



# Bellarmino University

## Strategic Plan Phase One Report

April 26, 2018

<https://one.bellarmino.edu/facstaffresources/strategy/Pages/default.aspx>

[www.bellarmino.edu/strategic-planning](http://www.bellarmino.edu/strategic-planning)

# Strategic Planning Steering Committee (SPSC) Mission



The SPSC will guide the University through a planning process that will re-envision the future of Bellarmine as an innovative liberal arts institution that meets the demands of its students and serves the needs of a changing world. The committee will identify opportunities and threats, along with corresponding University priorities and key initiatives, that will secure Bellarmine's academic excellence, ensure our financial sustainability, and enhance our relevance to students, alumni, employers, and our community. The strategic planning process will enhance, clarify and strengthen the distinctive qualities and the powerful teaching and learning that make Bellarmine such a valuable institution and will keep it one going forward.

# SPSC Membership



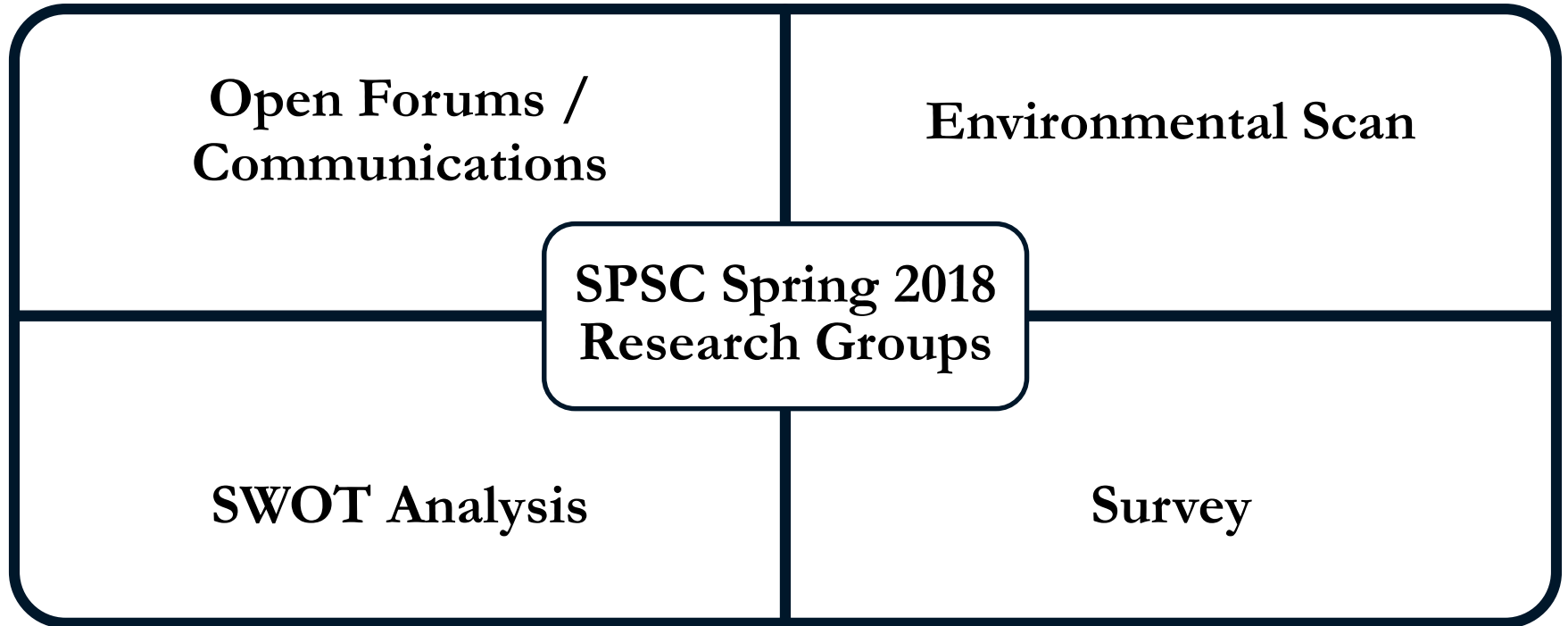
- **Sean Ryan – Co-chair**
- **Nancy York – Co-chair**
- **Angela Rone – Project Manager**
- **Claudette Berry – Project Coordinator**
- Shawn Apostel – Faculty
- Jon Blandford – Faculty/Honor’s Program
- Rick Brown – International & Veterans
- Kate Bulinski – Faculty
- Denise Brown-Cornelius – Business Affairs
- Melanie Brunson – Athletics
- Elizabeth Cassady – Student Affairs
- Adam Elias – Innovative Learning Systems
- Patrick Englert – Student Affairs
- Christopher Golden – Facilities Management
- Barb Jackson – Faculty
- Kate Johnson - Faculty
- Keith Knapp – Faculty
- Lindsey Peetz-Murray – Pioneer Program
- Ian Patrick – Development
- Sara Pettingill – Graduate Admission
- Annette Powell – Faculty
- Eric Satterly – Information Technology
- Keith Richardson - Faculty
- Grant Smith – Faculty
- James Standard – Admissions
- Jim Welp – Communications
- Mark Wiegand – Academic Affairs
- Steven Wilt - Faculty
- Chris Wingard - Faculty

