



TELLING OUR STORY

Established by faculty, staff and President Donald R. Boomgaarden, Ph.D., "Living Our Mission" will launch St. Joseph's College and its students forward into a bright, promising future.

A Message from Our President

Dear friends,

Since our founding by the Sisters of St. Joseph in 1916, St. Joseph's College has prepared its students for a life of purpose and achievement. It's been our mission to provide a transformative experience for each student by immersing them in the College's five pillars: integrity, intellectual values, service, social responsibility and spiritual values.

With that ambition in mind, we embarked on a journey more than a year ago to develop a strategic plan that will solidify our priorities and expand our resources. We carefully researched and assessed our existing initiatives and goals, and after months of stimulating conversations and powerful work sessions, our staff and faculty completed a three-year strategic plan.

In "Living Our Mission," St. Joseph's College commits to five broad goals — aspirations that will guide us in growing our vitality, advancing our academics, engaging our students, telling our story and enhancing our resources.



I invite you to be part of this important initiative as we work together — students, faculty, staff, alumni, parents, trustees and friends — toward making the dreams of our students, and the dreams of our College, a reality.

Sincerely,

Handwritten signature of Donald R. Boomgaarden, Ph.D.

Donald R. Boomgaarden, Ph.D.
President

Many inspiring goals — one strategic plan. 'Living Our Mission.'

St. Joseph's College is setting its priorities and strengthening its resources with "Living Our Mission," our new three-year strategic plan. In order to continue to grow the College in an enterprising and aspirational way — while maintaining focus and accountability — we have established five goals, providing a framework for this important initiative that sets forth the mission of the College.

Esse non videri — 'To be, not to seem.'

Since 1916, St. Joseph's College has developed well-rounded individuals who graduate ready and eager to make the world a better place. Instilling the College's five pillars prepares our students for their chosen profession and for a life full of meaning and purpose. Our motto *Esse non videri* — "To be, not to seem," captures the College's commitment to encourage a life lived with authenticity.

GOAL 1

Growing Our Vitality

To keep fueling the success of St. Joseph's College, we must continue to adapt with the environment and meet the changing needs of our students.



GOAL 1

Support and maintain the enrollment necessary to sustain the vitality of the College in the face of shifting environmental conditions and changing student needs.

For more than a century, St. Joseph's College has been **shaping minds** and **paving pathways to success** by providing students with a world-class education at an affordable rate. We aim to continue **inspiring young generations** through our well-rounded and ever-relevant liberal arts tradition for centuries to come.

STRATEGIES

- Promote our **unique mission** of preparing students for a successful future through an education that is as rich with values as it is with academics.
- Develop a comprehensive methodology critical to **strengthening** our retention and graduation rates.
- Preserve our **affordability**, making a St. Joseph's College education **attainable** to students of all economic backgrounds.
- Improve recruitment and retention through a College-wide initiative that **empowers** faculty and staff and makes them **integral** to the success of St. Joseph's College.
- **Enhance** our technology to better **support** the recruitment process through the use of specialized data on trends and predictions.
- Continue fostering a **diverse** student body that **celebrates** individuality and **promotes inclusivity**.
- Bolster community partnerships to further develop **impactful opportunities** that help advance the mission of the College.



ENROLLMENT

175

Our enrollment increased
by 175 students from
fall 2016 to fall 2018*

*5,119 in fall 2016; 5,294 in fall 2018

FINANCIAL AID

88%

of St. Joseph's College
undergraduate students
received financial aid*

*2018-19 academic year

“ I always wanted to attend St. Joseph's College, working toward this goal throughout high school. I knew it was a place with high academic standards where the staff and students were of high moral character. ”



CHRISTOPHER LO RE '20
SJC Long Island
Biology Major

GOAL 2

Advancing Our Academics

We always strive to implement new, innovative academic opportunities that enrich the college experience and enhance our students' résumés.



GOAL 2

Advance St. Joseph's standing as a dynamic institution committed to academic excellence and integrally linked to promoting a value-oriented education.

The **value** of a St. Joseph's College education goes way beyond the dollar sign. Creating more opportunities for experiential learning is paramount to the success of our students. Many St. Joseph's students engage in internships that supply **invaluable experience** and allow them to apply skills obtained in class. A large number of our students flourish after taking part in global studies opportunities, and many immerse themselves in **innovative technology** across campus.

