



DELIVERING ON THE PROMISE OF FORDHAM

FORDHAM UNIVERSITY STRATEGIC PLAN



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UNIVERSITY

CONTENTS

Delivering on the Promise of Fordham	2
Our Strategic Vision	3
Our Process	3
Our Three Strategic Priorities	4
STRATEGIC PRIORITY: Centering Students	
Strategic Objective: Empower and Inspire First-Year Students	5
Strategic Objective: Enhance Experiential Learning for All Students	6
Strategic Objective: Leverage New York City as a Launchpad	7
Strategic Objective: Make a Fordham Education More Accessible	8
STRATEGIC PRIORITY: Advancing Research and Academic Excellence	
Strategic Objective: Design Distinctive Academic Programs Across the Liberal Arts and Professions	9
Strategic Objective: Launch Cutting-Edge STEM Programs	10
Strategic Objective: Cultivate Collaborative Interdisciplinary Research	11
STRATEGIC PRIORITY: Forging Community	
Strategic Objective: Build Trust Through Transparency and Integrity	12
Strategic Objective: Embody Our Jesuit Values and Identity	13
Strategic Objective: Become One Fordham	14
MEASURING SUCCESS	15





DELIVERING ON THE PROMISE OF FORDHAM

We are pleased to present the new strategic plan for Fordham University. In it, we identify three core strategic priorities and 10 strategic objectives that build on our distinctive identity, strengths, and unique position as the Jesuit University of New York. This plan will guide the Fordham community as we work together over the next five years to fulfill our promise.

OUR STRATEGIC VISION

By doubling down on who we are as a university community, by investing in our core strategic priorities, and by delivering on what makes us special, **Fordham will be the first choice for students who want to matter to the world.**

Fordham stands in a category of one. In a nation of thousands of universities—and 27 Jesuit institutions of higher education—there is only one Jesuit university in New York City, the capital of the world.

- ▶ We are a profoundly student-centered institution—infused with centuries-old Jesuit traditions of academic excellence, transformative learning, ingenuity, and community building, as well as the spirit, ambition, and driving energy of New York City.
- ▶ We offer community, warmth, and meaning, and we teach students to operate on a world stage without losing their souls.
- ▶ Because we are in New York City—with unparalleled access to research and internship opportunities—we stand out for our ability to connect students' passions to the pragmatic.
- ▶ We are indispensable in our ability to prepare students to lead with purpose, integrity, humanity, and a global perspective—to become changemakers who will transform their communities and the world.

This vision for Fordham's future aligns perfectly with the demands of today's students and is rooted in three foundational pillars: our **Jesuit mission**, our status as a **world-class university**, and our **unparalleled location in New York City**.

We can become more Jesuit by centering our students and improving their outcomes. We can better embody a full university by investing in STEM, breaking down silos, and coming together across fields. And we can engage more fully with our hometown and the breathtaking opportunities it provides our students, faculty, staff, and alumni.

Together, these three pillars form the bedrock of our strategic plan—a plan that reaffirms our identity, sharpens our focus, and ensures that we will deliver on the promise of Fordham for generations to come.

OUR PROCESS

Fordham's strategic planning process has been broadly inclusive and informed by the Jesuit process of discernment. It was designed to identify our strengths and opportunities, clarify our strategic priorities and objectives, assign responsibility for achieving them, and implement metrics for measuring success.

Planning commenced with President Tania Tetlow's September 2023 State of the University address. Since then, hundreds of community members—faculty, staff, students, administrators, and alumni—engaged in several dozen listening sessions and completed written surveys to help shape the plan.

In drafting the plan, we relied on the voices of all who shared feedback and ideas. We also sought data to test our collective instincts, including Fordham's first comprehensive audience research study. And we made choices, informed by data analysis and all we learned, to invest in a few key areas to create a rising tide that will lift us all.

OUR THREE STRATEGIC PRIORITIES

CENTERING STUDENTS



Centering students means creating an environment where every student feels supported, empowered, and equipped to succeed, both academically and personally.

ADVANCING RESEARCH AND ACADEMIC EXCELLENCE



Advancing research and academic excellence ensures that Fordham remains at the forefront of intellectual innovation by fostering interdisciplinary collaboration, investing in faculty and facilities, and enhancing the academic experience across all levels.

FORGING COMMUNITY



Forging community on campus underscores our commitment to inclusivity and belonging, nurturing a vibrant and diverse culture where relationships and shared values inspire meaningful connections and lifelong engagement.

Our strategic vision is informed by three core priorities that drive our mission: centering students, advancing research and academic excellence, and forging community.

These three priorities reflect Fordham's dedication to preparing individuals who lead with purpose and impact the world for the greater good.

