Highlights of

ST. JOHN’S STRATEGIC PLAN

2004-2008
TABLE OF CONTENTS

Letter from the President .................. 1
Mission Statement ....................... 2
Core Values ............................. 3
Vision Statement ......................... 4
From the Academic Vision Statement of the Provost ............ 5
Strategic Direction ....................... 6
Institutional Goals and Priorities ........... 7
Measures of Success ..................... 14
St. John’s At a Glance ................... 15

A complete copy of the Strategic Plan is available on the Intranet at http://intranet.stjohns.edu/strategicplan
Dear Colleagues,

Attached are highlights from the University’s Strategic Plan through 2008. As you are aware, the plan has resulted from the collaborative efforts of all segments of the St. John’s Community – faculty, administrators, staff, students and alumni – who have given careful and thoughtful attention to shaping the future of our University. The plan was unanimously endorsed by the University Senate in February and by the Executive Planning Committee in March and then unanimously approved by the Board of Trustees at its April 8-9, 2005, Board Retreat.

The document, part of our ongoing planning process, is intended to provide an institutional framework for each of the individual units as they develop and implement their own plans. It is a living document which will be subject to review and updating, informed by your comments and suggestions and responsive to internal challenges and changes in the external environment.

The six academic priorities articulated within the plan demonstrate our ongoing commitment to attaining academic excellence and enhancing our institutional reputation. The other priorities are supporting activities that will enable us to build on our strengths, extend our vision and seize opportunities emerging from a changing environment.

I look forward to working with you to implement the plan. Through it I believe that we can realize our vision of gaining national recognition as a distinctive, student-centered learning community for the 21st century.

Sincerely,

Donald J. Harrington, C.M.

Donald J. Harrington, C.M.
President
St. John’s University is Catholic, Vincentian and Metropolitan

As a university, we commit ourselves to academic excellence and the pursuit of wisdom, which flows from free inquiry, religious values and human experience. We strive to preserve and enhance an atmosphere in which scholarly research, imaginative methodology, global awareness and an enthusiastic quest for truth serve as the basis of a vital teaching-learning process and the development of lifelong learning. Our core curriculum in the liberal arts and sciences aims to enrich lives as well as professions and serves to unify the undergraduate experience. Graduate and professional schools express our commitment to research, rigorous standards and innovative application of knowledge. We aim not only to be excellent professionals with an ability to analyze and articulate clearly what is, but also to develop the ethical and aesthetic values to imagine and help realize what might be.

St. John’s is a Catholic university, founded in 1870 in response to an invitation of the first Bishop of Brooklyn, John Loughlin, to provide the youth of the city with an intellectual and moral education. We embrace the Judeo-Christian ideals of respect for the rights and dignity of every person and each individual’s responsibility for the world in which we live. We commit ourselves to create a climate patterned on the life and teaching of Jesus Christ as embodied in the traditions and practices of the Roman Catholic Church. Our community, which comprises members of many faiths, strives for an openness which is “wholly directed to all that is true, all that deserves respect, all that is honest, pure, admirable, decent, virtuous, or worthy of praise” (Philippians 4:8). Thus, the University is a place where the church reflects upon itself and the world as it engages in dialogue with other religious traditions.

St. John’s is a Vincentian university, inspired by St. Vincent de Paul’s compassion and zeal for service. We strive to provide excellent education for all people, especially those lacking economic, physical or social advantages. Community service programs combine with reflective learning to enlarge the classroom experience. Wherever possible, we devote our intellectual and physical resources to search out the causes of poverty and social injustice and to encourage solutions which are adaptable, effective and concrete. In the Vincentian tradition, we seek to foster a world view and to further efforts toward global harmony and development, by creating an atmosphere in which all may imbibe and embody the spirit of compassionate concern for others so characteristic of Vincent.

