

Felician University Strategic Plan
Educate. Enrich. Elevate.
2022-2025



**FELICIAN
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The Franciscan University of New Jersey

Defining Felician's Future

Rooted in Felician Franciscan values, we aim to nurture each student's potential and instill a love for learning, self-awareness, service, and respect for all creation.

I am pleased to present to you, as a member of our University community, the new Felician University Strategic Plan. This is a plan by and for our community that has been enthusiastically endorsed by the University Board of Trustees. It is the result of many months of information gathering, analysis, and careful thought by scores of your fellow community members across all disciplines and functions. Their service to the University is deeply appreciated.

Our intent in publishing this plan is to provide clear direction for how Felician University will continue to advance strategically and with unity of purpose from our current position of strength to even greater national and international prominence. We will do this by focusing our efforts and investments on the areas where we can most clearly differentiate ourselves and where we can have the greatest impact.

The plan takes into account that we are constantly reinventing Felician. We are committed to taking even greater responsibility for achieving more together in the future. Such strategic planning is essential to ensuring that we remain faithful to our core values and identity while achieving the ambitious goals necessary to meet the evolving needs of our students and the communities we serve.

Felician University remains committed to the Felician Franciscan values upon which the Felician Sisters founded the University more than 80 years ago. These core values, in addition to the vision of bringing each individual student to their highest potential while promoting a love from learning, a desire for God, self-knowledge, service to others, and a respect for all creation, are reinforced to Felician students every day through the intentional actions of each member of our dedicated faculty and staff. This values-based mission and vision is infused throughout the framework of the strategic plan.

Our plan comprises of Five Themes:

1. Revitalize the Felician Franciscan Tradition
2. Excellence in Learning and Curriculum Innovation
3. New Attitude: Be a School of Choice
4. Elevate Community and Stakeholder Engagement
5. Enliven Philanthropy, Connect with the Community, Grow Felician Partners, Ensure Financial Health

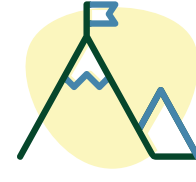
Just as Felician creates an environment where our students define themselves, the plan sets the stage for all of us to work collectively to define Felician's future. Rather than a tactical guide, the plan is strategic, laying out in clear terms where we plan to invest our resources and why. This plan challenges all of us to gather our strengths and work collaboratively to enhance Felician's position as a great private Catholic Franciscan institution. **We have the will to do this, and with this plan, we have the way.**



EDUCATE



ENRICH



ELEVATE

Revitalize the Franciscan Tradition

1. Become a preeminent Catholic Franciscan Felician University
2. Nurture a Culture of Action, Franciscan Tradition, and Shared Leadership
3. Incorporate Justice, Diversity, Equity, and Inclusion as a cultural ethos

Excellence in Learning and Curriculum Innovation

1. Build a Culture of Renewal
2. Tailored Immersive Educational Experience
3. Dynamic Academic Programming
4. Expand Felician University Beyond its Borders

New Attitude – Be a School of Choice

1. Attract and Retain
2. Generate Student Enthusiasm
3. Career-Focused Student Experience

Enrich Philanthropy, Connect With the Community, Grow Felician Partners, Expand Our Reach

1. Increase Philanthropic Production
2. Culture of Robust Engagement
3. Partnership & Outreach Growth
4. Increase the Value of Felician University
5. Cultivate Strong Partnerships with Key Legislators, Businesses, Corporations and Influencers on the Local, State and National Levels

Win – Ensure Financial Health, Stability, and Sustainment

1. Focus on our Talent
2. Improve Business Systems and Organizational Alignment
3. Invest in Physical and Digital Capabilities



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The Franciscan University of New Jersey

Executive Summary and Highlights

2022-2024





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The Franciscan University of New Jersey

Year 1
Initiatives and Outcomes
2022-2023



Theme I: Revitalize the Franciscan Tradition

Goal 1. Become a preeminent Catholic Franciscan Felician University

Initiative: Identify key efforts to engage/involve alumni with mission activities on campus in Spring 2023.

- Appointed accomplished leaders to pivotal roles, including the Vice President of Mission Integration, Director of Campus Ministry, and Director of Religious Studies, in alignment with our aspiration to attain preeminence as a Catholic Franciscan University.

Initiative: Integrate Mission into revised Student Orientation programs and Student Leader Training.

- Reviewed and assessed current student orientation sessions to integrate the Mission into revised Student Orientation programs.

Initiative: Finalize development of a comprehensive mission-driven formation focused on Franciscan Tradition and Felician Core Values for new hires.

- Analyzed and updated the articulation of Franciscan Tradition/Felician Core Values in all job postings and developed metrics for measuring Franciscan Traditions in evaluating employee performance.

Initiative: Identify plan to promote and share Franciscan Tradition through storytelling and messaging.

- Analyzed and updated Franciscan Tradition/Felician Core Values language in promotional materials and recruitment scripts for Admission counselors and student leaders.

Initiative: Complete assessment of Franciscan Tradition/Felician Core

- Redesigned Master of Religious Education by newly hired Director of MARE with concentrations in Religious Studies, Pastoral Health Care, Leadership.

Goal 2. Nurture a Culture of Action, Franciscan Tradition, & Shared Leadership

Initiative: Establish a student leadership award for individuals who are invested in enhancing the Franciscan Tradition within the University.

- Over 100 students participated in community service serving the homeless with food insecurity in our surrounding areas.
- Our Sister's pantry provided food and hygiene supplies to students during the 2022-2023 academic year with over 125 visits and 225 packages dispersed.

Goal 3. Incorporate Justice, Diversity, Equity, and Inclusion as a cultural ethos

Initiative: Identify how our Franciscan Tradition can be interwoven into the President's Council on Justice, Diversity, Equity, and Inclusion (JEDI).

- Created a policy and process for all community members to report acts of discrimination or harassment based on protected classes (i.e. race, sexual orientation, gender identity, nationality...etc.).