STRATEGIC PRIORITY: Centering Students



STRATEGIC OBJECTIVE:

Empower and Inspire First-year Students

Our reimagined First-Year Experience will guide new undergraduate students to discover their purpose through understanding and action, empowering them to create meaningful change in their lives and the world.

Guided by its Jesuit principles, Fordham inspires students to learn and grow through service for others, to develop a deeper understanding of a complex world, to make connections between classroom and experience, and to matter to the world we share. Our sense of community, personal care, and New York City home are powerful ingredients in a transformative experience.

- ▶ **Empower Purposeful Decision-Making:** We will equip students to connect their abilities with holistic goals by evaluating how each decision shapes their personal and professional growth.
- ▶ **Promote Self-Discovery and Intrinsic Motivation:** We will encourage students to independently explore their talents, passions, and interests, building confidence and a clear sense of purpose.
- ▶ **Cultivate Connection and Community:** We will create relational learning experiences that promote meaningful dialogue, collaboration, and a shared sense of inclusion within a diverse community.
- ▶ **Develop Adaptability and Practical Application:** We will prepare students for a rapidly changing world by promoting transferable skills, resilience, and the ability to apply their learning across diverse and unexpected contexts.

We will leverage and expand existing initiatives and create new ones needed to fully deliver on the following programs:

- ▶ **Navigators:** A peer mentorship program pairing first-year students with mentors to provide personalized guidance and foster connections through workshops and structured goal setting.
- ▶ **Beacon:** Our dynamic advising platform upgraded with the latest advances in technology in order to combine real-time personalized guidance with rapid connection to proactive in-person support, helping students align their varying goals with advice and a clear road map for a college career and beyond.
- ▶ **Haven:** A cohort-based program across the student experience that provides continuous support and guidance and builds lifelong connections among peers, advisors, faculty, staff, and alumni through shared experiences.
- ▶ **Praxis:** An alumni-driven mentorship initiative that bridges academics and real-world application through tailored guidance, skill development, and professional networking.



STRATEGIC OBJECTIVE: Enhance Experiential Learning for All Students

Across our undergraduate and graduate programs, we will improve and equalize access to transformative experiential-learning opportunities that actively engage students of all backgrounds, foster retention, and drive success.

In and out of the classroom, we will create more opportunities for active, meaningful experiences that ignite students' passions and foster the kind of deep, high-impact learning they will carry with them long after they leave Fordham. Our approach will ...

- ▶ Broaden our students' engagement in faculty research, allowing them to apply their studies to real-world challenges and cultivate the confidence that comes with presenting and publishing scholarly work.
- ▶ Equip our faculty to create more opportunities in their courses for students to learn from each other through collaborative projects, exposing them to a wide range of perspectives and approaches to problem-solving.
- ▶ Leverage technology more effectively within teaching and learning environments to help students become ethical, discerning digital citizens.
- ▶ Develop new capstone experiences and industry-relevant competitions to energize students and prepare them for tomorrow's workforce.
- ▶ Continue to develop innovative place-based initiatives, connecting students with partners in our local neighborhoods as well as throughout the country, where they can be engaged citizens, advocate for justice, and advance solutions to societal problems.
- ▶ Expand access to study abroad opportunities and international fellowships, sending students to learn from our global partners worldwide.



STRATEGIC OBJECTIVE:

Leverage New York City as a Launchpad

We will invest in new classes and career resources that connect students to New York City's unparalleled opportunities while doubling down on what sets us apart: a warm, supportive, action-driven community in the heart of a bustling metropolis.

There is no city like New York City—and there's no better place for a Jesuit education. We will continue to develop innovative academic and career programming that manifest our deep and abiding relationship with the city. And we will cultivate new and existing relationships with alumni, industry, cultural organizations, and nonprofits, allowing our students to gain real-world experience and engage with the challenges facing the city's communities—now and in the future. To achieve this, we will ...

- ▶ Develop and expand innovative career programming that blends academic rigor with industry insights, offering year-round internships, externships, and experiential learning opportunities.
- ▶ Uphold the Fordham Internship Promise by establishing clear pathways that connect students to New York City's leading industries and community organizations.
- ▶ Enhance community-engaged courses and service-learning opportunities to empower students to address contemporary challenges—from social equity to sustainability—while actively contributing to the city.
- ▶ Leverage our extensive alumni network and local partnerships to create robust mentorship and networking channels, ensuring that students receive direct access to professionals across diverse sectors.
- ▶ Integrate academic and co-curricular initiatives that combine career readiness with cultural immersion, enabling students to experience New York City's unique arts, heritage, and innovative spirit firsthand.
- ▶ Immerse students in the city's rich cultural experiences—from theater and museums to ethnic foods and faith celebrations.



STRATEGIC OBJECTIVE:

Make a Fordham Education More Accessible

With increasingly ambitious fundraising and skillful budgeting, we will develop new ways to meet our students' financial needs so we can welcome families of all socioeconomic backgrounds into the Fordham community.

