# VISION 2020: AN UPDATE

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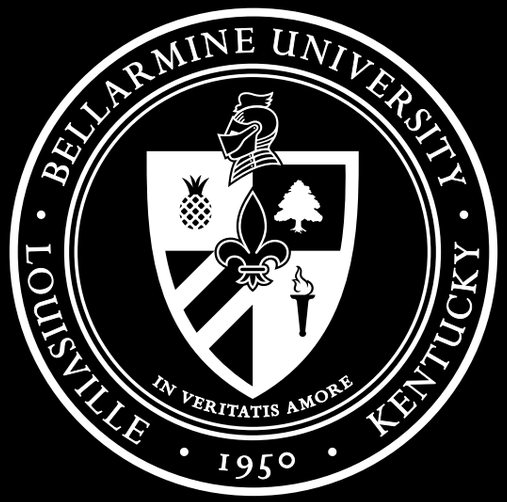

## INTRODUCTION

In 2005, the Bellarmine University Board of Trustees asked Bellarmine University President Joseph J. McGowan to present a Vision for what the school should aspire to become over the next 15 years.

The president responded with the imaginative and compelling Vision 2020, envisioning Bellarmine University as the Premier Independent Catholic University in the South, and thereby the Leading Private University in the Commonwealth and Region.

Realizing this vision will be historic and transformational for Bellarmine – and for the region it serves. The same powerful forces that created a small Catholic college on these hills in 1950, and that made us the strong university we are today, also propel us forward toward this richer and fuller expression of the university's mission, and toward the realization of its full value to the community, the region and the world.

Bellarmine's ascendancy will give the city of Louisville and the commonwealth of Kentucky something they have never had before, yet must have in order to be competitive – a nationally pre-eminent private university of significant size and stature, with an ever-broadening reputation for excellence and strength.

The role of a pre-eminent private university is vital in any thriving regional city. It creates a more competitive, stimulating academic environment in concert with public institutions. It turns out more graduate and professional degrees and entrepreneurs. It produces inspirational leaders and attracts top-level talent. Ultimately, it not only supports economic development, it enriches the area's culture, character and personality in ways no other institution can.

And when that pre-eminent private university is an expanded, stronger Bellarmine University, the influence goes far beyond intellectual and economic measures. The inclusive spiritual principles on which Bellarmine was founded create a bedrock of moral and ethical values among its graduates – values that are reflected in leadership, successful living, and service to others. Nothing could be more important to the future of our community.

This book highlights the great progress made on Vision 2020 in the six years since Dr. McGowan responded to the trustees' call. Strong leadership is in place, and is bringing forth this transformation. Beautiful new campus developments, exciting growth in undergraduate and graduate enrollment, more faculty, staff and academic programs, improved support for existing schools and faculty, a national championship in NCAA Division II men's basketball, and detailed plans for the strategic addition of new graduate and professional schools all tell us that Vision 2020 is well under way and is building momentum.

But much work remains.

And this is how Bellarmine will keep the promise that was made on these hills in 1950. Not merely by enduring in the shadow of a proud history – but by stepping into the light of a brilliant future for Louisville, the region and the world.

In the following pages, we will:
Outline the Vision for Bellarmine University;

Make the case for the Vision;

Describe how the community and region will benefit;

Update our progress so far and our plans for the future;

Explain what is needed to fully realize the Vision;

and ask for your help and support.

## THE VISION

Bellarmine is a bright, young, vigorous and growing institution, with a demonstrable record of success. It is in the midst of a dramatic transformation – for the great benefit of the public it serves.

All of our leaders know that higher education is critical to successful economic development and quality of life. We need more people to attain higher levels of education – for good jobs in this challenging new economy, of course, but also for civility, creativity and culture.

Public universities cannot do this work by themselves.

Private universities cannot do it by themselves, either.

It takes both public and private universities – in a mutually supportive, mutually beneficial, non-threatening relationship of collaboration and positive competition.

This relationship exists in other states and competing regions – but it has been absent here.

Bellarmine University is now on a course to complete that equation for Louisville.

Our Vision is that, by the year 2020, Bellarmine University will become…

The Premier Independent Catholic University in the South – and thereby the leading private university in the Commonwealth and region – educating with excellence each Bellarmine student in the knowledge, skills and values for successful living, work, leadership and service, to help create a sustainable future for our regional, national and international communities.