Initiative: Identify organizations; e.g., Catholic Relief Services, Felician University United Nations program, The Center for Faith Justice, Franciscan focused ministries, etc., Felician University can partner with to organize events focused on the Felician core value of Justice and Peace.

- Established a resource allocation within the DEI budget for all affinity organizations on campus, both student and staff, to help financially support any programming the organizations want to host.

Initiative: Develop an interfaith council that will encourage interfaith dialogue between campus community members and broader Community, and identify key prayer experiences to celebrate faith.

- Through the mental health grant, JEDI and the Counseling Center will be training faculty and staff on cultural intelligence and how to connect and work with students of diverse backgrounds, Spring 2024.



Goal 4: Tell the Story and Expand the Audience

Initiative: Create content about Felician- achieving student outcomes, student care, support & development, core values. How we deliver on the promise.

- *Over the spring 2023 semester student spotlight testimonials were pushed out via social media*
- *To spotlight our seniors leading up to graduation, we initiated #FalconFridays with video content instead of static posts. This resulted with triple the amount of views, reaching a total of almost 60,000.*
- *Instagram Impressions increased 62.2% to 2.8 million impressions, meaning more users than ever have seen our content*
- *Engagements went up 18.4 % for a total of 54,339 engagements*

Theme II: Excellence in Learning & Curriculum Innovation

Goal 1. Build a Culture of Renewal

Initiative: Complete and implement a strategy and cycle of academic program review and assessment for all degree granting programs.

- *In fall of 2022, the Hanover Research Group completed a comprehensive assessment of Felician's academic programming, making recommendations for program assessment and growth. This in turn led to the proposal of a number of new academic programs at the undergraduate and graduate programs.*

Goal 2. Tailored Immersive Educational Experience

Initiative: Complete development of a four-year model of student success support for all students traditional, adult, and graduate.

- *In May 2023, the University launched a comprehensive model of student success support, creating a layered structure of academic advising, early alert, and student success coaching.*
- *In May 2023, the University finalized plans to expand its 3D (Dare, Dream, Do) program of student support to include a fourth year, thus creating a "4D Felician Experience". The 4D (Deliver) course offering in this series will be offered for the first time in spring 2024.*

Initiative: Finalize proposal for the full revision of the University's General Education curriculum, with focus on the Franciscan Tradition, Felician Core Values and JEDI.

- *In May 2023 the University finalized the first phase of a re-envisioning of the general education curriculum emphasizing the Franciscan tradition and Felician's core values. We will have a new general education program for all undergraduate students beginning in Fall 2024.*

Goal 3. Dynamic Academic Programming

Initiative: Implement comprehensive plan for academic program expansion, development and retirement.

- *In January 2023, Felician embarked on an impressive campaign of academic program development, including proposals for new undergraduate programs in Health Promotion and Wellness and Liberal Studies, as well as graduate programs in Cyber Security, Data Science and Occupational Therapy. These programs are moving through the State of NJ approval process. It is anticipated that recruitment will begin in January 2024, with the goal of first courses to be offered in Fall 2024.*

Initiative: Complete full integration of student-centered experiential learning requirements in all degree granting programs.

- *By May 2023, the University finalized a plan for the integration of hands-on learning experiences (internships) in all degree programs. Implementation of this plan will continue in the next academic year with an anticipated launch in fall 2024.*



Goal 4. Expand Felician University Beyond its Borders

Initiative: Fully implement online program offerings in partnership with RNL.

- The university completed the conversion to fully online for undergraduate programs in Computer Science and Psychology and graduate programs in Business Administration. Recruitment has begun for the fully online undergraduate programs. Graduate Education through KTA will offer its first cohort in Spring 2024. Online Counseling Psychology and Nursing will begin Fall 2024.

Initiative: Finalize enrollment partnership for the offering of fully online graduate programs in Counseling Psychology and Nursing

- The university finalized partnerships to expand our fully online offerings in graduate education in Counseling Psychology, Education and Nursing.

Goal 5: Meeting the Demand- Personal and Professional preparation for Life's Journey

Initiative: Develop a comprehensive University Marketing Plan

- Refreshed the homepage, academic landing page, apply and admission pages with new program information.
- Implemented Search Engine Optimization changes.
- December 2022 developed and launched a new program marketing plan process to ensure marketing plans for new programs are generated within one month of approval. This led to more comprehensive marketing materials and gives recruiters more comprehensive knowledge on new programs.

Goal 6. Enrollment Growth and Revenue Generation

Initiative: Rebuild international student population. Initial target of 20 additional enrolled international students.

- Our initial target was to enroll 20 additional international students; we exceeded our goal and enrolled 44 new international students.
- Initiated and signed partnership agreements with Hudson County Community College, Goya, Weehawken School District, Plainfield School District, CareWell Health East Orange, and CarePlus leading to enrollments for spring 2024.

Theme III: New Attitude - Be a School of Choice

Goal 1: Attract and Retain

Initiative: Analyze and revise current new student orientation, student programs, and leadership opportunities to develop strategies for improvement in 6-year graduation rate – 58%.

- Evolved and enhanced the new student Orientation with 91% of the 1st year and transfer student population attending.

Initiative: Implement 3 initiatives for Student Affairs to enhance student engagement and involvement from enrollment to graduation to improve student retention and graduate rates.

- Created a Student Management Team to facilitate the transition of incoming 1st Year students into the Falcon community.
- Created and expanded intramural program to increase student engagement
- Implement \$2.9 million Title V Grant to integrate student support services on both campuses
- Enrolled 63 honor students in fall 2023, as compared to 38 students in fall 2022
- Increased first-year retention rates by 10%
- Developed a Residential curriculum to improve residential experiences.
- Onboarded a new Early Alert System- Falcon Impact



Theme III: (Continued)

Goal 2: Generate Student Enthusiasm

Initiative: Improve and design innovative approaches to student success.