At Fordham, we want all students to have access to the academic depth and vibrant spirit that define our community. But we know finances pose an obstacle to many talented students. In order to keep recruiting the best and brightest scholars and remain competitive in the complex higher ed landscape, we are committed to expanding our merit-based and need-based financial aid offerings. We will ...

- ▶ Expand scholarship fundraising efforts, including an ambitious new campaign. We will increase resources and staffing in our development department, strengthening its capacity to reach new levels of success.
- ▶ Make financial aid our top budget priority, strategically allocating resources, eliminating waste, and investing wisely.
- ▶ Do more to streamline the way we evaluate and award transfer credits, and implement changes to the core curriculum that make it easier and more economical for qualified students to transfer to Fordham.

STRATEGIC PRIORITY: Advancing and Academic Excellence



STRATEGIC OBJECTIVE:

Design Distinctive Academic Programs Across the Liberal Arts and Professions

Drawing on the values of a Jesuit education, we will create new and innovative undergraduate and graduate programs that empower our students to take meaningful actions not only to tackle today's challenges but also to address the complex challenges of the future.

At Fordham, we prepare our students for the careers the world needs by drawing on our strengths, combining academic depth with real-world impact as we design new degree programs enhanced by experiential learning. We will ...

- ▶ Emphasize the critical educational outcomes of a Jesuit-infused liberal arts education through a renewed undergraduate core curriculum that builds critical thinking, emotional intelligence, and global citizenship.
- ▶ Draw on our prestigious humanities and social science programs to develop distinctive interdisciplinary programs that prepare students for next-generation careers.
- ▶ Deepen our commitment to embedding ethics throughout the curriculum of our professional school programs to prepare students to advance the common good and drive research that matters to the world.
- ▶ Offer programs in flexible modalities—whether in-person, online, or hybrid—to meet the evolving needs of prospective students and serve our pedagogical goals.



STRATEGIC OBJECTIVE: Launch Cutting-Edge STEM Programs

Building on and extending Fordham's strengths in the liberal arts and professions, we will launch distinctive STEM programs that ignite discovery, drive innovation, and ethically address complex global challenges.

For nearly 500 years, Jesuit colleges and universities have been providing rigorous and transformative education, caring deeply for students and imbuing them with lifelong curiosity in the quest for truth and meaning. As we examine our curricula at Fordham, we will enhance our core strengths in the humanities and our fierce commitment to shaping critical thinkers and good citizens. We will teach our students the fundamentals necessary to navigate economic disruptions of technology, with the capacity to pivot to careers that do not yet exist. Additionally, we will plan for a much-needed expansion of our STEM offerings, addressing students' growing interest in these programs and ensuring their success in new and evolving fields. Fordham's revamped science programs will be integrative and innovative in their approach, grounded in the timeless values of a holistic Jesuit education and uniquely situated in the thriving global technology metropolis of New York City. We will ...

- ▶ Create forward-looking, industry-relevant programs in the natural and applied sciences that leverage Fordham's strengths in the humanities, social sciences, business, and law.
- ▶ Launch select, high-demand degree programs in the health sciences.
- ▶ Construct an integrated science complex with state-of-the-art classrooms, laboratories, instrumentation, and collaborative spaces designed to foster scientific exploration, promote interdisciplinary study, and facilitate pioneering research.
- ▶ Recruit world-class science faculty who are committed to outstanding teaching that is animated by their path-breaking research.
- ▶ Launch a STEM Honors program on the Rose Hill campus to attract intellectually curious students who aspire to engage in faculty-mentored research at the frontiers of science and technology.
- ▶ Develop capacity for expanded computer science offerings on the Lincoln Center campus to take advantage of this burgeoning area of study in the heart of the city.
- ▶ Build strategic partnerships with innovative technology companies, health care systems, biotech firms, national research labs, and higher education institutions to expand opportunities for Fordham students and faculty and extend our impact.



STRATEGIC OBJECTIVE:

Cultivate Collaborative Interdisciplinary Research

We will nurture a research ecosystem that unlocks the puzzle of interdisciplinarity, supporting inquiry in areas of faculty and student interest while seeding transdisciplinary research that matters to the world.

Research that makes an impact takes a significant amount of coordination and support. Our transdisciplinary research incubator will provide a central resource for faculty and students as they immerse themselves in inquiry, fieldwork, and scholarship. We will ...