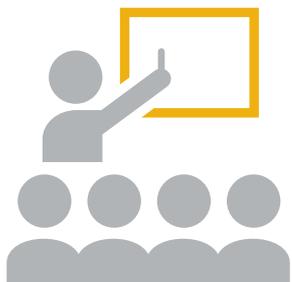
STRATEGIES

- Expand instructional and **technological resources** to meet the changing needs of our student population.
- Position St. Joseph's as a **center of intellectual activity** through new academic programs and certificates, and by **cultivating** existing programs.
- Provide **mission-driven, meaningful student experiences** characterized by excellent academic preparation, which **encourage active engagement** with the College before and after graduation.
- Promote **innovative instruction** and meet the **diverse needs** of our students by increasing faculty development opportunities, supporting academic research and providing grant incentives.



28 **37**
Certificates **Minors**
(undergraduate and graduate)

65
Majors offered college-wide
(undergraduate and graduate)



More than
600
faculty members
teach our classes —
none are taught by
graduate assistants

“As a member of the faculty, I appreciate the commitment to continuing our rich liberal arts tradition and the support for faculty growth. A strong and vibrant faculty can best serve our students in achieving their academic and professional goals.”

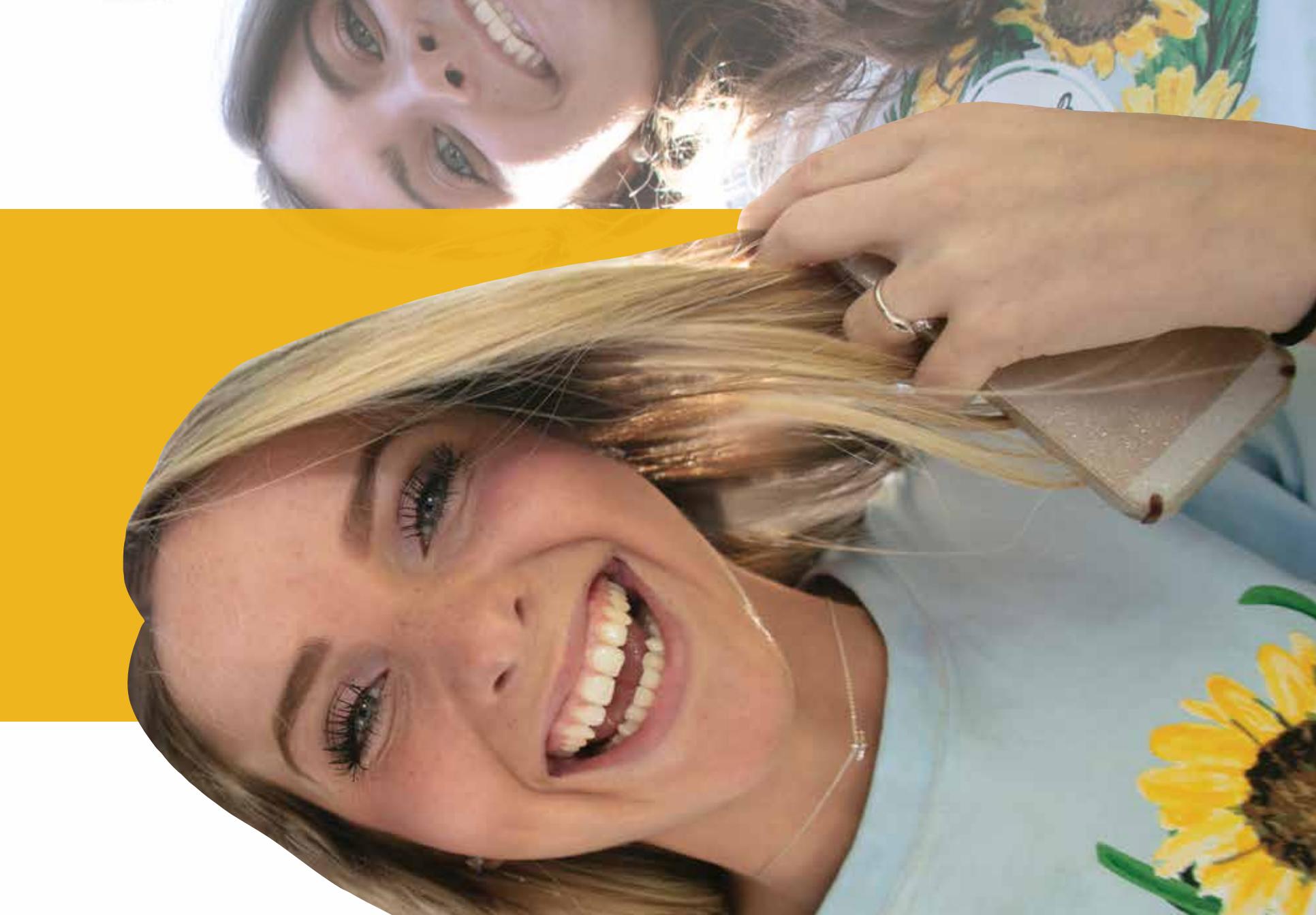


WENDY C. TURGEON, PH.D.
Professor and Chair of Philosophy

GOAL 3

Engaging Our Students

Between athletics, Greek life and more than 80 clubs and organizations, St. Joseph's College truly offers something for everyone.



GOAL 3

Provide a student-centered, transformational experience that prepares all students for meaningful and successful lives.

Our **lively campus community** offers students a **plethora** of opportunities to enhance their college experience, **gain a sense of independence, discover new interests** and cultivate existing ones. Students can enjoy the rigors of a varsity sport, participate in one of our intramural sports, join a fraternity/sorority or club and bond with others who share similar interests. Our goal is to sustain existing student-life opportunities while developing even more chances to get involved.

STRATEGIES

- Create **significant student experiences** that promote engagement, pride, satisfaction and personal growth, while encouraging students to maintain a **lifelong relationship with the College**.
- Welcome new clubs, organizations and opportunities that embrace student interests, leadership, responsible citizenship and community service, celebrating the College's motto: *Esse non videri* — "To be, not to seem."
- **Prioritize** students' physical, mental, emotional and social well-being through enhanced support services.