- *Implemented the Campus group tool, a data-driven platform to help students explore opportunities for engagement. Currently, 1,089 students have downloaded the application on their phone.*
- *Enhanced health and wellness center to offer medical, counseling, and well-being support virtually and in person.*

Initiative: Develop elevated and distinct experiential learning and leadership opportunities.

- *Expanded study abroad opportunities for the 2022/2023 academic year*
 - *Florence, Italy: four students*
 - *Istanbul, Turkey: seven students*
 - *Belfast, Northern Ireland: eight students*
 - *Dublin, Ireland: fifteen students*
 - *Barcelona, Spain: eight students*

Goal 3: Career-Focused Student Experience

Initiative: Develop elevated and distinct experiential learning opportunities by creating partnerships externally and across the campus, to promote out-of-the-classroom learning and high-impact workshops with industry leaders.

- *The university completed an on-campus work-study/student worker fair with opportunities for on campus employment.*
- *140 Students Registered for the On-Campus Student Work Job Fair.*
- *Launch 1st Virtual and Stem Career Fair*
- *Experiential Learning and employment opportunities were identified and shared with students and alumni campus wide.*

Theme IV: Enliven Philanthropy, Connect with the Community, Grow Felician Partners, Expand Our Reach

Goal 1: Increase Philanthropic Production

Initiative: Achieve defined targets for unrestricted, restricted, and capital revenue.

- *Established a fundraising plan reflecting goal of \$1.8m with focus on unrestricted giving.*

Initiative: Throughout Fiscal Year 2023 strengthen internal systems and operations to maximize philanthropic production

- *Added fundraising and prospect portfolio responsibilities to key staff.*
- *Established Moves Management process and weekly meetings for major donor prospects.*
- *Reestablished annual giving programs.*
- *Focused Office of Grants & Foundations on scholarship and unrestricted resources.*
- *Contracted with experienced Grants & Foundations Advisor.*
- *Hired Director of Development & Corporate Relations.*

Initiative: Create and launch compelling affinity groups that attract additional alumni and external participation, ultimately leading to philanthropic investment

- *Established Alumni500 Scholarship program.*



Theme IV: (Continued)

Goal 2: Culture of Robust Engagement

Initiative: Throughout Fiscal Year 2023, more fully engage and connect with the surrounding community

- *Increased post-pandemic Older is Better program.*
- *Partnered RadioFelician with local Chambers of Commerce for business promotions.*
- *Participated in local and regional events including parades, town fairs, national night out, and Rutherford Day.*
- *Participated in Lodi municipal flood relief effort.*

Goal 3: Partnership & Outreach Growth

Initiative: Throughout Fiscal Year 2023, strengthen current processes and implement additional methods to grow Felician's presence and brand outside our traditional boundaries.

- *Added Corporate Relations to Director of Development job description.*
- *Worked with City of Paterson for school district agreement.*
- *Established sponsorship from BCB Bank.*

Goal 4: Increase the Value of Felician University

Initiative: Strengthen Messaging

- *Established Communications Plan to increase earned media footprint.*
- *Increased output of press releases and press kits to maximize media exposure.*

Initiative: Develop and deploy a business community messaging plan to draw business and corporate sponsorship opportunities for University Relations.

- *Served as a facilities site for key partners including for graduations, promotion ceremonies, civic meetings, and not-for-profits.*
- *Hosted 2023 FACT Conference.*
- *Became a polling site for the Borough of Rutherford.*

Goal 5: Cultivate Strong Partnerships with Key Legislators, Businesses, Corporations and Influencers on the Local, State and National Levels

Initiative: Promote Felician University as a Trusted Partner of Local, State, and National Governments, and Community Organizations

- *Developed relationships with District Legislators, NJ Innovation, NJ Commission on Science, Technology & Innovation, Congressmen Bill Pascrell and Josh Gottheimer, and US Senators Booker and Menendez.*
- *Maintained and established organizational memberships including Chambers of Commerce, NJBIZ, CIANJ, professional organizations and not-for-profits.*
- *Maintained a calendar of regular meetings with local and regional business and government leaders.*



Theme V: WIN – Ensure Financial Health, Stability, and Sustainment

Goal 1: Focus on our Talent

Initiative: Develop and implement a holistic, mission-centered Employee Quality of Life Enhancement Plan, inclusive of wellness and work-life balance initiatives for all university employees.

- *Creation of Flexible Work Policy, leading to supervisor training and workshops to support application process. Process assessment conducted for policy update in AY 23-24.*
 - *82% of staff indicated an increase in productivity from the policy (with the other 18% indicating no change)*
 - *98% indicated their work tasks were made clear to them during remote work*
 - *87% of Supervisors claim it “significantly improved” staff well-being*
 - *82% of Supervisors felt their connection to their teams felt the same*
- *Renewed focus on employee wellness, quality of life, and work life balance.*

Initiative: Develop and launch a comprehensive Employee Professional Development Plan.

- *Increased Professional Development Opportunities for faculty and staff through internal and external offerings: Staff Assembly, Credo, McCallister & Quinn, National Conferences.*

Goal 2: Improve Business Systems and Organizational Alignment

Initiative: Develop and implement Year-One Goals of the Moving The Needle (MTN) initiative.

- *Launch of partnership with Credo Moving the Needle initiative, resulting in: Institutional Assessment Audit, Success Initiative Teams, Falcon Impact Holistic Student Success Platform. We are continuing to increase student retention through cohesive student support (rather than one-dimensional or siloed)*

Initiative: Assess an organizational restructure targeted for better alignment, efficiency, ownership, accountability, process improvements, and determine potential for increased fiscal management.

- *Organizational re-structure to best align institutional resources, student need, and maximize right-sizing of budget.*

Goal 3: Invest in Physical and Digital Capabilities

Initiative: Develop and implement Year-One Goals of the Moving The Needle (MTN) initiative.