St. John’s is a metropolitan university. We benefit from the cultural diversity, the intellectual and artistic resources, and the unique professional educational opportunities offered by New York City, Rome and other international cities. With this richness comes responsibility. We encourage these metropolitan communities to use our resources to serve their needs. On the local, state, national and international levels, our alumni serve as effective leaders and responsible citizens. We pledge to foster those qualities required for anticipating and responding to the educational, ethical, cultural, social, professional and religious needs of dynamic cities in a dynamic world.

Mission Statement of St. John’s University, New York
Approved by the Board of Trustees, March 15, 1999
CORE VALUES

**Truth**
Knowledge in accord with reality, behavior faithful to ethical standards

**Love**
Focusing and extending minds and hearts to nurture one’s own and another’s good

**Respect**
Awareness of and esteem for all individuals

**Opportunity**
Circumstances favorable to serving others and preparing one’s self for a fulfilling life

**Excellence**
Striving, growing, never being complacent

**Service**
Vincentian spirituality in action, a response to God’s call to give of ourselves
St. John’s University will empower diverse learners with quality education for life. Through innovative teaching, research and service, we will foster rational, spirited inquiry and intelligent reflection. Our student-centered approach will be shaped by a caring, energized, nimble culture. Enlivened by our distinctive mission, our graduates will excel in the competencies and values required for leadership and service in a rapidly evolving global community. As a Catholic and Vincentian university, we will be known worldwide for addressing issues of poverty and social justice.

–Donald J. Harrington, C.M., President, November 2000
The first goal of the University’s 1995 Strategic Plan was to “foster a culture of academic excellence.” In the last 10 years the academic community at St. John’s has done just that, developing rapidly and strongly. The intention now is to build on that success by recognizing excellence where it exists, fostering it where it has the potential to emerge and using all of this to make St. John’s University recognized as a major Catholic University in the United States.

–Julia A. Upton, RSM, Ph.D., Provost, September 2004
**STRATEGIC DIRECTION**

**Mission:** We will continue to focus on providing access to the economically disadvantaged as a critical priority within the context of achieving our academic and fiscal targets.

**Undergraduate Education:** We will raise the academic profile of incoming freshmen incrementally and narrow the range of academic abilities, thereby enhancing the quality of the learning experience and academic reputation, sustaining market demand and securing financial viability over time.

**Graduate Programs:** We will continue to offer graduate programs that enhance our undergraduate programs, are clearly aligned with our distinctive mission and are primarily professional in nature.

**Student Demographics:** We will maintain and celebrate the unique strength of our ethnic and religious diversity while monitoring our gender and other demographic profiles.

**Financial Resources:** We will maintain our commitment to a balanced budget and to fiscal stability and to providing the facilities needed to serve our students effectively. We are also committed to generating new revenue and strategically reallocating resources in a manner consistent with our planning process, which will enhance programs and facilities and allow us to continue to attract and retain talented faculty, administrators and staff.

**Institutional Positioning:** The verbal framework for how we operate is summarized in the following extract from our brand positioning statement: *At St. John’s our passion for education is guided by a simple truth – higher education is not just about career preparation, it’s about learning to make a difference in the world.*

**Institutional Success Measures:** We have defined a comprehensive list of indicators, measures and comparative groups against which the University’s progress will be assessed.
Consistent with the four institutional goals adopted by the University in 2000, the following 14 critical strategic priorities that will support our mission, vision, desired image and aspirations for 2007-2008 were developed.

INSTITUTIONAL GOAL I
Develop our academic and institutional culture to be student-centered and committed to lifelong learning.

1. **Continue to develop and assess the Core Curriculum**
   To strengthen the core, we will seek to
   - Foster more opportunities for faculty teaching core courses to collaborate on providing integrated experiences
   - Begin to implement a pilot assessment plan
   - Improve writing skills among our students
   - Enhance the Scientific Inquiry course.

2. **Support the shift in the academic profile**
   To continue to enhance the academic profile of our undergraduate students, we will
   - Improve academic support services for under-prepared students
   - Improve in-class educational experiences for under-prepared students
   - Assess the Honors Program
   - Increase overall academic expectations and close gaps relative to perception of the learning environment.

