

HARVEST OUR
Treasures

SETON HALL UNIVERSITY

STRATEGIC PLAN
2021-2025



SETON HALL'S
Treasures

OUR *Mission*

OUR *Faith*

OUR *Students*

OUR *Priests*

OUR *Faculty*

OUR *Staff*

OUR *Academy*

OUR *Diversity*

OUR *Athletes*

OUR *Alumni & Benefactors*

OUR *Campuses*

OUR *Resources*



SETON HALL LAUNCHED *HARVEST OUR TREASURES* in 2021, taking a new and pivotal step on our journey of Catholic academic excellence. Since then, we have made profound and lasting progress. With five strategic goals in mind, we took stock of the University's strengths and expertise, revisited our timeless values and imagined exciting possibilities for the future. Our Seton Hall community embraced the process from beginning to end, inspiring us every step of the way. In open forums, students, faculty and staff members shared their hopes and dreams for the University, challenged us to look at systems in new ways and generated novel ideas for path-breaking innovation.

Leveraging Our Treasures

The ideas that held the most promise — aligned with our strategic goals and resources, and reflected in our most-deeply held beliefs about faith in God, in the human family, and about the kind of world we are striving to create — became the foundation of our comprehensive strategic plan: a bold vision that honors our past and defines our path forward.

After working diligently for the past four years, guided by our goals, we are proud to report that our community's great energy and ideas have propelled the University into a new era of achievement. It is remarkable what our community can accomplish when we work together, with all voices and perspectives playing vital roles. We are grateful to everyone who made this incredible journey possible.

As *Harvest Our Treasures* draws to a close, we have much to celebrate. And yet, we look forward to even more accomplishments. This strategic plan will continue to inform and inspire us as we enter a new era at Seton Hall. We invite you to learn about just a few highlights that are continuing to provide a significant benefit to our campuses and beyond.

Yours truly in the Lord Jesus,

Monsignor Joseph Reilly

PRESIDENT

Investing in Our People

Seton Hall is dedicated to advancing the common good. We are an intellectual community that attends to the needs of its members as we advance a life of shared experiences and discoveries singular in American higher education. One of our strategic goals was to boost investment in our people to ensure the success of our mission for current and future generations. Our people represent one of the University's most valuable "treasures;" investing in their success is paramount to our overall success.

INVESTING IN UNDERGRADUATES

At a time when enrollments are down at many colleges, Seton Hall saw an increase in undergraduate retention last year. To give our students the support they need, we transformed our advising model, assigning each incoming student a dedicated Student Success Team comprised of a group of skilled professionals to guide them from their first day on campus to graduation. This investment in our undergraduates is paying off.

OUTCOMES:

- **82% First-Year Retention – Fall 2023**
- **99% Residence Life Occupancy – Fall 2023**

INVESTING IN GRADUATE STUDENTS

Graduate student enrollment is up at Seton Hall. Thanks to coordinated strategic efforts, we welcomed 865 new graduate students, including professional and law students, for Fall 2024 — a 20 percent increase over the previous year and the highest in several years, surpassing Fall 2024 budget projections. This growth was fueled by centralized recruitment within the Office of Graduate Affairs, new market-responsive programs and the Graduate Merit Scholarship — all amplified by a robust marketing and communications strategy that delivered hundreds of applications. Other important factors were our sharper focus on the graduate student experience and our efforts to integrate graduate students into the broader, tight-knit Seton Hall community.

OUTCOMES:

- **Double digit growth in new graduate and professional students, year-over-year, since Fall 2023**

INVESTING IN FACULTY

Faculty excellence lies at the heart of our mission to prepare students for a rapidly evolving future. Our faculty—top researchers, practitioners and teachers — are deeply committed to mentoring their students. The strategic planning process gave us the opportunity to revisit their contributions and conduct an in-depth Faculty Compensation Study whose findings led to an across-the-board raise and upward adjustments based on rank and subject matter for all faculty and spurred discussion of how best to expand our merit system for rewarding excellence and retaining talent. We understand that an investment in our faculty is an investment in our future as a leading Catholic university.

OUTCOMES:

- **105 new faculty hires**
- **Strengthened tenure-track lines**
- **Launched "Innovation Hires" to support interdisciplinary teaching and research**



Capitalizing On Our Strengths

Research, practical education, market-oriented degree programs and innovation – these are time-tested Seton Hall strengths. Guided by our strategic goal to be nimble, responsive and innovative, we tapped into these attributes as we increased research funding, expanded experiential learning, launched interdisciplinary dual-degree programs and combined the faculty expertise and resources of two excellent schools into one.