- Build **campus spirit** by honoring the College's traditions and core values.
- Support and strengthen our **diverse learning community**, characterized by unity, inclusion, appreciation, civility and respect.

14

NCAA DIII
athletic teams at
SJC Brooklyn

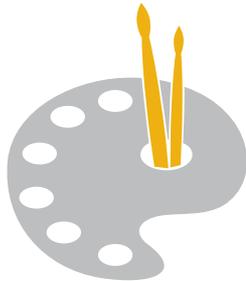


20

NCAA DIII
athletic teams at
SJC Long Island

More than
50

clubs and
organizations at
SJC Long Island



More than
30

clubs and
organizations at
SJC Brooklyn

“ Not a lot of colleges
acknowledge immigrants
and ESL students. It’s
difficult to be successful in
an environment where you
don’t fit in. At St. Joseph’s,
you don’t feel alone,
you don’t feel like
you don’t belong,
and most
importantly, you
don’t feel helpless
because you weren’t born here.”



KLARA KURTI '17

B.S. in Psychology from SJC Brooklyn
Born in Diber, Albania

GOAL 4

Telling Our Story

We engage with our local communities, broadening our reach through the use of compelling articles, media outreach, social media, eye-catching photos and captivating videos.



GOAL 4

Enhance public awareness, understanding and visibility of the College.

Stories about **success, adventure, lifelong dreams** and **overcoming hardships**. Meeting and getting to know our students, alumni, faculty and staff. Visuals that bring the public to our campus; take the audience to global study destinations around the world; and show them the places our students serve, volunteer and intern across the nation. A lot goes in to telling our story. And even more can still be done.

STRATEGIES

- Emphasize the **spiritual, moral** and **intellectual** tenets of the College's mission through enhanced communication about the **history, values** and **uniqueness** of the College.
- Encourage all departments to **collaborate** toward **elevating** our institution's reputation and public awareness.
- Strategically **engage** with faculty, staff, alumni, students and the St. Joseph's community in order to successfully **present ourselves to the public**.
- Position the College as an engaged member of the **local and global communities** it serves through **service** and leadership initiatives.
- Create greater opportunities for **meaningful** alumni and community **partnerships**, as well as increased **philanthropic** interest in the institution.
- Highlight the College's **commitment** to student outcomes and **overall success**.
- Celebrate SJC Online as a regionally and nationally recognized institution through increased **multidimensional** marketing efforts, **outreach** and **expansion**.



