



OFFICE OF THE PRESIDENT

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Strategic Plan Success and Achievements

Educate. Enrich. Elevate.

2022-2025 Outcomes

Rooted in Felician Franciscan values, Felician University has long sought to nurture each student's potential while fostering a lifelong love of learning, self-awareness, service, and respect for all creation.

Over the past three years, representative members of our university community have worked collaboratively to implement a comprehensive strategic plan—one designed to respond thoughtfully to present challenges, anticipate future demands, and ensure the sustainable fulfillment of the University's founding mission. This period of intentional planning and action has strengthened our ability to remain faithful to our core values and identity while pursuing ambitious goals that support the evolving needs of our students and the communities we serve.

Throughout this journey, Felician University has remained firmly committed to the Felician Franciscan values upon which the Felician Sisters founded the institution more than 80 years ago. The enduring vision of guiding each student toward their highest potential—while promoting a love of learning, a desire for God, self-knowledge, service to others, and respect for all creation—has continued to shape daily life at Felician. These principles are lived and reinforced through the purposeful actions of our dedicated faculty and staff and are deeply embedded within the framework of the strategic plan that has guided our recent progress.

Our comprehensive plan is comprised 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

We express our deep gratitude for the unwavering commitment and collaborative spirit of our entire Felician University Community. Together, we embarked on the strategic planning journey, shaping goals and initiatives that ultimately culminated in an inspiring and celebratory kick-off event back in August 2021. Your collective dedication and support are the driving force behind our continued progress.

Theme I: Revitalize The Franciscan Tradition

GOAL ONE | Become a preeminent Catholic Franciscan Felician University

Significant progress was made in strengthening and institutionalizing Felician's Catholic Franciscan identity across leadership, academics, student life, and operations. Key leadership appointments advanced mission-driven governance, while academic programs, most notably the redesigned Master of Religious Education, were realigned to reflect and support the advancement of Franciscan values. Mission integration was embedded into student orientation, onboarding, training, and leadership development, ensuring consistent formation for students, faculty, and staff. Core values language was standardized across job postings, performance evaluations, recruitment materials, and mission statements, supported by new assessment instruments and metrics. Collectively, these efforts established a cohesive, measurable, and sustainable framework for mission and values integration throughout the University. The collective result of these actions has allowed us to confidently and outwardly brand Felician as a preeminent Catholic Franciscan University with integrity and conviction.

- 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.
- Reviewed and assessed current student orientation sessions to integrate the Mission into revised Student Orientation programs.
- 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.
- Analyzed and updated Franciscan Tradition/Felician Core Values language in promotional materials and recruitment scripts for Admission counselors and student leaders.
- Redesigned Master of Religious Education by newly hired Director of MARE with concentrations in Religious Studies, Pastoral Health Care, Leadership.
- 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.
- Provided a revised mission and core value orientation has been provided at all levels of university life as part of onboarding processes. This is presented to new and continuing employees across staff and faculty and to students through their 4D classes and RA training.
- Shared an instrument for core value and mission element identification shared with faculty to review current/elements and suggest additional new components. It will be utilized in AY25/26 so that initial metrics can then be utilized for ongoing evaluation.
- Reviewed all mission statements have been reviewed for consistency with Felician-Franciscan Catholic identity in collaboration with the Assessment Council

- Implemented training for all participants in Student Club Leadership, Student Government and Residence Life Leadership received training in Franciscan and JEDI principles in the Spring Semester; moving forward this will be coordinated and completed through the new Values Integration Council.

GOAL TWO | Nurture a Culture of Action, Franciscan Tradition, and Shared Leadership

The University significantly expanded mission-centered engagement, formation, and service across campus and the surrounding community. More than 100 students participated in service addressing food insecurity, supported by multiple campus-wide initiatives and partnerships with local organizations. Student support efforts were strengthened through Our Sister's Pantry, which provided essential food and hygiene resources to students in need. Mission recognition and formation were advanced through campus-wide awards, the development of Franciscan Formation Ambassadors, and the relaunch of the Blessed Mary Angela Institute with new leadership and governance. Collaboration between Student Affairs and Mission Integration elevated inclusive, values-driven programming through themed, monthly celebrations. Additionally, faculty formation was enhanced with new in-person and virtual orientation modules to ensure consistent integration of Franciscan tradition and core values across instructional staff. We continue to see growth in organic integration of service and mission leadership opportunities across all programs and areas of the University, and these opportunities continue to be sought after and desired by our community members, staff, and students alike.

- 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.
- Completed two campus-wide service projects. Fall semester = Feed the Hungry and Midnight Run. Spring semester = Two Midnight Run activities.
- 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).
- Felician Franciscan Formation Committee (FFFC) has received formation, and they are now Ambassadors across campus establishing additional programming and contact points.
- Relaunched Blessed Mary Angela Institute. We hired a new director, reconstituted the Advisory Board, and published information on the Felician website.
- Student Affairs and Mission Integration collaborated on a calendar of themed, monthly celebrations to spotlight University community members and highlight the fulfillment of our charism and core values. Moving forward, the oversight, direction, and evaluation of this calendar will be supervised by the Values Integration Council.