- *Master Facilities Plan launched through a partnership with Felician University and DMR Architects. Completion of the Plan should be by the end of FY2024 or the beginning of FY2025.*

Initiative: Optimize Operational Excellence– University Technology

- *3-Year Technology Master Plan Drafted*
- *Installation of new network switches on Rutherford Campus to improve performance and bandwidth given the device volume.*
- *Movement to Cloud Server for Colleague Student Information System (October 2023)*
- *Launch of University-Wide Data Dashboard (December 2023)*



Theme V: (Continued)

Goal 4: Increase net tuition revenue through strategic undergraduate, graduate, and non-degree enrollment growth

Initiative: Fall 2023 increase student athlete population.

- *Enrolled 175 new athletes for a total of 385 athletes for the fall 2023 semester. This is the largest number of athletes enrolled at Felician.*

Initiative: Increase international enrollment Fall 2023.

- *Signed partnership agreements with four universities in Turkey. We have successfully run study abroad programs with these partnerships and have also been selected to participate in the ERASMUS Scholarship program. This will enable Turkish students to attend our University, with external scholarship dollars. We are working with our partners in Turkey to determine programming, student qualifications and goal numbers for Fall 2024.*

Initiative: Complete an analysis of recruitment strategies including, evaluating list buys and recruitment territories.

- *Completed a full assessment of recruitment territories and viable markets for future growth. Using this data, we have developed recruiter goals by territory and identified potential future students for the fall 2024 term.*
- *Met and exceeded enrollment goals for fall 2023.*



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Year 2
Initiatives & Outcomes
2023-2024



Year 2 Initiatives and Outcomes 2023-2024

Theme I: Revitalize the Franciscan Tradition

Goal 1. Become a preeminent Catholic Franciscan Felician University

Initiative: Build consistency in awareness of our identity across campus community and Board of Trustees. Include Mission Integration education within all on campus training/development and structured meeting groups

- *Established consistency in the awareness of our institutional identity across the campus community by integrating Mission Integration education into all on-campus training and development programs.*

Goal 2. Nurture a Culture of Action, Franciscan Tradition, & Shared Leadership

Initiative: Host four campus wide service projects throughout the academic year; November, December, March, and April

- *Completed two campus wide service projects. Fall semester = Feed the Hungry and Midnight Run. Spring semester = Two Midnight Run activities.*

Initiative: Create a campus culture that acknowledges and celebrates activity in the Franciscan Tradition

- *Angel on campus award given out on May 16, 2024. Grad students chose two professors, Dr. Ghahary and Dr. Younes. Undergraduate students chose David Crawford and Linda Parmelee (Chartwells).*

Initiative: Empower Felician Franciscan Formation Committee (FFFC) to become the ambassadors of mission and lead the core identity series including community outreach programs that align with values

- *Felician Franciscan Formation Committee (FFFC) has received formation and they are now Ambassadors across campus establishing additional programming and contact points.*

Initiative: Relaunch Blessed Mary Angela Institute

- *Relaunched Blessed Mary Angela Institute. We hired a new Director, reconstituted Advisory Board, and published information on Felician Website.*

Goal 3. Incorporate Justice, Diversity, Equity, and Inclusion as a Cultural Ethos

Initiative: Host a yearly Diversity Week, held each March. Including JEDI speaker series, roundtable discussions, and panels. Also including open forum/safe space

- *Diversity Week was held and successful with over 300+ students in attendance throughout the week.*



Goal 4. Tell the Story and Expand the Audience

Initiative: Ensure mission integration is included in the review and creation of all policies and academic curricula execution

- *Policies and statements have been reviewed for inclusion of Mission Integration and Core Values. Included were HR Policies and Hiring Procedures, School and Departmental Statements, Gen Ed Curriculum, Honors Program, 4D, Student Policies and Honor.*

Theme II: Excellence in Learning & Curriculum Innovation

Goal 1. Build a Culture of Renewal

Initiative: Evaluate and implement the results of the academic portfolio review

- *An initial comprehensive review of the academic portfolio assessment was completed. Work is underway to provide metrics that will assess the viability and financial contributions of each individual program. It is expected this work will be completed by May 2025.*

Goal 2. Tailored Immersive Educational Experience

Initiative: Finalize experiential learning into all degree programs

- *Experiential learning requirements have been added to all academic programs in the Schools of Arts and Sciences and Business and Information Sciences.*

Initiative: Create a roster of placement sites finalize

- *A placement site database has been created and is being prepared for use by internship champions*

Initiative: Finalize Internship Coordinators in each Academic School

- *Internship coordinators have been chosen for each school.*

Initiative: Integrate career advising and services into Academic Affairs/CASEL, implementing the "Day 1" initiative

- *The transition of Career Services into Academic Affairs is complete and the search for an Assistant Dean of Career Services has been completed.*



Goal 3. Dynamic Academic Programming

Initiative: Approval and implementation of new programs: MS Cybersecurity, MS Data Science, BA Liberal Studies, MS Occupational Therapy

- Program coding has been set up for the MS in Cybersecurity and the MS in Data Science. The master's program in Occupational Therapy has now been approved by the State of New Jersey and, per accreditation agency requirements (ACOTE), a program director has been hired.

Initiative: Complete feasibility analysis by May 2024 for Doctor of Education

- A complete program proposal for a Doctor of Education (EdD) program has been developed and approved by University administration. The proposal will be presented for final approval to the board of trustees in October 2024.

Initiative: Explore and identify additional programmatic expansion

- A new program proposal for a BA in Liberal Studies has been completed and is in the process of being submitted to the State of New Jersey for final approval.

Goal 4. Expand Felician University Beyond its Borders

Initiative: Update and create new articulation agreements with community colleges and high schools

- Signed high school partnership agreement with Lyndhurst HS; Finalizing transfer pathways for various programs with Middlesex College; Finalizing partnership with Rowan Medical School pathway program.