This Vision is firmly rooted in the university's mission. It is difficult, in fact, to imagine truly fulfilling our mission without realizing Vision 2020.

Our mission statement says that "Bellarmine University is an independent Catholic university serving the region, nation and world by educating talented, diverse students of many faiths, ages, nations, and cultures, and with respect for each individual's intrinsic value and dignity. We educate our students through undergraduate and graduate programs in the liberal arts and professional studies, within which students develop the intellectual, moral, ethical and professional competencies for successful living, work, leadership and service to others. We achieve these goals in an educational environment committed to excellence, academic freedom, and authentic conversations that are not dominated by particular political or other narrow perspectives. Here we seek to foster a thoughtful, informed consideration of serious ideas, values and issues – time-honored and contemporary – across a broad range of compelling concerns that are regional, national and international. By these means, Bellarmine seeks to benefit the public interest, to help create the future, and to improve the human condition. Thus we strive to be worthy of our foundational motto: *In Veritatis Amore*, In the Love of Truth."

Vision 2020 is ambitious and achievable.

The rewards will be breathtaking.

Historic.

Transformational.

It will be a legacy for generations to come in our community, state and region.

Envision Bellarmine University in the year 2020.

We will have affirmed and improved our commitment to the university's essential work of teaching and learning, scholarship and research, by building and supporting our faculty and students to enhance the Bellarmine educational experience.

We will have increased the size, quality, stature and reputation of our six excellent existing schools: Bellarmine College, the home of the liberal arts and the oldest school in the university; the W. Fielding Rubel School of Business; the Donna and Allan Lansing School of Nursing and Health Sciences; the Annsley Frazier Thornton School of Education; the School of Communication; and the School of Continuing and Professional Studies.

We will have grown the number of our schools to 12 or more – adding a School of Regional Environmental Studies, a Graduate School of Management, a School of Hospitality, Food and Beverage Industry Management, a School of Law, a School of Architecture, a School of Veterinary Medicine.

We will have an established, valuable and affordable new School of Adult Studies and Continuing Education for adult learners who have some college, or no college, and who want to earn their college degrees, on campus and on-line.

Our Carnegie classification will have grown from Masters I University to Doctoral/Research University – Intensive. That means we will be awarding at least 10 doctoral degrees per year across three or more disciplines, or at least 20 doctoral degrees per year overall.

Our enrollment will have grown from 2,500 in 2005 to 3,249 in 2011 to as many as 8,000 in 2020.

We will have doubled our facilities, from 30 in 2005, to 43 in 2011, to 60.

Bellarmine has a beautiful 135-acre campus on both sides of Newburg Road, a campus that is still relatively undeveloped and affords ample opportunity to grow.

Already our campus is being developed in a new tone and architectural style, with facilities and landscaping that become a part of our brand and image, based on the beautiful hill towns and monasteries of Tuscany, the home of our namesake, St. Robert Bellarmine.

Imagine Bellarmine's campus as one of the most beautiful and distinctive locations in Louisville – to match the significance and spirit of the place. Imagine a campus with arches, cloisters, human-scale towers, water features, gardens and art. Imagine, and come visit: That campus is taking shape now.

In athletics, we are highly competitive in NCAA Division II, having won the 2011 national championship in men's basketball. We will continue to build our other sports to this same level of competitiveness and we are studying an eventual move by Bellarmine to NCAA Division I. We already compete in Division I men's lacrosse.

Bellarmine's Vision 2020 is perfectly aligned with – and vital to the success of – Metro Louisville's 55,000 Degrees initiative, and the Kentucky Council on Postsecondary Education's Stronger by Degrees initiative, both designed to increase educational attainment.

Let us amplify Bellarmine's Vision statement. What does "The Premier Independent Catholic University in the South" really mean? And how will it secure our place as the Leading Private University in the Commonwealth and Region?

"Premier" describes our unqualified ambition for competitive excellence at the very highest level, in everything we do and in everything we are as a university.

"Independent" describes our legal status, of course – we are not owned or operated by the Catholic Church – but it also states without equivocation that we are an open institution deeply committed to academic freedom. Bellarmine University is a place

where students, faculty and staff of all faith traditions, or no faith tradition, are free to search for truth, beauty and goodness in teaching and in research, wherever that search may lead.