- Felician collaborated in two “Feed the Hungry” evenings with meal preparation and delivery in the area. Service projects were also held in collaboration with Boys and Girls Club of Lodi, Eva’s Village in Paterson, and the three Mercy House locations in Newark, Jersey City, and Elizabeth.
- Adjunct faculty received a new in-person module as part of their orientation to teaching at the University. For all those unable to attend in person, a video orientation to Franciscan tradition and Core Values was created by MI and shared with all adjunct faculty.

GOAL THREE | Incorporate Justice, Diversity, Equity, and Inclusion as a cultural ethos

The University advanced its commitment to justice, equity, diversity, and inclusion by strengthening policies, resources, and overall community engagement. A formal process was established for reporting discrimination and harassment, ensuring clarity, accountability, and support for all community members. Dedicated DEI funding was allocated to sustain student and staff affinity organizations and their programming. Faculty and staff development was expanded through culturally-responsive training in partnership with the Counseling Center. Campus-wide engagement increased through a rebranded and highly attended Week of L.O.V.E. (Living Our Values Everyday) and a successful Diversity Week, while affinity groups and safe spaces emerged to foster belonging and community across residential and co-curricular settings.

- 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.).
- 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.
- Beginning in spring 2024, through the mental health grant, JEDI and the Counseling Center began training faculty and staff on cultural intelligence and how to connect and work with students of diverse backgrounds.
- Diversity Week, now called “Week of L.O.V.E (Living Our Values Every day), was held and successful with over 300 students throughout the week.
- Safe spaces have been offered to students, but more strategy on where who to provide these spaces needs to be determined. Students have begun forming affinity groups through the Engagement office and the Residence Hall LLCs.

GOAL FOUR | Tell the Story and Expand the Audience

The University strengthened mission-centered storytelling and institutional alignment through strategic communications and policy integration. Student-focused social media initiatives, including #FalconFridays video spotlights, significantly expanded reach and engagement, resulting in substantial growth in

impressions and interactions. Mission Integration and Core Values were systematically embedded across institutional policies, academic programs, and student frameworks, ensuring consistency throughout the University. Charism and core values were further amplified through coordinated social media campaigns, ambassador-led formation efforts, and campus-wide celebrations, including Mission & Heritage Week and the 150th anniversary of the Felician Sisters' ministry in North America. Together, these efforts enhanced visibility, coherence, and shared understanding of Felician's Franciscan identity across digital and campus communities. Continued growth in storytelling will be integral to audience growth and engagement, as our authenticity and strong Franciscan foundation is what will propel our brand positioning and reputation.

- 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 in triple the number of views, reaching a total of almost 60,000.
 - Instagram impressions increased 62.2% to 2.8 million, meaning more users than ever have seen our content.
 - Engagements went up 18.4 % for a total of 54,339 engagements.
- 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.
- Charism and core values shared through social media campaigns in campus ministry and mission integration; felician franciscan formation committee members received training that was in turn shared with their respective areas of the community as identity ambassadors.
- Achieved through 2024 Mission & Heritage Week under the theme of "The Lord has done great things for us and we are filled with joy," also targeted posts and celebration of the 150th anniversary of the Felician Sisters' ministry in North America.

Theme II: Excellence in Learning and Curriculum Innovation

GOAL ONE | Build a Culture of Renewal

Felician advanced academic planning and program development through a comprehensive external review of academic offerings conducted by the Hanover Research Group. Their assessment informed strategic recommendations for program evaluation, growth, and the proposal of new undergraduate and graduate programs. Building on this work, individual program profiles were completed and will serve as the foundation for ongoing assessment, results analysis, and data-informed academic decision-making.

- In fall 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 levels.
- Individual program profiles have been completed, to be followed by an assessment of results and recommendations.

GOAL TWO | Tailored, Immersive Educational Experience

The University significantly advanced student success and academic innovation through the launch of a comprehensive, layered model of academic advising, early alert, and student–success coaching. Student support was further strengthened by expanding the 3D program into a four-year 4D Felician Experience, with the new capstone 4D (Deliver) course introduced in spring 2024. Academic transformation continued with the re-envisioning of the general education curriculum, centering the Franciscan tradition and Felician’s core values. The curriculum received full approval from Faculty Senate and the Board of Trustees and launched in fall 2025. Additionally, experiential learning requirements were embedded across all academic programs in all four schools, ensuring students graduate with meaningful, applied learning experiences aligned with institutional values.

- 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.
- 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. A new general education program for all undergraduate students launched in fall 2025.
- The curriculum has been finalized and approved by Faculty Senate. The curriculum was approved by the board of Trustees and launched in fall 2025.
- Experiential learning requirements have been built into all academic programs across all four schools.