- ▶ Help faculty reach beyond their own offices, labs, and studios to connect with colleagues across the University and tap into the vast resources within New York City, forging new partnerships and increasing our visible impact on the world.
- ▶ Create opportunities for students and faculty from different disciplines and schools to convene to share ideas, challenge assumptions, and develop innovative solutions to real-world problems.
- ▶ Assist in assembling cross-cutting teams of faculty, students, and external partners to tackle pressing issues such as those related to climate change, artificial intelligence, democracy, and migration.
- ▶ Support research teams with methodological advice, information resources, data analytics and computing, project management, mentoring, and media presence.
- ▶ Provide guidance to help teams access the funding they need to achieve their research goals through internal research grants as well as external funding sources.

STRATEGIC PRIORITY: Forging Community



STRATEGIC OBJECTIVE: Build Trust Through Transparency and Integrity

Drawing on our Jesuit values, Fordham will strengthen its community by prioritizing openness, integrity, and accountability in all communications and actions concerning students, faculty, and staff.

We recognize that trust is fundamental to our warm and relational culture, a hallmark of Fordham among New York City universities and throughout the world. We will lean into this reputation and practice by fostering community through honesty, particularly in challenging times, and by embracing change together. To achieve this, we will ...

- ▶ Maintain our commitment to transparency, especially during times of crisis, ensuring timely and accurate communication with all stakeholders.
- ▶ Develop and implement a robust internal communications program that creates new, diverse avenues for soliciting regular feedback from all constituents—students, faculty, and staff—including holding regular town hall meetings with senior leadership, conducting surveys and focus groups to gather input on key issues, and establishing online platforms for submitting questions and suggestions.
- ▶ Streamline communication channels and other systems to reduce inefficiency and enhance clarity.
- ▶ Break down silos across the University by providing new and innovative ways for faculty and staff to connect with each other regarding research, academic priorities, and personal interests.
- ▶ Continue to develop and expand programs that encourage civic responsibility, respectful dialogue, and civility, especially in discussions involving diverse viewpoints.
- ▶ Celebrate our successes and cultivate a culture of gratitude by publicly recognizing faculty, staff, and student achievements, milestones, and contributions to the Fordham community.



STRATEGIC OBJECTIVE:

Embody Our Jesuit Values and Identity

With training and support, faculty and staff will lean further into our Jesuit values and identity, modeling for our students the drive to find purpose and meaning in our work and hope for the future.

Fordham prides itself on its Jesuit history and traditions—the very things that make us who we are and distinguish us in a crowded higher education landscape. We will work to educate our community about what it means to be Jesuit and how those values can infuse our daily work. Our approach includes ...

- ▶ Providing seminars, retreats, and workshops—such as one-day off-campus retreats, biannual Ignatian silent retreats, and dedicated lunch-and-learn sessions—that focus on Jesuit values and Ignatian spirituality.
- ▶ Hosting specialized programs (e.g., Ignatian Primer workshops, Arrupe Seminars, Why Mission Matters sessions) to deepen understanding among new and existing faculty and staff.
- ▶ Offering service opportunities that connect our community with local neighborhoods and reinforce the Jesuit commitment to social justice and good citizenship.
- ▶ Celebrating our diversity by hosting religious and cultural events that honor the rich traditions of our campus community.



STRATEGIC OBJECTIVE: Become One Fordham

We strive to become one Fordham community, increasing opportunities for collaboration and overcoming the divisions that separate our campuses and departments.

Fordham derives strength from its diverse locations and wide range of academic offerings: two vibrant residential New York City campuses; the Westchester campus in West Harrison, New York; the Louis Calder Center Biological Field Station in Armonk, New York; the Fordham London campus in the United Kingdom; and 70-plus undergraduate majors and minors as well as more than 130 graduate degree and advanced certificate programs. We will work to build on those strengths and become one unified academic community by ...

- ▶ Creating more opportunities for students from each of our campuses to benefit from the resources available across all our campuses, whether through in-person or online engagement. This includes access to classes, academic lectures, athletic events, holiday Masses and celebrations, performances, lunch-and-learns, and more.
- ▶ Offering opportunities for our undergraduates to learn more about our graduate programs, exposing them to research and a variety of disciplines and career paths, and enhancing opportunities for accelerated dual-degree programs.
- ▶ Collaborating more in our research and teaching across disciplines, fostering innovative programs that create meaningful impact.
- ▶ Creating a robust Center for Educational Innovation to offer pedagogical resources and professional development training opportunities for all instructors.
- ▶ Improving Fordham's administration through the power of shared governance.
- ▶ Conducting periodic assessments of policies and practices across the University to promote consistency, fairness, and efficiency.
- ▶ Enhancing offerings at the Fordham London campus to provide greater opportunity for students to take advantage of the city's resources as well as its proximity to other European locations.

MEASURING SUCCESS

By 2030, we aim to achieve measurable improvements in undergraduate yield, retention rates, graduate program enrollment, net tuition revenue, grant funding, and the alignment between tuition costs and student financial needs. Integrated assessment tools will ensure that student learning outcomes and other key metrics continuously inform and refine our strategic work.



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