# SPSC Timeline and Key Dates



Date	Activity
January 2018	SPSC Kick-off; public website goes live; Research Groups formed
Spring 2018	Data collection by Research Groups - brainstorming & data collection
April 6, 2018	Groups report their findings to SPSC
April 26, 2018	<b>SPSC hosts University Town Hall meeting for faculty, staff &amp; student and shares <i>high level priorities</i></b>
Summer & Fall 2018	Identified priorities discussed by SPSC's newly formed Work Groups (includes Bellarmine faculty, staff, students, alumni, Overseers and Trustees); additional information gathered, predominant strategic priorities emerge
Late Fall 2018	Final 4-6 <b><i>strategic themes</i></b> identified by SPSC and presented to Trustees, President, Cabinet, faculty, staff & students
Spring 2019	Implementation strategies and evaluation metrics of strategic themes developed; strategic plan drafted
May 2019	Official Strategic Plan completed

# SPSC Spring 2018 Research Groups



# Research Group – Open Forum / Communications



- Organized and conducted information sessions targeting internal stakeholders including faculty, staff, and students.
- Used broad, open ended questions to solicit stakeholders' perceptions regarding BU's future.
- Data collected were organized and categorized by theme based on committee member consensus.



# Research Group – Environmental Scan

- Reviewed numerous data sets and reports to track campus and external trends.
- Organized and conducted semi-structured interviews with external stakeholders from the Louisville community.
- Used five broad, open ended questions to solicit stakeholders' perceptions of BU's strengths and opportunities.
- Data from each interview was transcribed and coded.
- 144 categories developed in first round of coding then reduced and combined into 17 overarching priorities.

# Research Group - SWOT



- Organized and conducted 60-90 minute SWOT sessions.
- Target audiences included internal stakeholder groups of students, faculty, staff, volunteers and Veritas Society.
- SWOT team members led each session in pairs.
  - Final inquiry: *“What will the market demand an institute of higher education look like in 2025”?*
- Strengths, weaknesses, threats and opportunities identified were assessed and categorized by individual committee members, then reassessed, and ultimately prioritized by the group.





# Research Group Report - Survey

- Survey instruments developed using examples from other higher ed institutions.
- Surveys emailed to full and part-time faculty/staff (~400), alumni (~18,000), a random sample of 500 undergraduate and 200 graduate students, and sample of parents (750).
- Data collection March 2 – 23 with two reminder emails sent during the survey period.
- IR&E processed the data and provided summary reports.