GOAL THREE | Dynamic Academic Programming

Felician launched an ambitious academic program development initiative, advancing new undergraduate and graduate offerings aligned with workforce demand and student interest. Proposed programs in Health Promotion and Wellness, Liberal Studies, Cyber Security, Data Science, and Occupational Therapy progressed through accreditation and the New Jersey state approval process, positioning the University for expanded recruitment and enrollment growth. The Institution also finalized a university-wide plan

to integrate hands-on learning and internship experiences into all degree programs, with phased implementation that began in fall 2024. In parallel, development was completed on several additional offerings, including the Doctor of Education (EdD) program, which launched in fall 2025, a post-master's certificate in School Counseling, and an undergraduate Liberal Studies program, further strengthening Felician's academic portfolio. New programs continue to be launched across all disciplines, contributing to growth in University enrollment.

- 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 moved through the accreditation and the State of NJ approval process and recruitment has begun.
- 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 has begun and continues to grow across all disciplines.
- Work has been completed on the Doctor of Education (Ed.D.) program and launched fall 2025. A post master's certificate in School Counseling and an undergraduate program in Liberal Studies have also been completed.

GOAL FOUR | Expand Felician University Beyond its Borders

The University significantly expanded its online and international education strategy through program conversion, partnerships, and targeted recruitment initiatives. Multiple undergraduate and graduate programs transitioned to fully online delivery, with new cohorts launching across Business, Education, Counseling Psychology, Nursing, and STEM disciplines. Strategic partnerships were finalized and renegotiated with international recruitment organizations, resulting in active global recruitment for Felician's graduate STEM programs. Marketing efforts were strengthened through new digital campaigns, webinars, in-person outreach, and updated recruitment materials, generating leads in targeted geographic regions. Operational enhancements—including streamlined transfer credit tracking, updated academic classifications, and expanded community partnerships—further supported enrollment growth. Together, these efforts advanced Felician's strategic plan for international recruitment and positioned the University for sustainable online and global enrollment expansion.

- The University completed the conversion to fully online for undergraduate programs in Computer Science and Psychology and graduate programs in Business Administration. Recruitment for these programs began in 2024 and continue to see significant interest and growth.
- The University finalized partnerships to expand our fully online offerings in graduate programs in Counseling Psychology, Education and Nursing. Our fully online MSN has been designated as one of the best online graduate nursing programs in the nation by Princeton Review.

- Partnership agreements with KC Overseas Education and Career Mosaic have been renegotiated; Partnership agreements have been established with Slate Education Foundation and Shorelight. All partners are actively recruiting for Felician’s MS programs in Computer Science, Data Science, and Cybersecurity.
- Brochures/pamphlets have been produced to market Felician’s MS programs in Computer Science, Data Science, and Cybersecurity. “Lunch and learn” seminars, webinars and targeted digital ad campaigns were launched to promote Felician’s MS programs in Computer Science, Data Science, and Cybersecurity in Western Europe.
- Creation of a tracking spreadsheet has streamlined the transfer credit process.
- All CIPs are up to date.
- We now have partnerships with Boys and Girls Club, Goya, Think Big for Kids, and others. On- and off-campus events include admission presentations, boot camps, ESL classes and professional development opportunities.
- “Strategic Plan for Recruitment of International Students” was produced last fall and presented to the President and Cabinet.
- Director of International as well as Transfer Counselors have distributed flyers and reached out to Community College International Offices to set appointments for the 2025/2026 Academic Year.
- New marketing was put into place that included social media to reach international students. Digital marketing generated leads in targeted geographic areas. New marketing materials include updated flyers and giveaways for recruitment events.

GOAL FIVE | Meeting the Demand—Personal and Professional Preparation for Life’s Journey

The University strengthened its digital presence and program marketing infrastructure through targeted website enhancements and process improvements. Key web pages—including the homepage, academic landing pages, and admissions content—were refreshed to highlight new and updated academic programs, supported by the implementation of search engine optimization strategies to improve visibility and reach. A standardized marketing process was launched to ensure timely, comprehensive marketing support for new academic offerings, equipping admissions advisors with clearer messaging and program knowledge. In parallel, academic leadership completed program reviews and mapping where appropriate, and employee tuition benefits were reinforced through a structured reduced-rate policy with annual limits, supporting professional development and institutional alignment.

- Refreshed the University website 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 knowledge on new programs.
- Employees can take classes at a reduced rate; however, there is a limit per year.

GOAL SIX | Enrollment Growth and Revenue Generation

The University achieved strong enrollment and operational gains across undergraduate, graduate, and international markets. International enrollment exceeded targets, more than doubling the initial goal, while new institutional and employer partnerships generated additional enrollments for spring 2024 and beyond. Significant progress was made in brand development and visibility with the launch of the AUG website, refreshed brand elements, and expanded social media activity. Recruitment and admissions operations were strengthened through territory-based counselor management, enhanced training, improved reporting in Slate (applicant tracking), and full integration of graduate programs into enterprise systems. Transfer pathways and student mobility were advanced through updated articulation agreements, a new transfer credit evaluation platform, and expanded advising and promotional pathways for Liberal Studies and Health Promotion and Wellness. Student experience and persistence were further supported through new partnerships, continuous enrollment scheduling, streamlined registration and advising processes, refined enrollment projections, and expanded financial support initiatives, including Scholarship Universe and an enhanced Promise Program.