Initiative: Create a recruitment plan for international recruitment

- New Recruitment Plan for MS in Cybersecurity and the MS in Computer Science, as well as other graduate programs is underway.

Goal 5. Meeting the Demand: Personal and Professional Preparation for Life's Journey

Initiative: Through the "Felician Advantage," develop a series of academic badge offerings

- Rolled out the Felician Advantage in March 2024. Currently in draft stage of a contract with a badging partner.

Initiative: Develop a comprehensive set of course offerings leading to professional and academic certification

- Currently drafting full inventory of certificate programs offered and identifying additional certification opportunities.

Goal 6. Enrollment Growth and Revenue Generation

Initiative: Finalize the launch of the Felician Advantage (MindEdge)

- MindEdge launched in spring 2024.

Initiative: Increase enrollment: fully automate the student financial aid operations; clearly define AUG programming; ensure advisors are utilizing student planning tools

- New accelerated undergraduate admissions policy was approved, a full reconciliation of all active programs, student types and per credit rates has been completed. Completed a comprehensive summer course inventory. As students/advisors utilize the planning tool in Student Planning we will be able to project section/course needs.



Theme III: New Attitude: Be a School of Choice

Goal 1. Attract and Retain

Initiative: Expand advising services in CASEL to include all transfer students, NM students, and adult students

- *Expansion of advising to transfer and adult students through the Some College, No Degree grant support, enabling Felician to ensure all students are paired with an advisor.*

Initiative: Decrease number of students on first year probation through pilot GRIT program for incoming students

- *Pilot Pre-emptive GRIT program in Fall 2024 decreased incoming probation in 36% of students registered.*

Initiative: Credo Moving the Needle Project - Complete Phase I of Credo MTN project (encompassing years 1 & 2)

- *Credo's Moving the Needle:*
 - » *Incoming Fall 2023 cohort 1st year retention increased 2% to 82% (287/350)*
 - » *Completion of Phase I initiatives: Student Engagement, First Year Experience, and Intervention (with roll-out of Falcon Impact early alert system), all contributing to the continued increase in retention*
 - » *Phase II began in Summer 2024 with new focal points of: Institutional Student Success Plan, Learning Communities, Collaborative Leadership Series, Executive Leadership Training and continued focus on: Comprehensive First Year Experience & Intervention through Falcon Impact early alert system*

Initiative: Title V DOE Grant - Complete steps in accordance with existing timeline

- *Title V Grant:*
 - » *Moved into success hubs on both campuses and Project Manager, Navigator Manager, three Navigator positions filled*
 - » *The first Summer Bridge session was successfully conducted, providing targeted support to incoming students. This initiative aimed to enhance college readiness, foster student engagement, and improve retention rates*

Initiative: Get to the Finish Line Fund – Further develop workflow and communications around fund

- *Get to the Finish Line: Supported 13 students (primarily female: 12 of the 13), and racially diverse (the majority identifying as Black or African American), across various academic programs. This initiative ensured students with the greatest need could continue their education and stay on track for graduation.*

Goal 2. Generate Student Enthusiasm

Initiative: Build and Expand on Felician Tradition of Service

- *Increased range of student-led service opportunities resulted in higher student engagement and participation on campus. Notable programs include the inaugural "Farmers Market", "Felician Fights Famine Week" and "Feed the Hungry."*

Initiative: Creation of 2 pilot peer mentor programs

- *Established a First-Year Peer Mentor Program consisting of 15 peer mentors to support 350 first-year students.*



Initiative: Obtain the Seal of Excelencia » Create pride and enthusiasm around intentionally serving our Hispanic/Latino/a/x students amongst current and future students and community members.

- *Signed a three-year MOU agreement with Excelencia to participate in Modeling Intentionally serving Hispanic-Serving Institutions pilot project to support your institution's journey of learning and transformation to serve Latino students more intentionally.*

Goal 3. Career-Focused Student Experience

Initiative: Integrate career advising and services into Academic Affairs/Center for Career and Academic Success (CCAS), implementing the "Day 1" initiative

- *Career Services Integrated into CASEL, now CCAS, advisors cross-trained*

Initiative: Employer supported/validated career pathways opportunities that contribute to a measurable increase in post-graduate life (i.e. First Destination Survey)

- *Completed for last academic year (22-23: 73.86% Employment rate), launched the next cycle at Graduation Fair (374 responses of 586 grads).*

Theme IV: Enliven Philanthropy, Connect With the Community, Grow Felician Partners, Expand Outreach

Goal 1. Increase Philanthropic Production

Initiative: Finalize Annual Fund Plan (Spring)

- *Annual Fund goal exceeded. Spring Annual Giving Plan created.*

Initiative: Establish Strategic Athletics Fundraising Plan

- *Athletics Fundraising Plan established for Launch Fall 2024 and draft Athletics Fundraising Policies created.*

Initiative: Increase Alumni Philanthropy

- *Alumni Office established and executed a call plan with staff and volunteers.*
- *Alumni philanthropy exceeded goal by more than 100%.*

Initiative: Increase Corporate Donations

- *Spring Annual Giving Plan created and Spring Day of Giving exceeded goal.*
- *Successful Annual Scholarship Donor Recognition event was relaunched connecting donors, foundation board members, and corporate representatives with student recipients.*

Initiative: Create a University Fundraising Calendar

- *Fundraising calendar created and posted in the portal for community sharing.*



Goal 2. Culture of Robust Engagement

Initiative: Increase internal participation in fundraising

- *Some increase in leadership participation in events and fundraising efforts.*

Initiative: Increase Alumni engagement

- *Student Alumni Association Board reappointed and increase in student participation in alumni activities.*

Initiative: Increase Participation and Success of Competitive Grant Awards

- *Grant Advisor position created, and consultant secured.*
- *Revenue from awards increased.*

