As Saint Elizabeth University embarks on a new decade and a new period in her history as a University, our strategic priorities represent a bridge between our more recent history and our vision for the future. Contextually, we remain an institution deeply steeped in tradition, a tradition guided by our foundresses the Sisters of Charity of Saint Elizabeth. As part of our history, we are deeply committed to the needs of those for whom educational opportunities remain elusive. Our priorities are guided by our core values: integrity, social responsibility, leadership and excellence. They require that we maintain our focus on building and sustaining inclusive communities, working for equitable treatment of all persons and advocating on behalf of those whose voices have been limited in public spaces.

GROWING AND STRENGTHING PROGRAMS – Lead: Vice President for Academic Affairs

1. Improve Program Quality
   Completion Date: June 2023
   - Review options to strengthen and promote academic programs through collaboration, innovation and accreditation
   - Fully vet the impact and implications of a “credit banking” model and implement if appropriate
   - Secure and disseminate innovation funding for new course and program development
   - Develop and implement a phased plan to require an internship or experiential learning opportunity for every major
   - Grow relationships with corporate partners to support internships or experiential learning opportunities.

2. Enhance Faculty Development
   Completion Date: May 2022
   - Develop and implement an annual faculty development agenda with measurable outcomes and deliverables
   - Implement strategies to increase diverse applicant pool for faculty vacancies
• Establish a Center for Teaching and Learning Excellence

3. **Grow Adult Programming**  
**Completion Date:** May 2023  
• Develop and launch a formal process to promote badges, micro-credentials, and prior learning assessments to support alternate credit pathways for working professionals  
• Enhance academic supports to attract and retain adult students  
• Explore the needs, resources and opportunities to reinstate a Saturday program

4. **Design Strong Assessment and Data Management Techniques**  
**Completion Date:** May 2021  
• Strengthen data-driven decision-making  
• Launch a plan to assess the impact of academic support services  
• Increase IT capacities of academic affairs staff

5. **Grow academic programs to meet societal need**  
**Completion Date:** May 2023  
• Add health science programs including a DNP and other health science programs to meet regional need (e.g. Speech and Language Pathology, Physical Therapy, etc.)  
• Increase focus on STEM programs (e.g. energy, environmental sciences, analytics)

**INCREASING ENROLLMENT AND IMPROVING PRODUCTIVITY – Lead: Vice President for Enrollment Management**

1. **Evaluate Financial Aid Leveraging**  
**Completion Date:** December 2022  
• Evaluate and update scholarship matrix  
• Explore adding out of state scholarship/grant  
• Investigate opportunities to increase endowed scholarships for undergraduate students  
• Strengthen the financial literacy program for undergraduate students

2. **Evaluate current enrollment reach and enhance where appropriate**  
**Completion Date:** December 2022  
• Broaden the reach within the undergraduate admissions recruiting territory  
• Expand recruitment programs at New Jersey community colleges  
• Extend reach for graduate and continuing studies student recruitment beyond current recruitment area

3. **Diversifying the Demographics of the Students**  
**Completion Date:** December 2023
• Increase focus on high achieving student recruitment
• Attract and enroll more diverse students in graduate and continuing studies

4. **Use technology and marketing to improve enrollment productivity process and procedures**
   **Completion Date:** December 2021
   • Implement a new customer relations management (CRM) system
   • Reevaluate and improve the communication flow focused on incoming students
   • Enhance social media reach, focusing especially on recruitment

**ENHANCING THE STUDENT EXPERIENCE – Lead: Vice President for Student Life**

1. **Create a residence plan to support enrollment projections**
   **Completion Date:** January 2022
   • Maintain annual occupancy rate
   • Increase resident students' engagement particularly in the area of multicultural programming.
   • Develop a 5-year plan for housing, supportive of all populations

2. **Assure an inclusive campus environment**
   **Completion Date:** June 2022
   • Develop a diversity and inclusion statement
   • Sustain on-campus diversity, equity, and inclusion professional development programs for faculty and staff
   • Create processes to recognize and reward staff for their diversity, equity, and inclusion efforts

3. **Improve student spaces across campus**
   **Completion Date:** June 2022
   • Develop and implement a 5-year cyclical replacement plan for student-related furniture and other improvements throughout campus.

4. **Enhance and utilize technology to improve the student experience**
   **Completion Date:** June 2023
   • Foster connectedness of communities
   • Partner IT with university stakeholders, subject-matter experts and local industry to foster innovative student experiences

5. **Assess current athletic programs and grow, where appropriate**
   **Completion Date:** June 2021
   • Develop plan to increase the number of recruited student-athletes on campus.
   • Develop plan to increase persistence of student-athletes
   • Implement strategies to enhance retention of coaching staff.
6. Expand experiential learning  
**Completion Date:** January 2021  
- Enhance student employee orientation program  
- Restructure the CSE Promise Program to incorporate all first-time, first-year TUG students  
- Prepare faculty and staff to become professional mentors for undergraduate students

7. Support social service utilization for students/families to increase student persistence  
**Completion Date:** January 2021  
- Survey existing programs for adoption at SEU  
- Develop and administer basic needs inventory and/or social service usage survey

**CHANGING THE BUSINESS MODEL – Lead: Vice President for Finance and Administration**

1. **Optimize tuition rate strategy to increase enrollment and net tuition revenue**  
**Completion Date:** December 2022  
- Investigate, select, implement, and evaluate pricing options for the traditional undergraduate enrollment  
- Investigate, select, implement, and evaluate pricing options for the non-traditional student enrollment  
- Develop an optimal enrollment goal

2. **Develop plans to increase non-tuition related revenue**  
**Completion Date:** July 2021  
- Increase promotion of rental space, facilities, fields, etc. to maximize rental revenue  
- Generate revenue through the leasing of space for the establishment of food franchises on campus or through other mutually agreeable contracts  
- Promote and enhance our College Now (dual secondary school enrollment) program

3. **Identify services that lend themselves to be shared with other institutions and implement plans to improve service and reduce costs**  
**Completion Date:** July 2022  
- Identify administrative, academic, and student services that can be shared with and/or delegated to other Institutions.
• Conduct annual contract reviews for better service, shared efficiencies, and expense reduction through partnerships with local Institutions and AICUNJ members
• Centralize campus administration and standardize processes and policies
• Centralize student services and create efficiencies to improve the student experience