3. **Provide for the sciences and leverage graduate programs of distinction**
   To enhance the four graduate programs in applied sciences – pharmacy and toxicology in the College of Pharmacy and Allied Health Professions, and biological sciences and clinical psychology in St. John’s College of Liberal Arts and Sciences – that were identified as programs of distinction, we will
   - Maintain/enhance the programs to meet demand of high quality students, enhance the University’s image and attract outstanding students
   - Leverage strength of the graduate programs to positively impact quality and other aspects of related undergraduate programs.
4. Leverage investment in technology

Much of the success of leveraging our investment in technology will lie in the ability of faculty to develop expertise in making the fullest possible use of the Academic Computing Initiative (ACI) implemented in Fall 2003, and in finding and incorporating imaginative uses for the new wireless environment in the curriculum.

We are committed to expanding the role of Information Technology in helping to reshape how students learn, how faculty members teach and how information is stored, accessed and transmitted.

5. Other campuses

With the University’s decision to develop Oakdale as a Graduate Center, that plan is complete and graduate programs are operational. The same is true of the Rome Graduate Center. Distance education will continue to be an area of focus throughout the planning cycle. Task forces are developing comprehensive plans for the Manhattan and Staten Island campuses.

- **Manhattan** - The plan will include
  - More refined recommendations for the School of Risk Management
  - An assessment of the appropriate undergraduate/graduate mix, business and non-business programs, internships, etc. to make best use of the location.

- **Staten Island** - The plan will focus on
  - Building on the particular strengths of the campus
  - Defining a distinctive identity for the campus
  - Halting/reversing declines in enrollment
  - Developing academic opportunities and offerings that the Offices of Marketing and Communications and Enrollment Management can use to make the campus better known and more attractive to more and better qualified students
  - Integrating faculty more effectively into the recruiting process, where appropriate.

6. Academic areas of focus

We recognize and celebrate our strong liberal arts foundation and solid academic offerings of our education programs, and will continue to support and enhance these programs through the annual planning/budget process. The following three areas have been identified through the institution-wide academic program review and other processes, for particular attention in this strategic planning cycle.
Strengthen **The Peter J. Tobin College of Business** – The strategic directions outlined in the Dean’s comprehensive plan are grounded in a very comprehensive SWOT analysis and are geared to

- Re-balance and infuse the faculty with new vigor
- Emphasize the applied business fields in which we have comparative advantage
- Build a new curricular base at the graduate level
- Move with speed and determination to establish the New York/Manhattan advantage in the marketplace
- Rearrange our administrative approach to be more unified and service-oriented.

Maintain the **School of Law** as a flagship – The School of Law continues to be a flagship program at St. John’s University, both for its academic excellence and its relevance to the University mission, ranking in the top 100 Law Schools in the nation in *U.S. News & World Report*. The Dean has identified the following areas of focus

- Enhance the School’s academic program and reputation
- Ensure that the faculty is of sufficient size and competence to implement the recently revised / more rigorous curriculum
- Improve the quality and diversity of the student population.

Enhance selected applied/professional programs in the **College of Professional Studies** – The College is committed to the following

*Communication Arts*

- Continue high margin contribution within the context of increased academic rigor
- Improve full-time faculty/student ratio
- Increase faculty development opportunities
- Upgrade equipment and facilities needed for the program
- Continue development of new academic programs and external partnerships.

*Computer Science*

- Re-engineer programs to remain competitive in the changed environment
- Enhance faculty skills to reflect the needs of the current and emerging developments in the industry
- Provide adequate technical facilities and laboratory space for teaching and learning in the new environment.
Criminal Justice
• Strengthen criminal justice undergraduate and graduate programs in the areas of homeland and global security
• Become a more productive criminal justice and global security applied research center
• Provide technology support for all levels of study from undergraduate through post-graduate and professional training.

Legal Studies
• Strengthen the academic position of the program as the only ABA approved B.S. in Legal Studies offered in the metropolitan area
• Focus the program on ethical leadership practice and providing access to justice for the poor.