# Spring 2018 Participation

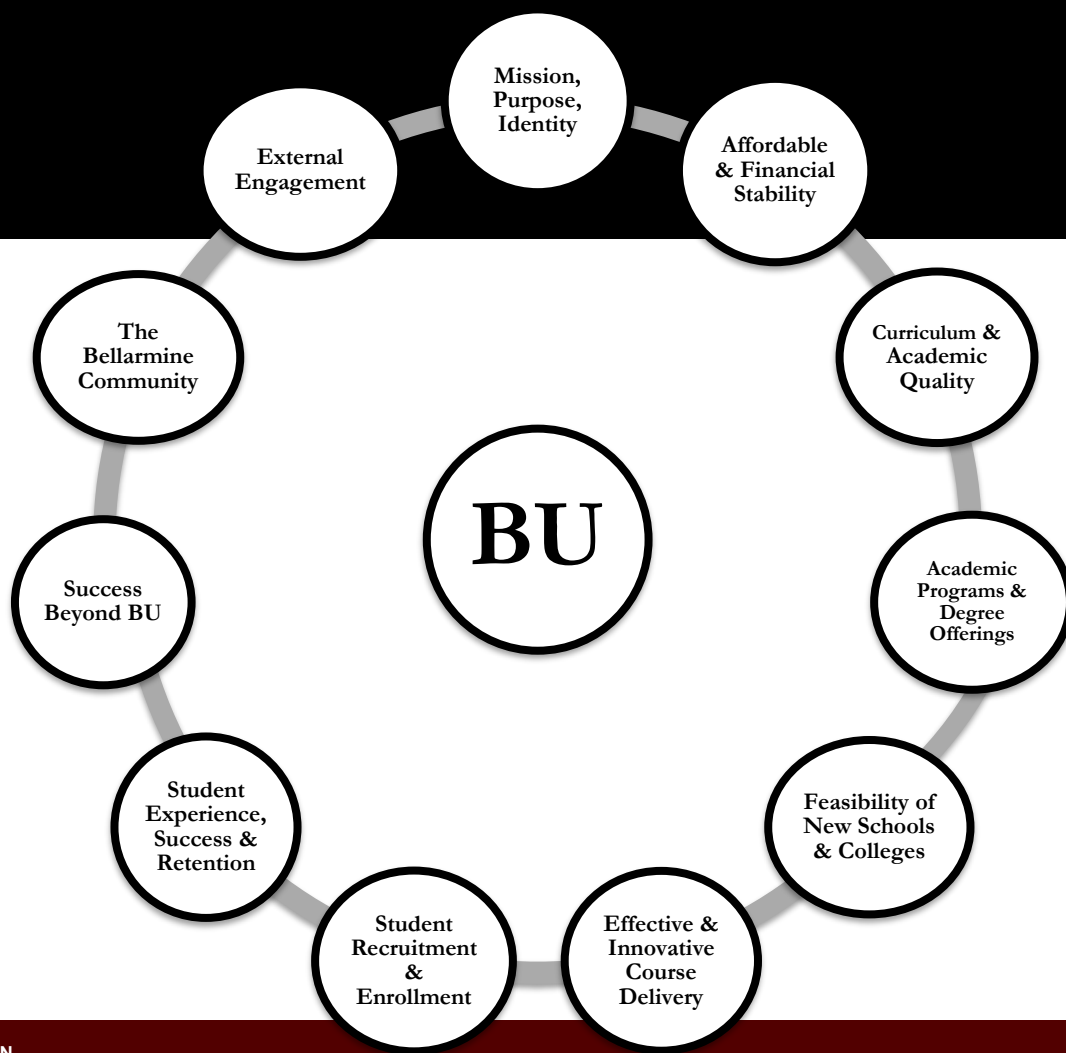


	Number of Groups	Number of Participants
Environmental Scan	47	External stakeholders = 288
SWOT	8 19 2	Students = 52 Faculty/staff = 208 Alumni/overseer = 45
Survey		Students = 130 Alumni = 922 Faculty/staff = 361 Parents = 105
Open Forum	2 2	Students = 80 Faculty/staff = 125 OneSite comments = 40
<b>TOTAL</b>	<b>80</b>	<b>2356</b>



# Emerging Priorities

- The Research Groups' summary reports are located on the Strategic Plan OneSite.
- 28 topics were identified by SPSC after reviewing and discussing the four reports.
- The SPSC discussed each topic and then prioritized individually, and as a group, their highest level priorities, at times combining related topics into larger ideas.



# Emerging Priorities



## 1. Bellarmine's Mission, Purpose, and Identity

- What is a refreshed and relevant mission for Bellarmine in the 21st century?

## 2. Affordability and Financial Sustainability

- How can we ensure that Bellarmine is affordable for students of all backgrounds and financially sustainable far into the future?

# Emerging Priorities



## 3. Curriculum and Academic Quality

- What broad curricular experience for undergraduate and graduate students fulfills our mission and the aims of the LET and QEP?

## 4. Academic Programs and Degree Offerings

- What are more nimble and effective processes for assessing our existing programs and developing new ones that respond to emerging needs and opportunities?

# Emerging Priorities



## 5. Feasibility of Existing & New Schools and Colleges

- Conduct a review of existing schools and colleges and determine what, if any, proposed new schools and/or colleges are worthy of pursuit?

## 6. Effective and Innovative Course Delivery

- How can we develop and support an array of effective and innovative pedagogies for delivering course content to our diverse student body?

# Emerging Priorities



## 7. Student Recruitment and Enrollment

- How can we extend the benefits of a Bellarmine education to a broader and more diverse group of students?

## 8. Student Experience, Retention and Success

- How can we become a truly student-centric university, strengthening student retention and enhancing the student experience and support structures to ensure student success?



# Emerging Priorities



## 9. Success Beyond Bellarmine

- What programs and services should we offer to provide students with greater opportunities for careers and graduate study, enhance alumni-student-employer connections, and provide lifelong benefit to our alumni?

## 10. The Bellarmine Community

- How do we become a destination of choice, support the diverse members of our community to fulfill their potential, and strengthen affiliation and pride among faculty, staff, students, and alumni?

## 11. External Engagement

- How can we extend partnerships and programs across Louisville and the state for the mutual benefit of Bellarmine and our external communities?



# Operational Ideas We Heard

- Additional safety training
- Master calendar
- Lack of emergency signage
- Moodle functionality
- Marketing of campus events
- Outside benches
- Creative/movable classroom spaces
- Parking
- Food services
- Improved SURF/recreational facilities

# Moving Forward.....How You Can Participate



- Provide suggestions/comments on the Strategic Planning OneSite.
- Volunteer for a Work Group:
  - Work Groups develop around the 11 high level priorities; SPSC members will co-chair Work Groups with another BU community member.
  - Work Groups will be formed and could include students, staff, faculty, alumni, trustees, and other stakeholders.
  - Work Groups gather further information about priorities: feasibility, required resources, nationwide trends, benchmark and aspirational schools' data, advantages/disadvantages, etc.



# How to Self-nominate for a Work Group

- Self-nominations will be accepted through **May 11th**.
- Nomination forms are located on the Strategic Planning OneSite.
- Work Group assignments will be announced no later than May 30th.



# Environmental Scan Report – Updated!

The Environmental Scan Research Group has updated their detailed report looking at national trends and other data that will inform the strategic planning efforts

Available the Strategic Planning OneSite



<https://one.bellarmino.edu/facstaffresources/strategy/Pages/default.aspx>