FOCUSED on the future

Saint Joseph College Strategic Plan
2009-2014
Saint Joseph College enters its 76th year with clear goals and direction for the future. The Strategic Plan set forth in this document encapsulates our institutional mission as a Catholic institution, represents our core moral values, and presents our dreams for the College. Founded by the Sisters of Mercy, the College continues to provide opportunities for women, as well as men, who wish to reach their fullest potential as successful citizens and as leaders.

The Saint Joseph College community commenced the strategic planning process in January 2008 with the intention of creating a guide for the College's growth. The process began upon the expiration of the Strategic Plan for 2002-2007 with the development of a set of tactical short-term goals during 2007-2008. This was followed by the successful completion of an intensive and in-depth self evaluation of institutional strengths and organizational needs, in response to regional accreditation.

These elements became the launching point for discussions across the entire community, with groups of faculty, staff, students, alumnae/i and trustees contributing to the creation of a vision for the College's future. The discussions were grounded by the Saint Joseph College mission to provide a rigorous education in the liberal arts, sciences and professional studies within an environment that promotes the Mercy values of integrity, justice, compassion and service.

I heartily thank all members of the Saint Joseph College community for their dedicated efforts over the months of planning and discussion. In particular, I wish to recognize the Planning and Budget Committee members for their leadership role. The thoughtfulness with which all participants entered into this conversation was testament to the importance of the undertaking and emblematic of the level of community engagement in the process. The collaboration across all constituent groups serves as a model for subsequent work on this and future plans.

After serious deliberation and careful consideration of many perspectives, the goals that follow were adopted. The final approval of the Board of Trustees was given with the understanding that the implementation must include specific timetables, assessment strategies, and persons assigned with responsibility for the progress on each goal.

I am proud to present the Saint Joseph College Strategic Plan 2009-2014. I believe it will allow us to move forward with confidence and success. With all of you, I look forward to an exciting future for Saint Joseph College.

Sincerely,

Pamela Trotman Reid, Ph.D.
President
Saint Joseph College will become recognized, regionally and nationally, for its programs in health care and community service. While building on the Catholic intellectual tradition and its Mercy social values, the undergraduate curriculum will be developed to prepare students as global citizens. For both graduate and undergraduate students, the educational experience will integrate spiritual and civic engagement with an understanding of social justice and opportunities to serve the community.

Saint Joseph College will sustain its mission to educate women and develop their leadership potential at both the graduate and undergraduate level. Additionally, men will be educated in adult and graduate programs. The College aspires to increase the size of its student populations, to further diversify its students and faculty, and also to expand its recruitment of international students.

Saint Joseph College will continue to develop professional programs, aligning them with societal needs, current student interests, opportunities to serve the community, and institutional resources. Additionally, the intention is to reinforce our commitment to meeting the challenges of urban areas by establishing programs in Hartford and other city centers. As we develop and enhance professional programs, we will establish selective professional doctoral degree programs and master’s degree programs that meet our mission and enhance student opportunities for career growth.

Core Values

- Catholic Identity: Saint Joseph College is grounded in its heritage as a Catholic institution, expressing the Catholic tradition in an ecumenical and critical manner.
- Commitment to Women: Saint Joseph College encourages, inspires and challenges each woman to develop every aspect of her personhood—intellectual, spiritual, social, emotional and physical.
- Compassionate Service: Saint Joseph College promotes, supports and facilitates caring service as an integral part of all teaching and learning experiences.
- Academic Excellence: Saint Joseph College provides a value-centered education that prepares students as global citizens, lifelong learners, and informed decision makers.
- Respect/Integrity: Saint Joseph College demonstrates respect and reverence for all people and fidelity in personal witness.
- Hospitality: Saint Joseph College is a welcoming community where its relationships are based on openness, inclusivity and mutual respect.
- Multiculturalism/Diversity: Saint Joseph College is committed to fostering the growth of an inclusive community that welcomes differences among community members and benefits from them.

VISION

Saint Joseph College is a comprehensive institution with career-focused undergraduate, graduate, and certificate programs. At SJC, students explore and expand their potential through personal attention in a welcoming community that offers academically challenging programs to individuals who want to succeed and make a difference in society. The College is devoted to empowering women, while also inspiring both women and men to serve in the global community. Founded by the Sisters of Mercy, the College offers an education steeped in the Catholic intellectual tradition and the Mercy social values. SJC is situated on a beautiful suburban campus, mid-way between New York City and Boston, while providing easy access to culture, government, and sports venues in the Capital city of Hartford.
Some of the strategies we will undertake to accomplish this goal:

- Enhance the prominence of Saint Joseph College as an educational leader within the Catholic community.
- Reinforce our Mercy tradition linking spirituality with service by enhancing outreach to communities in need, and developing service opportunities for the whole campus.
- Emphasize the Catholic intellectual tradition in all College activities by valuing openness, rational inquiry, and the search for truth and meaning in the modern world; creating opportunities for discussion, analysis and reflection on contemporary religious, moral, and ethical issues.
- Enhance the programs offered by campus ministry to students and all members of the campus community in liturgies, retreats and other opportunities to explore and express their faith.
- Construct a clear framework for service learning that integrates academic strengths, reflection and a connection to underserved communities in both a local and global context.

