

FELICIAN UNIVERSITY

STRATEGIC BRIDGE PLAN 2019 – 2021



Mission Statement

Felician is an independent co-educational Catholic/Franciscan University founded and sponsored by the Felician Sisters to educate a diverse population of students within the framework of a liberal arts tradition. Its mission is to provide a full complement of learning experiences, reinforced with strong academic and student development programs designed to bring students to their highest potential and prepare them to meet the challenges of the new century with informed minds and understanding hearts. The enduring purpose of Felician University is to promote a love for learning, a desire for God, self-knowledge, service to others, and respect for all creation.

Vision Statement

To be a pre-eminent Catholic Franciscan University where scholarship and the practice of teaching and learning place students first in the enduring quest for truth and the persistent pursuit of competence, character, and compassion.

Felician Franciscan Values

Respect for Human Dignity ... our reverence for and commitment to promoting and protecting the dignity of persons.

Compassion ... an empathetic consciousness of others expressed in caring service.

Transformation ... the process that encourages an open mind and heart, leading to continuous improvement of the person and ministry.

Solidarity with the Poor ... ensuring the needs of the poor and vulnerable are met through advocacy and action.

Justice and Peace ... forging right relationships, recreating a sustainable environment, promoting the common good - all in the pursuit of peace.

Founded in 1942 and sponsored by the Felician Sisters, Felician University is guided by the values of Saint Francis and educates a diverse student body of many faiths. We educate the whole student – mind, body and spirit. We accomplish this by offering:

- Academically rigorous instruction
- Highly qualified and committed faculty members
- Small class sizes with an average of 15 students per class
- 14 NCAA Division II athletic programs, 14 CACC team championships
- 10 NAIA All Americans (National Association of Intercollegiate Athletics)
- 6 NCAA All-Americans, 14 Academic All-Americans
- Scholarships and grants
- Small-town friendliness only 10 miles from New York City at our two suburban campuses – Rutherford and Lodi, New Jersey
- Various opportunities for students to explore their faith and serve others through Campus Ministry, service learning and academic pursuits.

Felician students practice what they are learning by engaging in direct learning experiences:

- United Nations Fellows Program
- Honors Program
- Internship opportunities
- Study Abroad Program
- Field experience and clinical residencies
- Service learning

Felician ranked third among private institutions in New Jersey for best value in 2017, according to payscale.com

Felician University's Master of Science in Nursing (MSN) degree program ranked as one of the best online graduate nursing programs in the nation by U.S. News and World Report in 2018

Felician University is ranked the #1 Safest College Campus in New Jersey in 2018, according to niche.com

Strategic Planning Principles

Strategic Objectives

Measures of Success

The following Five Principles set priorities and give direction to the important opportunities and challenges Felician will address over the next two years as Felician engages in the MSCHE Self-Study. The Principles and Self-Study will provide guidance for the 2020-2021 strategic thinking process for the development of the next Felician Strategic Plan. The Strategic Objectives will guide our development of initiatives and the Measures of Success will ensure measurable outcomes.

Strategic Planning Principle 1 - Felician University is a preeminent Catholic Felician Franciscan institution, which embodies the mission & values of our heritage.

Strategic Objective 1

Enhance leadership opportunities grounded in the Felician Franciscan Core Values emphasizing the relational nature of leadership and its transformative dimension, across the University.

Measure of Success

Implementation of five new leadership programs

Strategic Objective 2

Articulate and promote the value of the Felician Franciscan programs/experiences.

Measure of Success

Achieve enrollment goals across all student groups.

Strategic Planning Principle 2 - Felician University
Engages in Community & Global Collaborations.

Strategic Objective 1

Integrate service learning and service to the community equitably throughout the University.

Measure of Success

An aligned and integrated set of service initiatives by spring 2021.

Strategic Objective 2

Add new programs to meet new demands and expand partnerships and affiliations.

Measure of Success

Identification and development of five new programs and partnerships in health professions; technology; business and education.

Strategic Planning Principle 3 - Felician University seeks to graduate students with competence, character, and compassion to be global citizens of leadership & service through innovative & interdisciplinary programs & services.

Strategic Objective 1

Enhance the culture of collaborative experiences that evoke student learning outcomes focusing on leadership, competence, character and compassion.