Goal 3. Partnership & Outreach Growth

Initiative: Increase articulation agreements

- *Increased number of agreements secured and in progress, including Lyndhurst Schools, Paterson Public Schools, Passaic Valley Water Commission, Passaic Valley Sewer Commission, Student2Science, Department of Labor, Bergen County One Stop.*

Initiative: Increase Corporate Agreements

- *Increased number of internship opportunities including with, healthcare systems operations and communications, law enforcement and the Bergen County Prosecutor's Office, financial services, and local non-profits.*

Initiative: Increase Participation in Organizations, Conferences, Meetings, and Presentations

- *Continued participation through Student Affairs in fundraising efforts for outside charities, walk-a-thons, and issue-based education such as hunger, opioid addiction, substance abuse, sexual violence, and mental health awareness.*

Initiative: Participation in Community Service and Projects to Improve Communities Implement a Mentorship Program

- *Alumni Engagement successfully lead the 2023-2024 Mentorship Program with a markedly increased number of students and mentors, and a full calendar of events.*
- *Year 3 of the Mentorship Grant will allow for further growth and development and integration of the program through CASE and the Honors Program.*

Goal 4. Increase the Value of Felician University

Initiative: Increase Communications

- *Communications content increased across all channels – homepage, press releases, digital screens, videos, podcasts, and companion social media.*

Initiative: Prepare Comprehensive Materials, Stories, and Collateral for Leadership and Other Ambassadors to Promote Felician

- *School of Business and Information Sciences Newsletter, Alumni Newsletter, and University Newsletter created and regularly scheduled through Communications.*



Initiative: Increase Media Relations and Earned Media Footprint

- *Media placements increased.*

Initiative: Increase Strategic Paid Media placement in Periodicals and Journals

- *Deliberate paid media pursued in local and regional electronic and print media including news, ads, and periodicals.*

Goal 5. Cultivate Strong Partnerships with Key Legislators, Businesses, Corporations and Influencers on the Local, State and National Levels

Initiative: Create Opportunities to Promote and Advocate for Felician University

- *Increased support and recommendations from Federal representatives for grant and appropriations submissions.*

Initiative: Develop Strong Relationships with Local, State, and Federal Legislators, and Associated Influencers

- *Greater response, recognition, and attendance from officials at Felician events and milestone activities.*

Initiative: Establish Felician University as Partner and Host of Organization, Corporate, and Government Events

- *Successful promotion and scheduling of outside events (5) with Felician as host or co-host.*

Theme V: WIN – Ensure Financial Health, Stability, and Sustainment

Goal 1. Focus on our Talent

Initiative: Intentionally diversify our talent pool. Creating a possible pathway to success with Goya/Chamber/Hispanic Chamber of Commerce etc. Advertising in professional journals.

- *Research completed on additional posting venues for diversity hiring completed. Four additional venues identified will be communicated to hiring supervisors.*

Initiative: Employee Referral Program (external recruitment)-For current employees create an employee referral program (tie in a bonus dollar amount) to help recruit external professionals.

- *Employee Referral Bonus Program created and shared with the community in May 2024.*

Initiative: Employee Investments and Development: Develop a workshop schedule for employee professional development. Initiate with a survey to determine needs and wants.

- *List of workshops created and shared in late 2023.*

Goal 2. Improve Business Systems and Organizational Alignment

Initiative: Operation Clean Up - Conduct a comprehensive business process review within the Registrar's Office, focusing on optimizing student planning

- *Program review with the Deans has been completed to ensure that the catalog requirements and current HUB are in alignment. "Change of Major" via AssureSign is completed.*



Goal 3. Invest in Physical and Digital Capabilities

Initiative: Find one common space for Faculty/Staff on each campus to have lunch/coffee/break away from students

- *Included as part of the Master Facility plan with DMR*

Initiative: Find grants and/or donors to support the upgrading of major classrooms improvements and major building improvements

- *Various grants are in process which will include facility type funding.*

Initiative: IT Infrastructure Lodi Campus – Complete phase 2 of 1-G to 10 G for the Lodi Campus

- *Obal Hall and Library upgrades completed in Lodi.*

Goal 4. Increase Net Tuition Revenue Through Strategic Undergraduate, Graduate, and Non-Degree Enrollment Growth

Initiative: Create other revenue streams

- *Conference and Events remain on target for an estimated \$300k in additional revenue.*

Initiative: Lower Scholarships (Reduce Discount Rate by 2%)

- *TDR for the Fall 2024 semester is approximately 60%, reduced by 1%.*

Initiative: Develop and implement a comprehensive strategy for Stackable Credentials and Micro-Credentials

- *MindEdge was launched in spring 2024*



**FELICIAN
UNIVERSITY**
The Franciscan University of New Jersey

Year 3
Initiatives
2024-2025





Year 3 Initiatives 2024-2025

Theme I: Revitalize the Franciscan Tradition

Goal 1. Become a preminent Catholic Franciscan Felician University

Initiative: Build consistency in awareness of our identity across campus community and Board of Trustees. Include an understanding of our Felician-Franciscan Catholic identity within all on campus training/development, structured meeting groups, and policies. This includes, but is not limited to: new student and transfer orientation; RA training; adjuncts orientation, Faculty Development Day; staff assembly; and faculty senate.

Initiative: Ensure departments are embracing our Felician-Franciscan Catholic identity in the work they do through aligned strategic plans and mission statements.

Initiative: Faculty will receive an instrument to review courses for elements that connect to mission identity.

Initiative: Create plan for student leaders that will allow them to learn about the University's Franciscan and JEDI identities, while also empowering the students to teach their peers through programming, focus groups, safe spaces, workshops, etc.

Goal 2. Nurture a Culture of Action, Franciscan Tradition, & Shared Leadership

Initiative: Creation of a calendar of themed months throughout academic year that invites students, staff and faculty into tangible examples our Franciscan values.