"Catholic University" is the heart of our identity and the heart of this vision statement. It roots us in the oldest and best tradition of higher education in the Western world. It affirms our place as heirs of this tradition, our rootedness in the liberal arts, and therefore our commitment:

To excellent teaching and scholarship in the liberal arts, at the undergraduate, graduate and professional levels;

To the centrality and dignity of each individual as a whole person, made in God's image and likeness and therefore possessing intrinsic value;

To a catholic, international, welcoming, hospitable and inclusive community of talented and diverse people studying ` a broad range of topics and issues;

To ethics, morality, spirituality, faith, religion and worship;

To the compatibility of faith and reason in the university's work;

To the importance of and interplay between contemplation and action in our lives;

To academic freedom and open conversation in the study of the environment, the world's great religions, the Church's thinking and teaching;

To Catholic social teaching – social justice, service to others, our responsibility to alleviate suffering and to improve the human condition;

To educating students who will continue to educate themselves through a lifelong love of learning – who will be able to communicate compellingly in every way, and to recognize and solve a variety of problems with numeracy, literacy, logic and ethics, working alone and with others;

And to sending them forth with the desire and the ability to do great good in the world.

So the phrase "Catholic University" declares that, while our founding and tradition and identity are Catholic, our work is as a university – as a diverse community of searchers, in a culture of academic freedom, where different ideas and values are explored with civility and respect.

The reality is that Bellarmine University today is, demographically, a lay, ecumenical, interfaith community. We have an opportunity and a responsibility to create a model for "the new Catholic University" that uniquely exemplifies our heritage of academic excellence and freedom, spiritual awareness and character.

Thomas Merton, whose internationally distinguished archives are housed on our campus at the Thomas Merton Center, serves as an excellent model for expressing Bellarmine University's Catholic identity.

"In the South" sets out a competitive geography that is regional and national and feasible. Notre Dame dominates the Midwest; Georgetown, Boston College and Fordham dominate the East; the University of San Francisco dominates the West – but the South is an open field for Bellarmine University.

And Louisville, the 16th largest city in the nation, is the "Gateway to the South," a region that is identified with growth and known as an attractive, welcoming, warm, friendly and gracious place to live, learn and play.

## WHO BENEFITS

As Bellarmine boldly pursues its goal to be the Premier Independent Catholic University in the South and the Leading Private University in the Commonwealth and Region, its Vision 2020 campaign has the power to transform not only the university, but also the city, state and region.

Every prosperous region of the country shares a common denominator for success: a thriving private university. What Notre Dame has done for South Bend, Emory for Atlanta, Duke for Durham and Vanderbilt for Nashville, Bellarmine University can do for the regional city of Louisville. With soaring enrollment, strong new schools and impressive new campus facilities, Bellarmine is well on its way to helping Louisville move from good to great.

Vision 2020 will benefit our students, faculty and staff, of course. But it is also a prerequisite for the success of Louisville and the region. It will help Louisville:

**Address the urgent need for more college graduates.** Bellarmine is now attracting bright young men and women not only from Louisville and Kentucky, but from 38 other states and 30 other countries. Many of these students will remain in the Louisville region after graduation, becoming the well-educated, creative talent pool that we must have for a prosperous, thriving future.

Bellarmine's mission to instill in its graduates the bedrock moral and ethical values that are reflected in leadership, successful living and service to others will elevate the character and culture of the region.

**Achieve a strong economic future.** The economic impact of private universities is significant. Nationwide, they employ three-quarters of a million people and had estimated revenues in 2004 of $134 billion – with a cumulative economic impact of nearly $335 billion.

Notre Dame's economic impact on the South Bend area is $833M. Duke's impact on its service area is $2.6B. Vanderbilt's impact for Nashville and middle Tennessee is $3.4B. And Emory's impact on Atlanta is also estimated at $3.4B. In fact, for every $1 Emory spends, $1.24 is generated indirectly in Atlanta's economy.

This is what a premier independent university of significant size and stature can mean to a local economy, just in the economic impact of its presence.

Existing corporations in Louisville and the region will benefit immediately and increasingly as this Vision is realized – and so will their employees, and their employees' families. Add to that the production of more and more graduate and professional degrees to spur further economic development, sustain vital communities and provide professional services.

**Strengthen the public university sector.** Vision 2020 is helping to create a more competitive, productive and stimulating higher education environment throughout the region.