A NEW COLLEGE

Many of the most pressing challenges our society faces exist at the intersection of education and communication. These challenges cannot be solved in silos. Our collaborative ethos is the hallmark of a Seton Hall education and so in Fall 2023 we took the bold step to fully and seamlessly integrate two of our schools – a feat not lightly undertaken. The new College of Human Development, Culture, and Media reframes education and communication as engines of innovation along the continuum of human development. In a new age, the new college is preparing students to excel in the fields of education, human services, communication and the arts, and more – giving them tools to address society’s most difficult challenges.

OUTCOMES:

- **1,300+ undergraduate and graduate students learning to think critically, boldly and creatively through the new cross-disciplinary college**

NEW DUAL-DEGREE PROGRAMS

Our distinguished faculty is one of our greatest strengths. In thinking about new ways to leverage their vast knowledge and mastery, we worked with them to develop exciting dual-degree and accelerated-degree programs. These programs cross disciplines while inspiring faculty members to bring new perspectives and approaches to the classroom. In some cases, we partnered with other universities to create joint programs. The offerings are forward-thinking and affordable, giving students new pathways to in-demand careers. New accelerated and dual degrees include:

- 3+2 B.S./M.S. in Physics and M.S. Data Science and Engineering; Physics and Applied Physics and Engineering; Biology and Molecular Bioscience
- 3+3 B.A./J.D. in most B.A. programs in Arts and Sciences

INCREASED FUNDING FOR RESEARCH

Seton Hall is a place where scholars from every field engage in conversations within and between their disciplines. We are home to a mutually enriching dialogue between faith and reason whose purpose is the discovery of truth in an environment that upholds trust, respect, academic freedom and responsibility. As such, one of our strategic plan goals was to enhance support for faculty and student research at Seton Hall. As a result of our efforts, the University has not only experienced an increase in the number of grants for which we have applied, but also the amount of funding we have received. Capitalizing on our strength as an R2 “high research activity” institution, as designated by the Carnegie Foundation, we formalized our processes and restructured our Office of Grants and Research to align our resources, expertise and communication. Seton Hall’s R2 designation places the University among top national institutions. We are committed to retaining this prestigious status now and long into the future.

OUTCOMES:

- **33+ million grants awarded from 2021–22 to 2023–24 academic years**



Living Our Values

To be Catholic means to include everyone, coming from the Greek word for “universal.” Seton Hall understands that listening to all voices makes our community stronger, smarter and more compassionate. And the legacy of our patroness, Saint Elizabeth Ann Seton, who understood the transformative power of education, informed our strategic planning journey. Through it, we expanded our efforts to ensure every student — regardless of background — feels seen, supported and celebrated.

COMING TOGETHER

Seton Hall’s Bishop Dougherty University Center is dedicated to all our students: undergraduate and graduate, resident and commuter. Built in 1962, it had never undergone a major renovation. Until now. Thanks to our strategic plan, the center offers all students a welcoming space to come together, meet with friends, relax, study, share a meal or attend social events. We’ve added a pool table, ping pong, a media studio and a prayer and meditation room, and refurbished the 176-seat theatre. Offices for student clubs, including the Student Government Association, Student Activities Board and Greek Life, are also conveniently located here.

HELPING ALL STUDENTS R.I.S.E.

Seton Hall is dedicated to uplifting all students and making our premier education affordable for all who qualify. Guided by our University’s strategic “affordability agenda,” we streamlined support programs for students of underserved communities and expanded and improved services and funding opportunities. Our R.I.S.E (Resilience, Integrity, Scholarship, & Excellence) program serves over 140 low-income students, first-generation college students or students with disabilities. They receive targeted academic, professional and social support, including tutoring and coaching, personal, financial, mentoring and career counseling and planning. Cohort populations, including the Educational Opportunity Program, Pre-med/Pre-dent Plus Program, and R.I.S.E. have impressive final retention rates at 95 percent, 100 percent and 90 percent, respectively.

OUTCOMES:

- Tailored student support programs yield 90%–100% retention rates

“When so rich a harvest
is before us, why do we not
gather it? All is in our hands
if we will but use it.”

SAINT ELIZABETH ANN SETON



Learn more about our *Harvest
Our Treasures* plan. Stay tuned
for our next strategic plan,
now in development.



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