



Brescia University

2015-2020
Strategic Plan

ACADEMICS

Goal: As a liberal arts community of learners, academic excellence will be the hallmark of Brescia University with a culture of teaching and learning directed to personal and professional success.

Strategic Direction: Cultivate and nurture an academic culture, recognized for its scholarly ambiance, which blends the tradition and heritage of a liberal arts education with modern and innovative modes of delivery.

Objective #1: Embrace pedagogical advances that establish and then require varied and adaptable delivery styles to meet the needs of the modern day learner.

- Hire a full-time Director for the Ursuline Center for Teaching and Learning who will establish an office that serves to meet the needs of faculty in terms of teaching methods, delivery options, learning styles, pedagogical changes, and/or other innovative resources; and to offer a resource for student mentoring and advising.
 - Office staffed and functioning by fall 2018.
- Provide opportunities for and encourage faculty to attend conferences centered on pedagogical and instructional change.
 - Five faculty members per year will attend conferences focused on technology, student learning needs, pedagogy, and/or other innovative services.
- Establish faculty core competencies (benchmarks) in pedagogy that are used in hiring, pre and post-tenure reviews, and tenure application.
 - Benchmarks established by fall 2018.
- Implement “high-impact” experiences in every academic area (fewer or greater numbers depending on program area/area faculty size).
 - Experiences identified and implemented by fall 2017.
- Adopt alternative scheduling options.
 - Implementation of Winter term, fall 2015
 - Analysis and possible implementation of second summer term, summer 2016.
- Facilitate the necessary infrastructural changes that support innovative teaching practices.
 - Annual spring symposium for faculty on topic, spring 2017.
 - Alternative classroom arrangements in place, fall 2019.
 - Regular incentives to faculty to offer hybrid/flipped classes or other alternative delivery, fall 2018.
- Ensure all students have access in the most convenient, cost effective way possible to textbooks including in an e-format when available in their discipline.
 - All options have been explored and implemented by fall 2018.

Objective #2: Expand options for experiential learning that offer students the opportunity for robust educational experiences outside of the classroom.

- Require the inclusion of internship/practicum opportunities in every academic program as appropriate.

- By fall 2018 every academic area will have implemented such experiences, as appropriate, for that major.
- Expand learning opportunities locally, regionally, nationally, and internationally, eventually providing at least one “study away” opportunity per major.
 - Opportunities gradually increased until task is realized by fall 2020.
 - Maximize relationship with Caritas School of Social Work in Czech Republic.
 - Collaborative programs established with non-American Ursuline institutions, fall 2019.
- Create an Office of Intercultural Services that addresses the needs of international students and supports study abroad opportunities.
 - Office established by fall 2019
 - ESL program reactivated in some fashion, fall 2019.
- Develop opportunities for students to serve as faculty research assistants.
 - Each division will identify those areas that could implement research assistants by fall 2017. Implementation by fall 2018.
- Formalize a rigorous evaluation and acceptance program related to the prior learning experiences of non-traditional students.
 - Prospective students will have prior learning evaluated by fall 2016 for registration in spring 2017.

Objective #3: Develop meaningful, collaborative relationships with both internal and external partners that enhance and enrich classroom learning experiences.

- Capitalize on current relationships with the local business community to offer opportunities for entrepreneurial exposure.
 - Co-starters will be fully implemented, fall 2016.
 - Two incubator spaces at Business Start-up center for students, fall 2018.
 - Students will participate in at least one annual start-up competition, fall 2015.
- Facilitate the option for faculty to collaborate on the delivery of multidisciplinary courses.
 - Incentives offered to faculty to develop creative course options, fall 2016.
 - Collaborative, interdisciplinary learning integrated into GER, fall 2019.
- Provide opportunities for campus-based and online faculty to collaborate in educational and shared-governance matters.
 - By fall 2018 web-conference platforms will be utilized to include online faculty in University, Division, and Area business.
- Develop an Alumni Mentor program.
 - Program developed and implemented, fall 2017.
- Establish a Faculty in Residence Program which will allow recognized individuals to share their expertise.
 - Host one visiting faculty member annually beginning fall 2019.

Objective #4: Recruit, shape, develop and support a diverse faculty core whose members strive to be scholars in their field and who provide engaging educational and supportive experiences to their students.

- Pursue endowed professorships to help in recruiting outstanding faculty who are competitively compensated.

- Two endowed chairs funded by fall 2020.
- Strengthen faculty development policy and opportunities
 - Budget line item to support publication fees or reviewer fees, fall 2018.
 - Increase faculty development funds by 50%, fall 2018.
 - Regular compensation for faculty and staff who develop substantial new programs and activities, fall 2015.
 - Online faculty development opportunities offered, fall 2018.
 - Policy established for course release to make use of development opportunities, fall 2018.
 - Finalize and implement post-tenure review policy, spring 2016.

Objective #5: Advance the capacity for the inclusion of technology in all aspects of a Brescia education.

- Provide faculty and students with the necessary technological resources that will enhance the classroom experience and aid in learning.
 - Establish a full-time Director of Instructional Technology position, fall 2019.
 - LMS will be fully implemented and utilized, fall 2016.
- Provide classroom environments that support and utilize technological advances.
 - Continuous upgrade of smart classrooms, ongoing.
 - Digital Learning Studio, fall 2020.
 - Continuous upgrades to common study and collaborative learning spaces in the library, fall 2020.