- 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.
- AUG website is LIVE
- AUG programs have been identified and the term structure has been confirmed.
- Secondary color pallets have been approved, and a new tag line has been created. New brand materials have been, and continue to be, printed and deployed.
- Implementation of a new platform has begun for the evaluation of transfer credit to ensure a fair process.

- Articulation agreements for Union, Bergen, Passaic, and Hudson community colleges have been reviewed and are being updated.
- Students can be advised of the AA Liberal Arts, BA Liberal Studies, or HPW – promotional materials will be produced.
- Partnerships with Lyndhurst and Rutherford high schools are in place; students registered.
- All counselors have territory goals and reports have been developed in Slate to allow the Admissions Director to monitor progress.
- Counselors have attended online training sessions by NACAC.
- Territory reports are completed and run on a scheduled basis.
- All graduate programs are created in Slate and Colleague.
- New strategies have increased social media activity and impact.
- Onboarded KeyPath (MSN & MACP), and FootPath (stop-outs, readmits, SCND). Smaller partnerships include GOYA ESL, and new dual enrollment with Lyndhurst High School.
- Additional courses were added to the schedule to assist graduate students with continuous enrollment to shorten graduation time.
- Developed GPS inbox and shared with our KTA partners to streamline student questions and improve their experience once enrolled.
- GPS team partnered with academics for Cert/Grad EDU to ensure bulk registration was completed where needed.
- GPS team worked CERT/Grad EDU holds to ensure smooth registration.
- Developed refined EM GRAD/CERT projections, met or exceeded goals in some categories for fall and spring.
- Launched Scholarship Universe (Fall '24). Expanded Promise program to transfer students, so they are treated as first-year students now. Reset rates for graduate programs.

Theme III: New Attitude—Be a School of Choice

GOAL ONE | Attract and Retain

The University made substantial advancements in student engagement, support, and retention across first-year, transfer, adult, and honors populations. Orientation programs were enhanced, with 91% participation from first-year and transfer students, complemented by a new residential curriculum and

the creation of a Student Management Team to facilitate community integration. First-year retention increased by 10%, and honors enrollment grew significantly from 38 to 63 students.

Student success infrastructure was strengthened through the launch of the Falcon Impact early alert system, implementation of a \$2.9 million Title V Grant to expand integrated support services and success hubs, and the piloting of preemptive interventions such as the GRIT program, which reduced incoming probation by 36%. Programs like Summer Bridge, Get to the Finish Line, and expanded advising for transfer/adult students directly supported at-risk and underrepresented populations.

Institutional assessment initiatives, including Credo's Moving the Needle, Phase I and II programs, and targeted workshops, focused on student engagement, learning communities, collaborative leadership, and comprehensive first-year experience strategies. Early metrics demonstrate positive impacts: first-year retention for fall 2023 increased to 82%, second-year retention for Fall 2025 shows a 3% gain, and a 93% testing rate was achieved for incoming cohorts. Collectively, these efforts reflect a coordinated, data-driven approach to improving student persistence, engagement, and success across all campuses.

- Evolved and enhanced the new student orientation with 91% of the first-year and transfer student population attending.
- Developed a residential curriculum to improve residential experiences.
- Created a Student Management Team to facilitate the transition of incoming 1st Year students into the Falcon community.
- Increased first-year retention rates by 10%.
- Onboarded a new Early Alert System–Falcon Impact.
- Implement \$2.9 million Title V Grant to integrate student support services on both campuses.
- Created and expanded intramural program to increase student engagement (awaiting stats).
- Enrolled 63 honor students in fall 2023, as compared to 38 students in fall 2022.
- Expansion of advising to transfer and adult students through the *Some College, No Degree* grant, enabling Felician to ensure all students are paired with an advisor.
- Pilot preemptive GRIT program in fall 2024 decreased incoming probation in 36% of students registered.
- Credo's moving the needle:
 - Incoming fall 2023 cohort first-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: institutional student success plan, learning communities, collaborative leadership series, executive leadership training and continued

focus on: Comprehensive First Year Experience and Intervention through Falcon Impact early alert system.

- 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.
- 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.
- A lead has been identified, University representation has been identified, regular meetings are being planned, and charge is being finalized. Goals will be worked on in collaboration.
- 93.16% testing rate achieved: 259/278 of the incoming FA24 TUG cohort.
- Fall 2025 impact: Pre-Census September 2025 shows second-year retention increased 3%: 55% for 22 cohort, 58% for 23 cohort.
- Committee/task force has been created and meeting monthly. Workshops are being piloted to build interest among students.

GOAL TWO | Generate Student Enthusiasm

The University advanced student engagement, wellness, global learning, and inclusive excellence through a series of innovative initiatives. A data-driven Campus Group platform was launched, enabling 1,089 students to explore engagement opportunities. An expanded health and wellness center offers in-person and virtual medical, counseling, and well-being services. Study abroad participation grew across multiple international destinations, enhancing global learning and cross-cultural experiences.