Sport Management
• Pursue initiatives that will augment the national recognition for the program
• Enhance the program’s position as a center for the study of international sport management.

7. Enhance residence capacity
The introduction of residence facilities in the past few years has allowed the University to attract a higher-quality student and increase geographic diversity of the student body. As demand continues to grow, we will be focusing on exploring alternatives including
• Purchase of off-campus housing
• Construction of additional on-campus housing
• Development of a housing referral program
• Determination of the optimum resident capacity scenario beyond 2007.

8. Enhance student activities
Providing a robust student activities program is essential to the overall development of a thriving and engaging campus environment. The University is investing in new facilities and leveraging existing satellite facilities for student activities. We will be focusing on
• Encouraging integration, collaboration and consistency in meeting student needs across campuses
• Creating dedicated space for students to congregate and organize activities, to permit enhancement of student activities and programs
• Designing a philosophy and integrated approach to student programming that meets a broad cross-section of needs and creates a vibrant campus environment
• Dedicating resources for a dramatic enhancement of resident students’ experience.

9. Quality of life
To continue our commitment to improving the overall quality of the campus environment, we will focus on
• Enhancements and improvements to the environmental comfort, functionality and appearance of the campuses and buildings
• Enhancements to public safety.

10. Commitment to the value of diversity
We remain committed to the value of diversity as a fundamental foundation of our mission and vision. Our location in one of the most diverse cities in the country has enabled us, naturally, to attract a multicultural student body, which is recognized and consistently identified by our campus community and external sources as one of the top strengths of the University.

We are aware of the gaps in the level of diversity between our student body and our faculty, administrators and staff and are committed to initiating change in these areas. Specifically, we will focus on
• Ensuring that a commitment to diversity permeates all sectors of the University
• Increasing the ethnic/racial representation of faculty, administrators and staff, where appropriate, to be more reflective of our student population
• Offering development and programmatic opportunities that enhance awareness and skills needed to succeed in a diverse environment.
INSTITUTIONAL GOAL II
Enhance resource development and prioritize resource allocation to achieve our vision.

11. Development
The campaign for St. John’s, “Fulfilling the Dream,” originally had a goal of $100 million for student support, faculty endowment, academic programs and facilities. In 2002, the goal was increased to $200 million and, in March 2004, the Board again approved an increase in the Campaign goal to $250 million.

The University is committed to reach the quarter of a billion dollars goal and preparing to embark on future campaigns.

INSTITUTIONAL GOAL III
Build an organization of strong leaders where faculty, administrators and staff are enabled, motivated and engaged.

12. Leadership, training and development
In recognition of the importance of attracting, motivating and retaining talented faculty and leaders across the University, we will

• Continue to offer programs, coaching and developmental experiences to ensure that administrators and staff have the knowledge, competencies and leadership attributes necessary to meet student expectations and address the ever-changing strategic challenges of higher education
• Support faculty development initiatives that are critical components of the academic priorities
• Provide faculty with ongoing development and support to integrate fully into the core curriculum the competencies and knowledge bases critical to student success, to enhance the use of information technology and to assure consistent, high-quality teaching and learning in all academic areas.
INSTITUTIONAL GOAL IV
Institutionalize our new vision and planning culture in the context of mission and external challenges.

13. Marketing and brand image
We will continue to enhance the image and reputation of the University by
- Developing a consistent message and communication strategy
- Facilitating communication with internal audiences
- Disseminating pertinent information to external audiences
- Establishing the “top five things” for which St. John’s is known.

14. Mission
The recently developed University-wide Mission Plan is built on Education/Formation, Academics, Service and Mission Structure.