500

More than 500 St. Joseph's students participated in service-related opportunities with the College*

*2018-19 academic year



370

Nearly 370 students were honored for their outstanding leadership skills and campus involvement during the College's annual Leadership Luncheons in 2019

“At St. Joseph's College, I am part of a community of women and men who are committed to the mission of the College and the success of their students. Over my years here, I have grown in deep appreciation for the vision and courage of the Sisters of St. Joseph who founded the College over 100 years ago. They spoke out for women who were not welcome at other institutions of higher learning and put their words into action.”



S. Mary Ann Cashin, C.S.J.
Assistant Professor of Child Study

GOAL 5

Expanding Our Resources

As St. Joseph's College continues to grow and develop as an exceptional institution, we look to our SJC family, friends and neighbors for support in our outstanding endeavors.



GOAL 5

Identify and obtain the necessary resources to support the mission and goals of the College.

The College seeks to grow and enhance human capital, technology, financial stability and connectedness to our **strong alumni base of more than 42,000**. This goal is one of the highest priorities in the strategic plan. While we look to **deepen** our scholarly impact, we ask for the **support** of those who believe in the **mission** of St. Joseph's College.

FINANCIAL RESOURCES

In order to keep pace with the increasing financial needs of St. Joseph's students, and to maintain and improve our facilities, St. Joseph's College is launching two strategic mini campaigns that provide additional scholarships and facility support:

- **\$2.5 million** for **endowed scholarships**, extending and ensuring our ability to offer access to students who would enrich our classrooms and campuses with their talents, but who might not otherwise be able to attend.
- Talented students, faculty and staff deserve to work and flourish in the most up-to-date facilities. With SJC Brooklyn now over 100 years old and our Long Island campus celebrating its 40th anniversary, our facilities are in need of improvements, and some of our historic buildings need restoration. A **\$1 million strategic campaign** for the improvement of **facilities** would assist us in reaching for our future, while protecting our past.

Fiscal health is a priority, and the strategic plan focuses on the importance of the College's continued financial strength through careful management of debt, endowment and investment performance.

- Continue the **strong financial position** of the College while tracking performance indicators — such as growth, profitability, liquidity, leverage and activity — with a three-year financial indicator tool.
- Stay competitive yet affordable. Analyze competitors' tuition and fees in order to **stay accessible and competitive**. This information will be combined with an analysis of the College's leveraging model and changing student financial needs, in order to yield positive results.

ENGAGEMENT RESOURCES

The involvement of alumni is key in building and sustaining community. An increase in the number of alumni who are engaged and give back financially to their alma mater is a necessity.

- Make **student philanthropy** a cornerstone in which to demonstrate the impact of private support on education, which they carry on throughout their lives.
- Enhance and expand St. Joseph's College's **alumni engagement** program so that it enlists the assistance of alumni across the nation to be part of St. Joseph's students' lives in meaningful and inspirational ways.
- To continue our growth and show our **strength as an institution**, St. Joseph's will work to connect with alumni and increase the number of those who financially support the institution.

“Without the scholarship and the St. Joseph's need-based grant, I would not be at this school. I am taking advantage of all of the opportunities St. Joe's has to offer. The College has exposed me to so many career tracks I can take with a mathematics degree.”



JAYVID PARRA '20

Mathematics Major at SJC Long Island
Recipient of the Academic
Achievement Scholarship



our **DONATIONS**

\$4.3M

**\$4.3 million raised
during 2018 and 2019**

**ENDOWMENT
GROWTH**

\$12M

**Our endowment grew nearly
\$12 million from June 2017
to June 2019**

- **Advance relationships** with corporations and foundations to create partnerships that will increase opportunities for our students, faculty and staff. Focus on grant opportunities that will advance the College's mission.

TECHNOLOGY RESOURCES

“Work smarter, not harder” is a saying heard throughout businesses and organizations every day. Through the strength of St. Joseph's information technology team, this is indeed possible. With technological advances comes a keen attention to information and cybersecurity. It is of the utmost importance that student and employee information remain secure.

- The IT department will partner with units to improve their planning processes and decision making by utilizing the IT portfolio. This common approach will efficiently review, **prioritize** and execute information technology projects while **ensuring alignment with the College's strategic initiatives**.
- We are committed to developing a robust College-wide cybersecurity plan that will help **reduce risk** to the institution and its faculty, staff, and students by protecting the confidentiality, integrity and availability of information assets.
- We will continue to adapt to the changing needs of the College to ensure **continuous improvement**, increased use and awareness of technology tools, and to reduce work effort where possible.