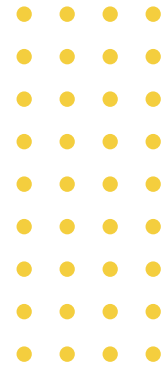
Thalia Wilson, Vice President of Strategic Enrollment Management and Student Affairs

Delores Sarfo-Darko Farmer, Dean of Student Success

David Hill, Dean of Student Affairs

Patricia Heindel, Dean of Professional Studies

Wendy Hahn, Faculty and Director of Undergraduate Business Programs



Valora Blackson, Director of Experiential Learning
Mikayla Gantzhorn, Facilities
Denise Panyik-Dale, Director of Communications and Marketing
Anne Buison Pellizon, Faculty in Foods and Nutrition
Tom Wagenblast, Athletics Director

Foundational Priority: Increasing Enrollment

Facilitator: Thalia Wilson, Ed.D., Vice President of Strategic Enrollment Management and Student Affairs

Dan Agatino, Faculty in Communications
Kiana Bernard, Academic Advisor
Jorge Cariga, Educational Opportunity Fund
Tara Lally, Faculty in Psychology
Anne Langan, Faculty in Sociology
Monica Luby, Faculty in Foods and Nutrition
Patricia McQuade, Faculty in Nursing
Rebecca Rees, Director of Financial Aid
Holly Scasserra, Webmaster
Samantha Schlacter, Faculty in Biology
Tom Wagenblast, Director of Athletics
Nicole Yanoso, Faculty in History and Director of the Honors Program

Foundational Priority: Advancing Student Success

Facilitator: Delores Sarfo-Darko Farmer, Dean of Student Success

Facilitator: David Hill, Dean of Students
Lauren Arredondo, Faculty in Physician Assistant Program
Sharon Clarke, Graphic Designer
Melanie Conti, Co-Director of the Culture and Climate Assessment Lab
Ethel DeStephan, Bursar
Antonia Donofrio, Director of Graduate and Adults Admissions
Judith Douge, Information Technology
Daniel Furbeck, Coordinator of Student Employment
Saichya Hammond, Director of Residence Life and Community Standards
Christine Meissner, Faculty in Foods and Nutrition

STRATEGIC PLANNING COMMITTEES

Patricia Ricci-Allegra, Faculty in Nursing
Pauline Zdanewicz, Financial Aid

Foundational Priority: Promoting Excellence in Academics, Teaching, Research, and Innovation

Facilitator: Jeff Gutkin, Chief Information and Innovation Officer

Facilitator: Patricia Heindel, Dean of Professional Studies

Sofya Borinskaya, Faculty in Biology

Adrienne Bross, Library

Sariette Ekambi, Educational Opportunity Fund

Brian Friedlander, Faculty in Education

Kim Grant, Faculty in Chemistry

Kathryn Grilli, Faculty in Business

Steven Hertler, Faculty in Psychology

Mendez, Adriana Mendez, Academic Advisor

Murzaku, Alex Murzaku, Faculty in Computer Science and Global Studies

Palmieri, Nicholas Palmieri, Faculty in Physician Assistant Program

Timothy Parkans, Information Technology

Sherman, Glen Sherman, Faculty in Psychology

Jesse Yu, Faculty in Math and Computer Science

Foundational Priority: Strengthening Operational Excellence and Business Processes

Facilitator: Aaron Aska, Executive Vice President of Finance and Administration

Facilitator: Wendy Hahn, Faculty and Director of Undergraduate Business Programs

Rony Abraham, Admin Computing Manager

Antonia Amoresano, Financial Aid

Maria Johnson, Assistant Bursar

Steve Kratt, Facilities

Susan Lasker, Health Services

John Mullavalil, Payroll

Vale Murthy, Data Analyst

Marybeth Obrycki, Registrar

Ostella, Frank (Faculty, PA)