Student engagement increased through new student-led service programs, including Farmers Market, Felician Fights Famine Week, and Feed the Hungry, alongside the establishment of a First-Year Peer Mentor Program supporting 350 students. Collaborative registration events improved continuing student enrollment, achieving 98% of TUG budget goals.

The University strengthened its commitment to serving diverse populations through a three-year MOU with Excelencia, launching the Modeling Intentionally Serving Hispanic-Serving Institutions pilot project to enhance support for Latinx students. A robust Hispanic Heritage Month calendar, peer mentorship programming, and ongoing cohort initiatives reflect sustained efforts to foster inclusive excellence and position Felician as a model Hispanic-Serving Institution. These efforts culminated with Felician being recognized as a top 100 Hispanic Serving Institution by Washington Monthly Magazine.

- 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.
- 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: 15 students
 - Barcelona, Spain: eight students
- 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.
- Established a First-Year Peer Mentor Program consisting of 15 peer mentors to support 350 first-year students.
- 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”.
- Collaborative registration events held through the fall 2024 and spring 2025 with campus partners, aligning both campus-wide events and targeted events, helping increase registration of continuing students. TUG Continuing May 25: 98% to budget. May 24: 87%
- Peer Mentor program launched for first-year and transfer students. Cohorts, events, and classroom visits have been on-going.
- A robust University-wide Hispanic Heritage Month calendar was created. An Excelencia 3-year pilot project launched through on-boarding sessions with an identified cohort. Leadership will be representing Felician University, September 29 to October 1 [2026] in Washington, D.C. at an invite-only Excelencia conference. Although the initial groundwork and enthusiasm has begun, this will be an on-going effort as Felician strives to be the model HSI for serving with intentionality.

GOAL THREE | Career-Focused Student Experience

The University significantly enhanced career readiness, experiential learning, and employment opportunities for students and alumni. On-campus and virtual career fairs—including the inaugural STEM Career Fair—engaged over 140 students and provided comprehensive access to internships

and work-study positions. Career services were fully integrated into advising, with cross-trained advisors supporting students across schools, while targeted workshops, classroom visits, and one-on-one appointments facilitated skill development in leadership, resume building, and interview preparation.

Career-outcomes tracking demonstrated strong results, with a 73.86% employment rate for the 2022–23 academic year and 88% of students reporting positive career outcomes in the 2024 survey. Experiential learning and career readiness were embedded in the curriculum through UNIV 101, 201, 250, and 301 courses, including FOCUS–2 assessments completed by 43% of students, providing foundational career exploration and planning. Overall, these efforts created a coordinated, data-driven framework to support student career success and workforce preparation.

- The University completed an on-campus work-study/student worker fair with opportunities for on campus employment—140 students registered.
- Launch first Virtual and Stem Career Fair
 - Experiential learning and employment opportunities were identified and shared with students and alumni campus-wide.
- Career Services integrated into CASEL, now CCAS, and advisors were cross-trained.
- Completed for last academic year (22–23: 73.86% Employment rate), launched the next cycle at Graduation Fair (374 responses of 586 grads).
- Communicated with students and internship coordinators in SAS and SOBIS regarding internships and communication with student-athletes. Stats for 2024: 98 student appointments in Symplicity regarding internships and workshops/info tables in November, March and April, FIESTA workshops in October and March, class visits, internship Instagram posts from Symplicity and other sources. Worked with faculty and registrar and EL task force in fall and spring.
- Attained 2024 survey results: 88% career outcomes, 84% knowledge rate. Used Symplicity to run 2025 survey; data collection for current year in progress.
- Presented “Marketing Your Leadership Skills” training for peer mentors, Resume Workshop, FIESTA students, resume/interviewing skills and SAINTS scholars. Internship info session held November 6, EOF internship meeting December 4, PSYC 250 visit March 17, FIESTA STEM summer internship session March 24, Career & Advising Resources Fair on April 2, Honors meeting April 28, internship workshop April 24.
- Created lessons for UNIV 101, 250, 201, and 301 incorporating career readiness.
- 158 UNIV–101 students completed FOCUS–2 assessment in September 2024 (43%).

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

GOAL ONE | Increase Philanthropic Production

The University significantly strengthened its advancement and fundraising operations, achieving a 64% increase in annual giving over FY 2023. A comprehensive fundraising plan targeting \$1.8M, with emphasis on unrestricted support, guided the development of major donor strategies, Moves Management processes, and weekly prospect meetings. Key staffing enhancements included the hiring of a Director of Development & Corporate Relations and contracting an experienced Grants & Foundations Advisor; while fundraising responsibilities and prospect portfolios were strategically distributed across staff.

Annual giving programs, including the Alumni500 Scholarship initiative, were relaunched and exceeded goals. Alumni philanthropy surpassed targets by over 100%, and Spring Day of Giving also exceeded expectations. The University established structured fundraising calendars, Athletics Fundraising plans and policies, and recognized donors through events connecting them with student recipients and foundation partners. Together, these initiatives created a robust, coordinated, and sustainable advancement infrastructure, positioning the University for continued growth in philanthropic support.