Private universities need public universities to grow and succeed because we want to send our undergraduates to competitive graduate schools, and because we need to hire faculty from their graduate ranks, among others.

Public universities need private universities to grow and succeed because private universities, who depend on private money in order to operate, must be responsive, innovative, experimental, resilient and open to change – and thus can move to markets and to matters of high academic quality with greater facility, ease and speed.

ULTIMATELY, Bellarmine's Vision 2020 not only promotes economic development, attracts top talent and raises educational attainment – it also enriches the region's culture, character and personality in a way that no other institution can. Nothing is more important to the future of our region.

## PROGRESS

Bellarmine University has made tremendous progress in the first six years, building on the groundwork laid by the university administration, faculty and students, and with the enthusiastic support and expertise of the Board of Trustees.

This groundwork includes a Strategic Plan, developed by the whole community, which sets out five initiatives that guide our Vision 2020 agenda. We shall: celebrate our Catholic identity in the inclusive Merton spirit as the foundation of our commitment to student fulfillment, global consciousness, and environmental sustainability; establish and sustain a climate of excellence throughout the University; integrate an international focus and sensibility into all curricular and co-curricular programs; enhance our reputation, expand our market, and dramatically grow our enrollment; and develop our financial, physical, and human resources to the level required to achieve our vision for the new Bellarmine University.

In the six years since Vision 2020 was announced, we have:

- Launched nearly 20 new degrees and certificate programs, including two new doctoral degrees – a Ph.D. in Education and Social Change and a Doctor of Nursing Practice;

- Added a School of Communication, an Institute for Media, Culture and Ethics, a Center for Regional Environmental Studies and a Center for Economic Education;

- Increased enrollment by 21 percent, from 2,548 in 2005 to 3,249 in 2011;

- Increased the number of full-time faculty by 25 percent, from 112 in 2005 to 150 in 2011, and reduced the teaching load to facilitate research and scholarship;

- Achieved recognition as one of the nation's best private universities, in publications such as *The Princeton Review* and *U.S. News & World Report*, and also as one of the top 100 best private universities in value for the dollar in the Kiplinger Newsletter;

- Increased the number of students living on campus from 682 in 2005 to a record 1,049 in 2011, making Bellarmine a "primarily residential university" according to the Carnegie definition;

- Enacted our Catholic Identity in the Merton Spirit with dozens of outreach initiatives including international service trips and the Knights in Action day of service in which all 600 entering freshmen are deployed throughout the community for service work even before taking their first class;

- Constructed four new residence halls, the Sienas, which surround a beautifully landscaped area called the Arboreto. One of these halls, Siena Terzo, houses the university's second dining hall, The Palio, a contemporary area that seats 200;

- Completely renovated the University Dining Hall, formerly Koster Commons, doubling dining capacity to 500-plus and adding twice as many food stations;

- Recreated the Café Ogle as a food court with four branded dining concepts;

- Built the Owsley B. Frazier Stadium and Joseph P. and Janet A. Clayton Field, a state-of-the-art playing field for our Division I lacrosse team as well as our Division II soccer, field hockey and track and field teams. This stadium was key in Bellarmine's landing the NCAA Division II Fall Festival and, in 2012, the DII Spring Festival, making Bellarmine the only Division II school to be awarded two such festivals;

- Spotlighted Bellarmine and Louisville by winning the 2011 NCAA Division II Men's Basketball National Championship.

## PLANS

Bellarmine is creating task forces to conduct feasibility studies and market analyses for the new graduate and professional schools that Vision 2020 will build, including a School for Regional Environmental Studies, a School of Hospitality, Food and Beverage Industry Management, a School of Law, and perhaps a School of Architecture and a School of Veterinary Medicine.

And we have just launched an affordable and convenient new program for adult learners (over age 25) who have some college, or no college, and who want to earn their college degrees.

Planned capital improvements include Bellarmine Centro, the most ambitious capital project in Bellarmine history; a beautiful new Life Recreation & Fitness Center; an architecturally disguised parking structure that will wrap around a renovated Knights Hall; and new signature entrances along Newburg Road and Norris Place.

Bellarmine Centro, the new "town center," will expand out from a renovated Horrigan Hall and will include a new Graduate School of Management, new classroom and office space, an expanded Thomas Merton Center, new student gathering space and one-stop shopping for all student business within the university, from the campus visit to fee payment.