Val Savino, Information Technology

Lillian Vita, Accounts Payable

Richard Wall, Campus Security

Foundational Priority: Securing Competitive Funding

Facilitator: David Fraboni, Interim Vice President of Institutional Advancement

Facilitator: Anthony Santamaria, Dean of Arts and Sciences

Jill Caruso, Faculty in Psychology

Christopher Linne, Faculty in Criminal Justice

Lynne McEniry, Faculty in English

Sarah Michalowski, Faculty in Social Work

Louise Novotny, Institutional Advancement

Sara Petrozziello, Media Relations

Regina Riccioni, Faculty in Business and Health Sciences

Morgan Sim, Assistant Director of Admissions

Lori Tarke, Faculty in the Physician Assistant Program

Diana Tyson, Faculty in Business

Erin Zirkel, Admissions

Foundational Priority: Enhancing our Commitment to Diversity, Equity, Inclusion, and Social Justice

Facilitator: Francoise Cromer, Faculty in History and Global Studies

Facilitator: Ryan McLaughlin, Faculty in Religious Studies

Kelsey Bull, Admissions

Kiana Frazier, Admissions

Brandon Hutchinson, Information Technology

Jessica Lippis, Financial Aid

Dana Lopes, Faculty in Nursing

Lynette Lopez, Academic Affairs

MaryAnn Maikisch, Human Resources

Zsuzsa Nagy, Counseling Services

Karen Reavis, Faculty in the Physician Assistant Program

Lisa Seneca, Accessibility Services

Priya Shrestha, Health Services

Marjorie Tapia, Faculty in Nursing

Ashley Tranquille, Admissions

Alaina Uhouse, Faculty in the Physician Assistant Program

Richard Quinlan, Director of the Center for Holocaust and Genocide Education

Foundational Priority: Strengthening Community Outreach and Engagement

Facilitator: Valora Blackson, Director of Experiential Learning

Facilitator: William Schievella, Faculty and Director of the Police Studies Institute

MaryAnn Anderson, Faculty in Nursing

Alysa Antonis, Office of the President

Marie Boyle, Faculty in Foods and Nutrition

Joseph Ciccone, Faculty in Education

STRATEGIC PLANNING COMMITTEES

Michele Corsetti, Student Engagement
Chris Doster, Facilities
Karen Fasanella, Faculty in Education
Robert Jerome, Mailroom
Mary-Land Lindor, Educational Opportunity Fund
Wendy Medunick, Clinical Faculty
Janet Okken, Nursing
Marshall Strax, Faculty in Education
Sr Alice Swartz, Faculty in Theology

Foundational Priority: Investing in Infrastructure and Facilities

Facilitator: Mikayla Gantzhorn, Facilities
Facilitator: Jim Gerrish, Director of Facilities
Badisha Banerjee, Faculty in Chemistry
Ginny Butera, Faculty in Art
Mary Cassaday, Business Office
Daley, Ellen (Clin Faculty, Dietetic Int)
Patty Devlin, Director of Conference Services
Ron Loneker, Informational Technology
Dean Piacentini, Parkhurst Dining
Kristen Ruhl, Faculty in the Physician Assistant Program
Monique Walker, Biology Lab Supervisor)
Laura Winters, Faculty in English
Marie Zaccagnini, Accountant

Foundational Priority Enhancing our Image and Brand Recognition

Facilitator: Gina Marcello, Faculty in Communications
Facilitator: Denise Panyik-Dale, Director of Communications and Marketing
Kim Booth, Physician Assistant Program
Lauren Busfield, Faculty in Social Work
Mary Clare Cullum, Dean of Admissions
Diguglielmo, Luanne (Faculty, Dietetic Int)
Fr Joseph Farias, University Chaplain
Jim Ford, Faculty in Criminal Justice
Kristin Harmon, Faculty in Nursing
Lohsen, Ellen (PS APC)
Theresa O'Reilly, Clinical Faculty
Scott Massey, Faculty in the Physician Assistant Program





 Saint Elizabeth University



Saint Elizabeth University