- Established a fundraising plan reflecting a goal of \$1.8m with focus on unrestricted giving.
- Added fundraising and prospect portfolio responsibilities to key staff.
- Established Moves Management process and weekly meetings for major donor prospects.
- Reestablished annual giving programs.
- Established Alumni500 Scholarship program.
- Focused Office of Grants & Foundations on scholarship and unrestricted resources.
- Contracted with experienced Grants & Foundations Advisor.
- Hired Director of Development & Corporate Relations.
- Annual Fund goal exceeded. Spring Annual Giving Plan created.
- Athletics fundraising plan established for launch fall 2024 and draft athletics fundraising policies created.
- Alumni Office established and executed a call plan with staff and volunteers.
- Alumni philanthropy exceeded goal by more than 100%.
- 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.
- Fundraising calendar created and posted in the portal for community sharing.

- Giving plan was adopted and implemented during the year. Annual fundraising increased by 64% over FY 2023. Reorganization of the department continues with significant improvements to policies, procedures, and processes to create a comprehensive advancement program.

GOAL TWO | Culture of Robust Engagement

The University strengthened community engagement, alumni participation, and grant-supported revenue generation. Post-pandemic outreach initiatives, including the Older is Better program, were expanded, while RadioFelician partnered with local Chambers of Commerce to promote regional businesses. The University actively participated in municipal and regional events, including parades, town fairs, National Night Out, Rutherford Day, and local flood relief efforts, increasing visibility and community impact.

Alumni engagement was enhanced through reappointment of the Student Alumni Association Board and increased student participation in alumni activities. Operational capacity for external funding was bolstered with the creation of a Grant Advisor position and engagement of a consultant, resulting in increased revenue from awards. These efforts collectively advanced Felician's community presence, student-alumni connections, and resource development initiatives.

- 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.
- Noted increase in leadership participation in events and fundraising efforts.
- Student Alumni Association Board reappointed and an increase in student participation in alumni activities was noted.
- Grant Advisor position created and consultant secured.
- Revenue from awards increased.

GOAL THREE | Partnership and Outreach Growth

The University strengthened corporate, community, and alumni engagement while expanding experiential learning opportunities. Corporate relations responsibilities were added to the Director of Development role, resulting in increased sponsorships and partnership agreements with local schools, municipal agencies, and workforce programs, including BCB Bank, Lyndhurst Schools, Paterson Public Schools, Passaic Valley Water Commission, Student2Science, and Bergen County One Stop. Internship opportunities were broadened across healthcare, law enforcement, financial services, and nonprofit sectors, providing students with hands-on professional experience.

Student Affairs continued active participation in fundraising and awareness initiatives addressing hunger, substance abuse, sexual violence, and mental health. Alumni engagement was further strengthened through the 2023–2024 Mentorship Program, which saw significant growth in student and mentor participation and a full calendar of events. Year three of the Mentorship Grant will support further program expansion and integration with the CASE and Honors programs, fostering meaningful connections and career development for students.

- Added Corporate Relations to Director of Development job description.
- Worked with City of Paterson for school district agreement.
- Established sponsorship from BCB Bank.
- 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.
- Increased number of internship opportunities with organizations, including: healthcare systems operations and communications, law enforcement and the Bergen County Prosecutor’s Office, financial services, and local non-profits.
- 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.
- Alumni Engagement successfully led the 2023–2024 Mentorship Program with a marked increase in the 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 FOUR | Increase the Value of Felician University

The University strengthened its communications strategy and public presence through expanded media outreach, digital content, and community engagement. A comprehensive Communications Plan increased earned media footprint, with higher output of press releases, press kits, and targeted paid media across local and regional print, electronic, and social channels. Communications content was enhanced across multiple platforms, including the University website homepage, digital screens, videos, podcasts, and regularly scheduled newsletters for the School of Business and Information Sciences, alumni, and the broader University community.

The university also served as a hub for civic and community activities, hosting the 2023 FACT Conference, graduation and promotion ceremonies, civic meetings, and acting as a polling site for the Borough of Rutherford. Strategic alignment with fundraising initiatives, including the annual appeal and inauguration

activities, contributed to a 64% year-over-year increase in giving. These efforts collectively elevated Felician's visibility, engagement, and community impact.

- Established a communications plan to increase earned media footprint.
- Increased output of press releases and press kits to maximize media exposure.
- Served as a facilities site for key partners, including for graduations, promotion ceremonies, civic meetings, and nonprofits.
- Hosted 2023 FACT Conference.
- Became a polling site for the Borough of Rutherford.
- Communications content increased across all channels – website homepage, press releases, digital screens, videos, podcasts, and companion social media.
- School of Business and Information Sciences Newsletter, Alumni Newsletter, and University Newsletter created and regularly scheduled through Communications.
- Targeted paid media pursued in local and regional electronic and print media including news, ads, and periodicals.
- Media placements increased.
- Realignment towards face-to-face fundraising and specific project appeals will take place in second half of FY. Focus has been on annual appeal and inauguration related activities. Year-over-year resulted in a 64% increase.