The new Life Recreation & Fitness Center will be a gorgeous three-level structure with an indoor competitive pool, indoor track, machine weights and free weights, cardio rooms, racketball, squash and basketball courts.

The parking structure, called Parcheggio, will be a multi-modal transit center for commuters, and will also house facilities offices, a distribution center for campus deliveries and an architecturally beautiful brick façade at every elevation. The renovation of Knights Hall will transform it into a state-of-the-art gymnasium while preserving its rich tradition and sense of place for players and fans.

*University Dining Hall*

## MAKING THE CASE

There is every reason to believe in ourselves and in each other as we recognize the watershed moment of this transformation. We at Bellarmine are building on a strong foundation to become for Louisville the sizeable, nationally recognized private university that the city has never had.

That foundation is evident in Bellarmine's young history, which is divided into three phases of growth.

The first phase, 1950-1968, was its foundation and beginning as a Catholic liberal arts college for men.

The second, 1968-1989, was its growth into a larger, co-educational school; its legal establishment as an independent institution with a self-perpetuating Board of Trustees; and a curriculum diversified into undergraduate and graduate programs in liberal arts, business, and nursing and teacher education.

The third phase, 1990-2005, saw significant improvements and remarkable growth, with the transition of Bellarmine College to Bellarmine University, increasing enrollment, academic programming, facilities and revenue – and 13 consecutive years as one of the *U.S. News & World Report's* best universities, Southern Region, Tier One.

This was the foundation on which we began Bellarmine's fourth phase of growth, the most transformational in our history – imagining, believing and creating Bellarmine University as the Premier Independent Catholic University in the South, and thereby the Leading Private University in the Commonwealth and Region.

Economic leaders see clearly that the states that thrive economically are the states that are strong in both the private and public sectors of higher education.

States that are strong in only one of these sectors generally are not successful in economic development. Neither sector, by itself, is sufficient for a state's economic development needs.

Indiana has Indiana University AND the University of Notre Dame; Tennessee has the University of Tennessee AND Vanderbilt University; Ohio has Ohio State AND Case Western Reserve University; North Carolina has the University of North Carolina AND Duke University; Illinois has the University of Illinois AND the University of Chicago; Missouri has the University of Missouri AND Washington University; Georgia has the University of Georgia AND Emory University.

And the list goes on.

Kentucky and the South remain open territory for the development of a Premier Independent Catholic University – and Bellarmine University is best positioned to provide the distinguished, innovative and high quality leadership required to be the Leading Private University in the Commonwealth and Region.

It is located in the 16th largest city in the nation, and the largest in the Commonwealth. For 17 years and counting, Bellarmine has been recognized nationally as the top Masters I university in our region, and in the top tier of comprehensive universities in the South, and we are listed in the *Princeton Review* as being one of the top 376 colleges and universities in the nation. Our location, achievements and resources make clear that Bellarmine is the university of choice to lead the region's economic development in the private university sector.

Bellarmine is the institution in the right place, at the right time, with the right vision, to become this area's Notre Dame, its Vanderbilt, its Emory – for the great benefit of the Louisville region.

## REALIZING THE VISION

The Bellarmine University community is working together with focus, intensity, resolve, passion and commitment to position Bellarmine as the Premier Independent Catholic University in the South, and thereby the Leading Private University in the Commonwealth and Region.

In the six years since Vision 2020 was launched, we have increased enrollment by 21 percent and full-time faculty by 25 percent; created nearly 20 new academic programs, including two doctoral degrees; and made several significant capital improvements, including four new residence halls, a new stadium and a completely renovated dining hall.

We have made tremendous progress – but there is much yet to accomplish.

Of course, this kind of growth requires new revenue. In October, 2011, we kick off the public phase of a $100 million capital campaign, the success of which will help us realize Vision 2020.

Achieving the goals of Vision 2020 is not just for Bellarmine, it is for Louisville: It is a requirement for Louisville's success in increasing educational attainment and achieving its goals as a competitive regional city.

I ask you to now to imagine what Vision 2020 will mean not just to our University but to our community, our state and our region. I ask you to believe that we can do this. And I ask you to step up and help us to complete this historic transformation now, for the great benefit of this generation and generations to come.

Joseph J. McGowan
President
Bellarmine University
October 2011