

# UNIVERSITY OF JUSTICE

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## University of Justice: 2026–2031 Strategic Plan

*Advancing Equity, Excellence, and Global Advocacy*

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Office of the President & Board of Trustees

## EXECUTIVE SUMMARY

*The University of Justice (UJ) enters its next quinquennium with a bold vision: to become the preeminent global institution dedicated to the study and practice of justice in all its forms—social, legal, economic, and environmental. This 5-Year Strategic Plan serves as our roadmap for growth, ensuring that our academic priorities, research endeavors, and institutional investments are aligned with the pursuit of a more equitable world.*

## MISSION, VISION & VALUES

### OUR VISION

To lead as a global beacon for justice-centered education and research, empowering the next generation of advocates, scholars, and leaders.

### OUR MISSION

To provide a transformative education rooted in ethics and equity, produce research that informs policy and social change, and foster a campus culture that embodies the justice we seek to see in the world.

## CORE VALUES

**Equity & Inclusion | Academic Rigor | Public Service | Innovation | Global Responsibility**

# STRATEGIC PILLARS

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## Academic Excellence & Curricular Innovation

**Primary Goal:** Modernize the curriculum to integrate interdisciplinary justice studies across all disciplines.

### STRATEGIC PRIORITIES

- Launch the 'Justice Across the Curriculum' initiative.
- Expand online and hybrid graduate programs for working professionals.
- Establish the Center for Experiential Legal Learning.

### PHASED MILESTONES

Phase	Deliverable / Outcome
Year 1-2	Curriculum review of all undergraduate majors Finished; 3 new online MS programs launched.
Year 3-4	100% of departments offer at least one designated 'Justice-Focused' course.
Year 5	Top 10 national ranking in specialized justice-related academic programs.

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## Research with Impact: Justice & Equity

**Primary Goal:** Position UJ as a hub for groundbreaking research that directly influences social policy and legal reform.

### STRATEGIC PRIORITIES

- Increase federal and private research grant funding by 50%.

- Create 'Impact Labs' focusing on Environmental Justice and Digital Human Rights.
- Recruit ten world-class 'Justice Fellows' over five years.

## PHASED MILESTONES

Phase	Deliverable / Outcome
Year 1-2	Secure \$10M in inaugural research endowments.
Year 3-4	Establish the Global Justice Research Repository.
Year 5	Host the World Summit on Justice & Human Rights at UJ.

## Student Success & Inclusive Campus Life

**Primary Goal:** Foster an environment where every student, regardless of background, can thrive and lead.

## STRATEGIC PRIORITIES

- Implementation of a 'No-Loan' tuition model for low-income students.
- Construction of the New Student Commons & Wellness Center.
- Launch the Justice Leadership Scholars program.

## PHASED MILESTONES

Phase	Deliverable / Outcome
Year 1-2	Reduce first-year attrition rates by 15%.
Year 3-4	Completion of New Student Commons facility.
Year 5	Achieve a 90% placement rate for graduates in justice-related careers.

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# Institutional Sustainability & Fundraising

**Primary Goal:** Ensure the university’s long-term financial health through diversified revenue and philanthropic growth.

## STRATEGIC PRIORITIES

- Execute the '\$500 Million for Justice' capital campaign.
- Achieve 100% carbon neutrality on campus.
- Modernize IT infrastructure for global digital education.

## PHASED MILESTONES

Phase	Deliverable / Outcome
Year 1-2	Raise first \$150M of the capital campaign.
Year 3-4	Solar microgrid installation completed.
Year 5	Capital campaign successfully closed at \$550M.

# 5-YEAR STRATEGIC ROADMAP

## YEAR 1-2: FOUNDATION & MOBILIZATION

Initiating the major capital campaign, conducting comprehensive curriculum reviews, and launching the first wave of specialized justice online programs.

## YEAR 3-4: CONSTRUCTION & EXPANSION

Physical campus expansion with the new Student Commons, achieving key research endowment targets, and scaling global partnerships.

## YEAR 5: DISTINCTION & SYNTHESIS

Finalizing the \$500M campaign, reaching carbon neutrality goals, and hosting the inaugural World Summit on Justice & Human Rights.

# PERFORMANCE METRICS (KPIS)

Strategic Metric	5-Year Target (2031)	Reporting Frequency
Endowment Size	\$1.2 Billion	Annual
Student Diversity (URM)	45% of student body	Annual
Research Citations	Top 5% in Peer Institution Group	Biennial
Graduate Employment	92% within 6 months	Annual

**JUSTICE IN ACTION. EXCELLENCE IN EDUCATION.**