Some indicators of success in reaching this goal:

- Increased number of events that bring the Catholic community to campus.
- Increased participation in service activities by students, faculty and staff.
- Improvement in student survey outcomes related to mission and spiritual engagement.
- Institutional practices and policies that nurture an environment wherein we celebrate diversity of thought and foster collaboration and dialogue among all members of the community.
- Increased number of campus programs addressing spirituality; greater participation in campus ministry events; and improvement in student survey outcomes related to mission and spiritual engagement.
- Increased number of courses offering a service learning component; increased number of students participating in service learning activities.
Some of the strategies we will undertake to accomplish this goal:

- Clarify and implement the elements of the Signature SJC Women’s College Experience; strengthen the general education curriculum by increasing content on global issues and human rights, and by fostering the pursuit of knowledge and its expression.
- Enhance and systematize outcome-based assessment for all academic programs, including general education.
- Emphasize women’s perspectives and leadership opportunities, both across the curriculum and in co-curricular activities.

Some indicators of success in reaching this goal:

- Improvement in student survey outcomes related to national benchmarks for effective educational practice.
- Increased percentage of courses containing content on global perspectives and human rights.
- More students participating in study abroad programs, international experiences in other countries, and cross-cultural experiences in the local community.
- Clear outcome measures established to assess each program and service of the College; changes in curriculum, instruction, procedures and programs will be enacted based on information developed in assessment instruments.
- Increased number of students engaged in leadership roles in the College and community; improvement in student survey outcomes (first year to senior) related to leadership.
Some of the strategies we will undertake to accomplish this goal:

- Build and enhance select graduate and professional programs appropriate to the Saint Joseph College mission that are relevant to student interests and responsive to community needs.
- Complete planning and accreditation applications for the School of Pharmacy; engage a highly qualified faculty; and recruit students.
- Enhance the College’s local and regional reputation as a leader in the sciences and health professions.
- Increase the integration of the College’s graduate and professional programs with the lab schools: The Gengras Center and The School for Young Children.
- Redesign the undergraduate program for adult learners with enhanced support services and targeted academic programs.

Some indicators of success in reaching this goal:

- Identification and development of niche programs.
- Increased graduate school enrollment, increased enrollment in business and science programs.
- The College will open The School of Pharmacy.
- Improved application rates and qualifications of applicants to science programs; an increased number of students in the pre-professional science programs will gain acceptance into advance degree programs.
- More students in various programs participating in educationally relevant experiences at the lab schools; administrators and staff from the lab schools will be more involved in College teaching and research activities.
- New academic programs will be developed, delivery formats modified, and support services enhanced; enrollment will grow; and the average student time-to-graduation will be reduced in the weekend program.
Some of the strategies we will undertake to accomplish this goal:

- Assess and establish a minimal sustainable enrollment and a maximum enrollment to retain the character and feel of the Women’s College; maintain the residential character of the College by ensuring that the majority of the undergraduate population lives on campus
- Foster community and develop life and career skills with a focus on leadership, teamwork, financial literacy and cultural appreciation, along with a commitment to intercultural understanding and global awareness
- Create a welcoming and supportive campus environment for residential and commuter students with particular attention to the needs of adult learners
- Develop strategies to recruit, retain and grow a diverse student population, including international students

Some indicators of success in reaching this goal:

- Comparison of current student satisfaction surveys with results as the College attains targeted enrollment goals for the undergraduate Women’s College
- Improved retention rates across all segments of the student body; survey of student satisfaction with campus services will demonstrate personal, responsive and flexible systems meeting the needs of all students
- Attendance at campus events, programs, and activities will increase for all segments of the student body
- Increased number of students from out-of-state, as well as increased number of international students
Some of the strategies we will undertake to accomplish this goal:
- Enhance and support resources for graduate programs with demonstrated excellence and strong student demand
- Rebalance the undergraduate academic program mix and manage enrollment for planned growth
- Enhance the College’s competitive advantage by improving facilities, technology and financial resources
- Recruit and retain a highly qualified and diverse faculty and staff
- Implement programs/policies that encourage environmental sustainability
- Develop and implement more responsive organizational and governance structures and policies
- Build strong network of alumnae/i, supporters and donors

Some indicators of success in reaching this goal:
- Increased satisfaction of graduate students with the level of resources to support academic program delivery, admissions, and student services
- Admission to undergraduate majors will be consistent with program capacity, optimal size and future growth opportunities
- Improvement in the College’s key financial ratios and fundraising results; improved faculty and staff evaluation of information management and academic technology functions, capacity and support
- Increased diversity of faculty and staff; improved retention of high-performing employees
- Reduction to the College’s carbon footprint
- Evaluation of new governance model by faculty, staff and administration will show efficiency and effectiveness
- Increased participation by alumnae/i in events and annual giving