Measure of Success

Increase retention rates for incoming FRESHMEN –
YEAR 1 to YEAR 2: 84% Retention - 2019
YEAR 2 to YEAR 3: 70% Retention - 2018

Strategic Objective 2

Review, develop and communicate initiatives to improve student retention and graduation rates using data to guide decision-making.

Measure of Success

Increase six-year graduation rate to achieve a 50% six-year graduation rate (4 percentage points) 2015
Freshman Class

Strategic Planning Principle 4 - Embody the values of our Felician Franciscan heritage as stewards of our assets and property within the framework of our institutional advancement efforts & our fiscal sustainability

Strategic Objective 1

Strengthen the culture of stewardship for the fiscal assets and property of the University.

Measure of Success

Observable improvement in survey results measuring the culture of stewardship.

Strategic Objective 2

Fiscal responsibility and sustained growth.

Measure of Success

10% Revenue growth; and alignment of budget with strategic initiatives

Strategic Planning Principle 5 - We will ensure institutional effectiveness through innovative organizational policies and practices.

Strategic Objective 1

Enhance and build upon the current efforts of the University community to ensure sustainability in support of the Mission and the vision of the Institution.

Measure of Success

Expand the environment of innovation for curricular and co-curricular activities, to achieve an increase of 3 percentage points from 87% to 90% overall student satisfaction based on graduating senior survey.

Strategic Objective 2

Use Shared Governance to foster collaboration toward policy and procedure development that contribute to academic/student success.

Measure of Success

Alignment Board, Staff, and Faculty of the University with the Shared Governance Model.

Senior Administrative Officers

Anne Prisco, Ph.D.

President

Columbia University, Ph.D., M.B.A., Fordham University, M.Phil., Columbia University, B.S.,
University of Arizona

Francine Andrea, B.S.

Vice President of Administration

Rutgers University, B.S.

Sylvia McGeary, Ph.D.

Vice President for Academic Affairs and Mission Integration

College of St. Elizabeth, B.A., Fordham University, M.A., Fordham University, Ph.D.

Maura DeNicola, M.A.

Interim Vice President, University Advancement

Boston College, B.A., Teachers College, Columbia University, M.A.

Ronald A. Gray, Ph.D.

Vice President of Student Affairs and Dean of Students

University of Pittsburgh, Ph.D., The State University College at Buffalo, M.S., The Pennsylvania
State University, B.S.

Priscilla Klymenko

Vice President of Enrollment Management & Marketing

Montclair State University, M.A., Felician College, B.A.

Thomas Truchan, CPA

Chief Financial Officer and Vice President of Business and Finance

St. Peter's College, B.S.

Robert Clougherty, Ph.D.

Vice President for Technology, Design and Innovation

Graduate Institute of Modern Letters at the University of Tulsa, Ph.D., Texas Woman's
University, M.A., Villanova University, B.A.

Academic Affairs

George E. Abaunza, Ph.D.

Dean of the School of Arts & Sciences

Professor of Philosophy; Ph.D., Florida State University, M.A., Florida State University, B.A., Florida International University

Deidre Letson-Christofalo, Ed.D.

Dean for the School of Business and the Center for Innovation and Professional Studies

Ed.D., Organizational Leadership with a concentration in Higher Education Administration, Nova Southeastern University, M.A., Administration and Supervision of Adult Education and Training, Montclair State University, B.A., Communications, Fairleigh Dickinson University, Certificate in Design Thinking and Innovation, Stanford University

Stephanie McGowan, Ed.D.

Dean of the School of Education

Assistant Professor of Education; Fordham University, Ed.D., Seton Hall University, Ed.S., Seton Hall University, M.A., Seton Hall University, B.A.

Christine Cloutier Mihal, Ed.D., R.N.

Dean of the School of Nursing

Seton Hall University College of Education and Human Services, Ed.D., Seton Hall University College of Nursing, M.S.N, Russell Sage College, School of Nursing, B.S.N.

Dolores M. Henchy, D.Min.

Dean, Institutional Assessment and Academic Success Programs

Professor of Religious Education; D.Min., Drew University, M.Div., Immaculate Conception Seminary, M.S., Fordham University, B.A., Herbert H. Lehman College of the City University of New York, Certified Master Online Instructor, U. of Illinois