- *Connect with Residential Curriculum themed months, which cover each value.*

Initiative: Hosting four campus wide service projects throughout the academic year; that will allow for Felician's community to service the Bergen/Essex County communities. All service projects will be specifically selected so that Felician can engage in Campus wide service projects that allow Felician to connect with those in need.

Initiative: Information will be shared with students and staff in the Fall and Spring semesters to explain and explore the relationship between the university and the Felician Sisters.

Initiative: Include Mission and Core Value training into adjunct faculty onboarding requirements.

Goal 3. Incorporate Justice, Diversity, Equity, and Inclusion as a Cultural Ethos

Initiative: Increase safe spaces on campus through allowing for communities to talk with, learn from, and find other community members who they share connections with. This will help with retention of BIPOC employees and also help with students' sense of belonging.

Initiative: Ensure the University's "buy in" and commitment to DEI, through the handbooks and policies we currently have and also the job descriptions we utilize so that candidates applying to come to Felician University already know our commitment to the work.

Initiative: Hosting a yearly Diversity Week, held each April. Including JEDI speaker series, roundtable discussions, and panels. Also including open forum/safe space. Advertising and promoting the week, beginning in January 2025, to help with attendance and participation.



Goal 4. Tell the Story and Expand the Audience

Initiative: Develop new programming that is explicitly grounded in our Felician Franciscan identity so that participants gain a better understanding of our heritage that makes our story engaging and relevant to daily life

Initiative: Create marketing plan to roll out on Felician Radio, Felician social media platforms, Falcon Connection, and on-campus televisions, which will cover: Felician accomplishments that align with the Franciscan Values; video series that defines what a preeminent Catholic Franciscan University is/does; what it means to be a Catholic Franciscan University; and the overall promotion of who Felician is.

Theme II: Excellence in Learning & Curriculum Innovation

Goal 1. Build a Culture of Renewal

Initiative: Complete comprehensive assessments of all academic programs.

Goal 2. Tailored Immersive Educational Experience

Initiative: Launch new Gen Ed with UNIV-401 experiential capstone.

Initiative: Verify internship requirements and planning across all 4 school programs.

Goal 3. Dynamic Academic Programming

Initiative: Develop new and expanded academic programming for adult learners, as well as graduate and doctoral students.

Initiative: Explore the feasibility of developing new academic programs in the allied health arena.

Goal 4. Expand Felician University Beyond its Borders

Initiative: Cultivate new partnerships and leverage current ones with agencies in India, China, Bangladesh, Vietnam, and Turkey.

Initiative: Focus on STEM programs, highlight current OPT (Optional Practical Training) and CPT (Curricular Practical Training), programs that allow international students in the United States on F-1 visas to gain practical experience related to their field of study, to produce content for social media.

Initiative: Streamline transfer credit evaluation.

Initiative: Review CIPs (Classification of Instructional Programs) for all university programs for STEM OPT expansion.

Initiative: Forge partnerships with domestic companies in conjunction with the Career Center.

Initiative: Create a recruitment plan.

Initiative: Create a community college pipeline.

Initiative: Create a marketing plan with collateral.



Goal 5. Meeting the Demand – Personal and Professional Preparation for Life’s Journey

Initiative: Reach out to local businesses and communities.

Initiative: Partner with existing courses (could be experiential learning or internships).

Initiative: Reduce cost for existing Felician community.

Initiative: Allow phone system to distribute information (instead of playing music during “hold”).

Initiative: During a University event (Homecoming, etc.), raffle off a free course.

Initiative: Promote on internal television

Goal 6. Enrollment Growth and Revenue Generation

Initiative: Update AUG messaging on website to reflect any adult needing flexibility of online programming

Initiative: Identify AUG programs, terms, and ensure curriculum, matches terms.

Initiative: Identify a brand and create marketing plan.

Initiative: Create agreements with trade schools and home school associations.

Initiative: Add graduate programs on AUG marketing materials. Revisit graduate programs on AUG marketing materials.

Initiative: Institutionalize policy and practice of PLA, marketing and brand plan.

Initiative: Identify a technological solution for the evaluation and transfer credit to ensure a fair process.

Initiative: Connect with Ocean County College and Brookdale Community College regarding online programming (articulation agreements).

Initiative: Review current articulation agreements and refresh if needed.

Initiative: Design AS degree in Pre-Nursing (Health Science).

Initiative: Explore development of a hybrid ABSN in an alternate location in South Jersey

Initiative: Update website with all articulation agreements.

Initiative: Create and promote more engagement opportunities for commuter students.

Initiative: Examine current HS partnerships to evaluate ROI and identify two new partners to create pipelines.

Initiative: Implement territory and progress specific counselor goals to increase yield of commuter students by 10%.

Initiative: Explore additional NACAC territory management training opportunities to increase counselor preparedness.

Initiative: Integrate registration data into admissions systems to accurately track enrollment status of new students.

Initiative: Develop more territory-based reporting to track counselor goals and progress.

Initiative: Annual Review of organization contacts and school reports to identify student profile.

Initiative: Successful implementation of new graduate programs.



Initiative: Enhance marketing outreach (social media, viewbook).

Initiative: Develop further partnerships and connections.

Initiative: Collaborate with other departments to build inventory.

Initiative: Expand the graduate admissions team and graduate assistants.

Initiative: Increase student support services (research, internships, and retention).

Initiative: Revisit and finalize financial incentives and discounts for graduate students; explore scholarship opportunities (scholarship universe).

Theme III: New Attitude – Be a School of Choice

Goal 1. Attract and Retain

Initiative: Launch comprehensive First Year Experience initiative, unifying goals, events across students' first year experience.

Initiative: Expand Falcon Impact data implementation & training to better monitor student needs & progress.

Initiative: Increase placement testing rate to 75% of incoming undergraduate students for proper placement in first year courses.

Initiative: Expand Peer Led Tutor Learning opportunities, targeting humanities courses: ENG 101, PHIL 100, PHIL 250 (Title V).