We are committed to advancing, operationalizing and assessing the Vincentian Mission as articulated in the University Mission and Vision statements.
For each of the four strategic goals, institutional success measures have been developed to indicate annual and cumulative progress through 2007-2008. These measures are comprised of a variety of internal and external instruments, including national student and faculty surveys, student evaluations of courses (Student Instructional Report –SIR II) and external licensure examination pass rates. Measures include:

1. Quality of the Student Learning Experience
2. Employer Feedback
3. Alumni Giving Rates
4. Incoming Student Profile (Academic, Economic, Demographic)
5. Third-Party Endorsements: Drivers for *U.S. News & World Report*; Accreditation
6. Student Satisfaction (Residence and All)
7. Student Placement (Tracked at College level)
8. Graduate School Success (Tracked at College level)
9. Financial Resources
10. Satisfaction and Diversity of Faculty, Administrators and Staff
11. Retention of High Performing Faculty, Administrators and Staff
12. Community Service/Volunteer Work
13. Service Learning: Faculty and Student Participation
14. Mission Awareness

Looking Ahead

To achieve the aspirations set forth for our future, it is vital that we continue to attract and develop leaders throughout the University—faculty, administrators and staff. It is equally important that we maintain and nurture our values-based culture that appreciates diversity and encourages individual development. Focusing talented resources on specific academic and institutional priorities will ensure achievement of desired outcomes.

The University will continue to pursue its four broad goals and 14 priorities within the context of mission, vision and values with annual reviews against the Institutional success measures and refining of implementation strategies as new internal and external conditions emerge. Particular attention will be paid to the issues of academic standards, institutional reputation and fiscal strength.

The comprehensive Strategic Plan available on the Intranet at [http://intranet.stjohns.edu/strategicplan](http://intranet.stjohns.edu/strategicplan) will serve as a framework for, and be informed by, schools/colleges and departments as we develop and implement comprehensive institutional and college/unit level plans with specific tasks, milestones, persons responsible and resource implications. Recommendations from the 2004-2006 Middle States self-study and re-accreditation site visit will be incorporated into the plan as appropriate.
Background

- Founded by the Vincentian Community in 1870
- Mission: Catholic, Vincentian and metropolitan
- Core values: truth, love, respect, opportunity, excellence and service
- Five locations – Queens, Staten Island, Oakdale, Manhattan, NY and Rome, Italy
- Over one hundred undergraduate and graduate majors
- Approximate acreage: Queens – 96.5 acres; Staten Island – 16.5 acres; Oakdale – 175 acres

Administration, Faculty and Staff (Fall 2004)

- President: Rev. Donald J. Harrington, C.M., 15th President
- A budget of $308 million and an endowment with a market value of $236.3 million
- Faculty – Full-time: 601; Part-time: 803; Full-time Equivalency (FTE): 914

Enrollment (Fall 2004)

- Total – 19,813; Undergraduate – 14,848; Graduate – 4,965; Freshmen – 3,005
- Six schools and colleges
  
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<tr>
<th>School</th>
<th>Enrollment</th>
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<td>St. John’s College of Liberal Arts and Sciences</td>
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<td>The School of Education</td>
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<td>The Peter J. Tobin College of Business</td>
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Student Demographics (Fall 2004)

- Resident students: Queens – 2,235; Staten Island – 201; Manhattan – 108
- 60% female, 40% male
- Average ages: Undergraduate – 20; Graduate – 29; New freshmen – 18
- 39% Black, Hispanic, Asian/Pacific Islander or American Indian
- 44 states, the District of Columbia, Puerto Rico and Virgin Islands are represented
- 4% foreign students (non-residents) from 97 countries
- 13% non-residents and permanent residents from 130 countries
Retention and Graduation

- 3,994 degrees conferred in the 2003 – 2004 academic year

Annual Expenses (2004-2005)

- Undergraduate Tuition – $21,150 (varies by program and class year)
  - Fees: $480
  - Room/board: $10,550
- Four-year fixed tuition rate available
- Graduate Tuition – $695 per credit (varies by program)


- 95% of undergraduates received financial aid
- 40% of freshmen Pell-eligible/Very High Need
- $283.4 million distributed in financial aid
- $109.5 million of University monies distributed to students

Athletics

- 17 Division 1 NCAA teams
- Team name – Red Storm

Alumni

- Over 145,000 living alumni
- 83% in the greater New York area
Highlights of

ST. JOHN’S STRATEGIC PLAN

2004-2008