GOAL FIVE | Cultivate Strong Partnerships with Key Legislators, Businesses, Corporations and Influencers on the Local, State and National Levels

The University strengthened its government relations and advocacy efforts at the local, state, and federal levels. Strategic relationships were developed with legislators, congressional representatives, U.S. senators, and state agencies, enhancing support and recommendations for grant and appropriations submissions. Organizational memberships with chambers of commerce, professional associations, and nonprofits were maintained and expanded, providing broader networking and influence opportunities.

Regular engagement with business and government leaders increased attendance, recognition, and participation at University events and milestone activities. Felician successfully hosted or co-hosted five external events, further elevating its public profile. In response to changes in federal administration, ongoing evaluation of existing grants and identification of new funding opportunities strengthened the University's position in securing public awards, ensuring visibility and alignment with policy and funding priorities.

- Developed relationships with district legislators, NJ Innovation, NJ Commission on Science, Technology & Innovation; Congressmen Bill Pascrell and Josh Gottheimer; and US Senators Cory Booker and Bob 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.
- Increased support and recommendations from federal representatives for grant and appropriations submissions.
- Garnered increased response, recognition, and attendance from officials at Felician events and milestone activities.
- Successful promotion and scheduling of outside events (5) with Felician as host or co-host.
- Cards sent and work now shifts to key races (governor) to best position ourselves to make Felician known in the public space.
- Given the changes in administration in D.C., McCallister & Quinn has worked closely with Felician to evaluate status of our existing grants and seek opportunities for additional possible grant sources. This relationship is critical and has proved beneficial in securing awards in the public space.

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

GOAL ONE | Focus on Our Talent

The University advanced employee well-being, professional development, and operational effectiveness through the implementation of strategic policies and programs. A new Flexible Work Policy, supported by supervisor training and workshops, increased productivity and well-being, with 82% of staff reporting higher productivity and 87% of supervisors noting significant improvements in staff well-being. Clear communication of tasks and strong team connections were maintained during remote work.

Professional development opportunities were expanded through internal and external offerings, including Staff Assembly sessions, Credo programs, McCallister & Quinn workshops, and national conferences. Efforts to enhance recruitment and retention included research on additional diversity hiring venues and the launch of an Employee Referral Bonus Program.

Employee engagement and morale were further supported with Employee Appreciation Day, Summer Fridays, Veterans Day recognition, and weekly wellness tips. Governance and accountability were strengthened through the inclusion of the University Controller on grant committees and the introduction of new performance appraisal forms, ensuring consistent evaluation and proper budgeting practices. These initiatives collectively fostered a supportive, skilled, and engaged workforce aligned with institutional goals.

- Creation of Flexible Work Policy, leading to supervisor training and workshops to support the 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.
- Increased professional development opportunities for faculty and staff through internal and external offerings: Staff Assembly, Credo, McCallister & Quinn, national conferences.
- Research completed on additional posting venues for diversity hiring completed. Four additional venues identified will be communicated to hiring supervisors.
- Employee Referral Bonus Program created and shared with the community in May 2024.
- List of workshops created and shared in late 2023.
- The University has added Employee Appreciation Day, additional summer Fridays, and Veterans Day. There are stress-relieving tips provided weekly in the Monday Moments. A climate assessment can also be conducted.
- “Selling Tips” complete, should be incorporated as part of Interviewing Techniques. Training modules have been developed and “tips” are sent out at least monthly.
- Committees will now have the University Controller on each committee to ensure proper budgeting of each grant. Each grant now has committee members assigned.
- New performance appraisal forms were provided to supervisors in May 2025. Statistics are being compiled to determine rate of completion.

GOAL TWO | Improve Business Systems and Organizational Alignment

The university enhanced student success, institutional effectiveness, and technology integration through coordinated initiatives and organizational realignment. Partnership with Credo’s Moving the Needle initiative established a comprehensive Institutional Assessment Audit, Success Initiative Teams, and the Falcon Impact holistic student success platform, fostering cohesive, multi-dimensional support to improve retention. Organizational restructuring optimized resource allocation, aligned institutional priorities with student needs, and supported budget right-sizing.

Academic and administrative processes were streamlined, including program review with Deans, alignment of catalog requirements, digital completion of change-of-major forms via AssureSign, and revamp of registrar workflows to accelerate transfer evaluations and enrollment. Technology integration advanced through the successful connection of Brightspace and Colleague, implementation of SSO, and digital certificate issuance, with reporting and workshops for faculty, staff, and students enhancing adoption and competency.

Data-driven decision-making was supported through enhanced probation reporting, Informer dashboard deployment to Deans and VPs, and a series of targeted workshops. Assessment and reporting processes, including APR calendar documentation, were completed to ensure accountability and continuous improvement across academic and administrative functions.