Initiative: Increase GRIT program (Goals, Resilience, Integrity, Tenacity) predictive program enrollment by 20%.

Initiative: Mandatory tutoring is component in predictive GRIT program.

Initiative: Add required touch base with advisor to UNIV-201: mapping progress to academic degree plan.

Initiative: Expand Honors course offerings to increase the number of students completing Honors program requirements.

Initiative: Clarify advising & registration process across all advisors (training as needed).

Initiative: Transfer Student Fair

Initiative: Make UNIV-250 mandatory for transfer students.

Initiative: BMI: Black Male Initiative - Workshop Series addressing needs of black male students.

Goal 2. Generate Student Enthusiasm

Initiative: Increase-community-wide registration events held.

Initiative: Conduct assessment of LLCs (Living Learning Communities) within Res Life Curriculum Spaces for LLC placement.

Initiative: Partner with university partners to identify student groups for LLC pilot.



Initiative: Develop and implement enriched engagement program to support the success and effectiveness of pilot LLC.

Initiative: Develop and implement assessment tools to evaluate success and effectiveness of pilot LLC.

Initiative: Create a student volunteer program to assist with Franco's training and presence at university events.

Initiative: Peer Mentorship program: creation of 2 pilot peer mentorship programs.

Initiative: Continue to create pride and enthusiasm around intentionally serving our Hispanic/Latino/a/x students.

Goal 3. Career-Focused Student Experience

Initiative: Improve collaboration and communication regarding the value of internships and new experiential learning requirement.

Initiative: Redesign and plan launch of First Destination Survey to help achieve increased career outcomes rate and improve quality of data collection.

Initiative: Provide targeted and collaborative programming to increase exposure to career experiences, skills, and opportunities.

Initiative: Improve promotion and utilization of Symplicity and other online career resources.

Theme IV: Enliven Philanthropy, Connect with the Community, Grow Felician Partners, Expand Our Reach

Goal 1. Increase Philanthropic Production

Initiative: Create an annual fundraising plan (AFP).

Initiative: Restructure staffing and create personal portfolios and refocus activities.

Goal 2. Culture of Robust Engagement

Initiative: Review of all outbound development communications/appeals against return.

Initiative: To enhance engagement, database requires clean-up.

Goal 3. Partnership & Outreach Growth

Initiative: Participate in government and business-oriented associations to expand awareness and advocacy.

Initiative: Strategic and systematic outreach to connect with business community, chamber members, associations, others particularly around key schools within Felician.



Goal 4. Increase the Value of Felician University

Initiative: Reallocation of personnel to a strategic advancement process will highlight key opportunities for philanthropic investment.

Goal 5. Cultivate Strong Partnerships with Key Legislators, Businesses, Corporations and Influencers on the Local, State and National Levels

Initiative: Reach out to newly elected officials.

Initiative: Work in collaboration with Marketing and Communications to solidify messages for government and business-related outreach.

Initiative: Work with McAllister & Quinn to align with public grant opportunities.

Theme V: WIN – ENSURE Financial Health, Stability, and Sustainment

Goal 1. Focus on Our Talent

Initiative: Improve Employee Morale

Initiative: Supervisor Sell Felician Supervisors will need to be on board on how to “sell” Felician to possible employees during the interview process: highlight the benefits of working at the University (time off, tuition remission, etc.)

Initiative: For current employees create micro incentives to want to engage more by being on grant committees, ad hoc boards, and additional committees as we grow. We need to reward our talent in house not only monetarily but by extra time off or other incentives.

Initiative: For current employees, ensure all receive equal and fair treatment by receiving performance appraisals on time and adequate feedback by their supervisors. Succession planning should also be documented somewhere in performance appraisal as well as merit-based raises to ensure employees are getting recognized for the extra work they are taking on for committees and boards they sit on that their colleagues may not necessarily take on.

Goal 2. Improve Business Systems and Organizational Alignment

Initiative: Training and Tracking

Initiative: Compensation: Salary market analysis for all current positions including faculty. Classify positions into bands of categories to promote equity.

Initiative: Hiring Protocols: Standardized training for search committee participants, including creation of suggested questions and rubrics to evaluate candidates, development of processes for recruiting diverse candidates; create and implement a record-keeping mechanism to ensure documentation of hiring activities for every search conducted.



Initiative: Leverage Usage Data Support Data to Support Campus Wide Goals for Student Success

Initiative: Maximize Agility to Alleviate Budget Pressure through duplicative system purchases

Initiative: Make Data-Driven Decisions

Initiative: Increase Operational Efficiencies (Operation Clean UP)

Initiative: Implement New Gen Ed

Initiative: Implement Felician Badges

Initiative: Create a connection between Colleague and Brightspace integration for automation between the student information system and Learning Management System

Initiative: Increase Effective Communication between business systems (Information Systems and Business Processes through Data Governance Policies and Procedures)

Initiative: Watermark Integration with APR's

Goal 3. Invest in Physical and Digital Capabilities

Initiative: Leverage AI through Microsoft for Business Processes with Copilot with the new Purchase of the License in Summer 2024

Initiative: Engage the community in Identity Management

Initiative: Discover how AI and Emerging Technology can Strategically support core initiatives (Academic and IT)

Initiative: Network Infrastructure NJ Edge-Improvements

Initiative: Upgrade faculty & staff hardware and software needs

Initiative: Sustain Innovation in a Changing World

Goal 4. Increase Net Tuition Revenue Through Strategic Undergraduate, Graduate, and Non-Degree Enrollment Growth

Initiative: Positive Cash Flow – Improve cashflow by impacting other areas such as an increase in Conference & Events Services Revenue by 150%.

Initiative: Balance Budget - increase enrollment by 2400-2500; Increase Contribution goals by \$1.8 million-\$2m; Decrease Tuition Discount Rate (TDR) by 2-3%. Control Expenses, keep it flat.