- 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).
- Organizational re-structure to best align institutional resources, student need, and maximize right-sizing of budget.
- 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.
- IS Spring to summer 2025: In Conjunction with School Deans, developed more detailed reporting for probationary students; expanded use of Informer or self-timed reporting views on "not yet registered," term report, and registered reports.
- IS Informer rolled out to Deans & VP's and ongoing training provided throughout spring 2025. To be continued in fall 2025 for additional staff usage.
- All completed revamps of forms completed in Assure in Registrar's office. Hired vendor to execute transfer evaluations to expedite enrollment process.
- Digital certificates were issued for August 20, 2025
- IS completed integration process for Brightspace June 2025 with go live in AY2026. Brightspace implementation completed; reporting to be available in AY 2026. Connection was completed in July 2025. SSO went live August 11, 2025. Connection will go live in winter 2026. CAT to provide workshops on grade return.
- Data collection in progress for spring 2025 to be collected in whole for May 2025. CAT surveys sent-no responses were received. Totals for AY 2024-25 workshops: CAT: 21 student workshops and 66 faculty workshops offered. IS: two staff workshops with Ent Informer and three staff workshops with Perceptive content. IT: four student workshops and 14 faculty/staff workshops offered.
- The calendar for APR's was completed and documented in the Assessment report AY 2023-2024.

GOAL THREE | Invest in Physical and Digital Capabilities

The University advanced campus infrastructure, technology integration, and digital learning support through strategic planning and targeted initiatives. The Master Facilities Plan, developed in partnership with DMR Architects, is on track for completion by FY2024–25, with upgrades already completed to Obal Hall and the Library in Lodi, and capital funding allocated in the FY26 budget for continued improvements. A 3-Year Technology Master Plan was drafted, supporting enhancements including new network switches on the Rutherford Campus and migration of the Colleague Student Information System to the cloud. A University-wide data dashboard was launched in December 2023 to centralize reporting and inform decision-making.

IT and academic technology initiatives emphasized security, professional development, and emerging trends. Microsoft cybersecurity campaigns, phishing simulations, and live workshops engaged faculty, staff, and students, while a series of new CAT/IT workshops addressed AI in the classroom, OER, Zoom best practices, and Office 365 productivity. Faculty engagement in AI-focused surveys and task forces informed curricular innovation and future planning. Together, these efforts strengthened operational resilience, technology adoption, and academic innovation across the University.

- Master Facilities Plan launched through a partnership with Felician University and DMR Architects. Completion of the Plan expected by the end of FY2024 or the beginning of FY2025.
- 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).
- Included as part of the Master Facility plan with DMR.
- Various grants are in process which will include facility type funding.
- Obal Hall and Library upgrades completed in Lodi.
- Fall 2024 Co Pilot Workshops offered: Five workshops offered, 153 of Staff/Faculty attended.
- Microsoft cyber security campaign launched to faculty and staff and live student workshops offered four student modules. 121 attended in spring. Microsoft phishing simulation testing and trainings conducted for all staff in June 2025. Training sent to 467 staff—completion rate of 57%.
- First survey sent August 2024. Second survey will be sent December 2, 2024. Four new workshops on AI developed for academic schools based on prior survey. Small focus groups were found effective, and three focus groups were completed. Next steps are for AI faculty/task force to be developed spring 2025 under Provost direction. This will be revisited in March 2025. This was turned over to the newly-formed AI Task Force. A survey was sent to the University and results are being compiled. This has been rolled over to the new strategic plan.

- FY 26 budget allocates \$800k for spending related to the Master Facility Plan and an additional \$700k for other capital improvement plans.
- New workshops series launched in fall (August 2024), collaboration between IT/IS/CAT extended to Villa Maria for partnership online attendance. Five new workshops provided by CAT. CAT met the goal by teaching and five new topics per semester with emerging trends: AI in the classroom; OER, Embracing AI, Zoom Best Practices, and Incorporating AI Into the Curriculum. IT met goal and offered three new workshops per semester: Cyber Security Data Protection, AI Tips & Tricks–Ethical Use, and Productivity Basics in Office 365.

GOAL FOUR | Increase net tuition revenue through strategic undergraduate, graduate, and non-degree enrollment growth.

The University achieved record growth in student-athlete enrollment, with 175 new athletes bringing the total to 385 for Fall 2023—the largest athletic cohort in Felician history. Strategic international partnerships were established with four universities in Turkey, supporting successful study abroad programs and participation in the ERASMUS Scholarship program, enabling Turkish students to attend Felician with external scholarship funding.

Recruitment efforts were data-driven, with a full assessment of territories and viable markets informing recruiter goals and prospective student identification for fall 2024, contributing to exceeded fall 2023 enrollment targets. Conference and events initiatives remain on track to generate an estimated \$300K in additional revenue. Operational improvements included the launch of Mind Edge in spring 2024 and careful monitoring of TDR for fall 2024, which is projected at approximately 60%. These efforts collectively strengthened enrollment, international engagement, and institutional revenue streams.

- Enrolled 175 new athletes for a total of 385 athletes for the fall 2023 semester. This is the largest number of athletes ever enrolled at Felician.
- 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.
- 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.
- Conferences and events remain on target for an estimated \$300k in additional revenue.
- TDR for the fall 2024 semester is approximately 60%, reduced by 1%.
- Mind Edge was launched in spring 2024.