Objective #6: Strengthen and build upon the foundation of the William H. Thompson School of Business, the School of Education, the programs within the Life Sciences and the Social Work program, which serve as designated “Anchor Programs” of the University.

- Expand Graduate offerings.
 - MSW developed and implemented, fall 2018.
 - MAT developed and implemented, fall 2018.
 - Explore a 3-2 program with Cancer Center for a Biotech Masters of Science.
- Maximize physical and academic presence of professional schools.
 - New building will be designed and construction begun, fall 2020.
- Enhance Life Sciences.
 - Remaining science labs renovated by fall 2020.
 - Partnership with UofL for Cancer research funded and established, fall 2018.
 - School of Business, AASBI accreditation finalized, spring 2018.

Objective #7: Offer academic program choices that are robust, viable, and relevant to the needs of students and the greater community while supporting the mission of the University.

- GER review and reform.
 - Educational Outcomes Assessment plan fully implemented, spring 2016.
 - GER program analysis complete, fall 2018.
 - Updating and reformation of GER, fall 2020.

- Assessment of academic (and other) programs strengthened to ensure institutional effectiveness and remain compliant with accreditation requirements.
 - New assessment cycle fully implemented, fall 2015.
 - EPSB reaffirmation process complete for School of Education, spring 2016.
 - CSWE reaffirmation process complete for Social Work area, spring 2018.
 - SACS/COC reaffirmation process complete, spring 2020.
 - By spring of 2016 QEP process underway in preparation for 2019 SACS/COC reaffirmation.
- Create new and relevant academic programs.
 - See outcomes for objective #6.
 - Business agriculture emphasis in collaboration with MSJ and OCTC, fall 2017.
 - Bluegrass music BFA in collaboration with OCTC and the IBMM, fall 2017.
 - One additional academic program added to online degree annually, fall 2015.
- Fully implement Honor's College initiative.
 - Graduate first class.
 - Recruit additional faculty to teach course.
 - Increase retention in program.

STUDENT SERVICES

Goal: As a student centered community of learners, Brescia University will promote and sustain a dynamic, vibrant, and fulfilling collegiate experience.

Strategic Direction: Deliver engaging educational and co-curricular experiences in an environment that is rich with tradition and ritual, addresses and supports the needs of all students (traditional, non-traditional, and online), provides the necessary resources to help them succeed, and motivates and inspires them to complete their education at Brescia University and ultimately to achieve their full human potential.

Objective #1: Embrace the holistic welfare of all students, including physical, emotional, social, spiritual, familial, developmental, and academic needs.

- Expand the BU101 program to include a BU401 type capstone course.
 - BU401 implemented for fall 2018.
- Hire full-time Director for the Ursuline Center for Teaching and Learning.
 - See Academics, objective 1.
- Create an Office of Intercultural Services.
 - See Academics, objective 2.
- Ensure that the Counseling Center is well-equipped to meet the evolving needs of students.
 - Counseling center will move into renovated student center, fall 2016.
 - Center will be sufficiently equipped and staffed to meet needs of growing student population, fall 2020.
- Ensure that the Office of Campus Ministry is prepared to meet the spiritual, moral and faith development needs of students as well as serving as a center for service, stewardship, and volunteerism.
 - Office of Campus Ministry will move into renovated student center, fall 2016.
 - Student ministry needs will be reassessed and appropriately met, fall 2020.

Objective #2: Provide a physical environment that meets the needs of contemporary students.

- Complete Phase 1 of Master plan.
 - Signature building construction begun, fall 2020.
 - Renovation of Campus Center complete, spring 2017.
 - As appropriate, residence halls renovated, fall 2020.
 - Renovate Taylor Lecture Hall, fall 2020.
 - Classroom furnishings updated, fall 2020.
 - Continue to ensure that library has sufficient and relevant study and collaborative space and services, fall 2020.
- Ensure ADA compliance beyond the minimum.
 - Plan to improve accessibility developed and at least 50% implemented by fall 2020.

Objective #3: Develop and support a campus community that possesses a sense of character centered on values, service, justice, and ethics.

- Develop and implement a student honor code.
 - Regular ethics training offered in areas such as plagiarism, Title IX, and personal responsibility, fall 2017.
 - Principles of student honor code articulated and published, fall 2016.
- Expand opportunities for participation in the Alternative-Spring Break and other service endeavors.
 - Increased student participation in Alternative Spring Break by 100%, fall 2020.
 - Regular participation in the Czech Republic social service opportunities with the Caritas School of Social Work.
 - Three additional opportunities for international service by fall, 2020, with other Ursuline institutions, if possible.

Objective #4: Develop and promote a collegiate campus spirit and pride in the University among faculty, staff, students, alumni and the greater community.

- Invite and offer specific events for online students to attend and participate in the annual Homecoming Weekend.
 - Annually the participation of online students in Homecoming events will increase by 10%.
- Implement activities that involve more faculty, staff, and students in the life of the campus.
 - Students will value and purchase the Brescia ring, ongoing.
 - Host one event per year designed to bring all members of the campus community together.
 - Celebration of Excellence will become a recognized and respected community event by fall 2020.
- Continue to promote and sustain a culture in which athletics is clearly understood as integral to the attainment of the Brescia mission.
 - By 2017 the athletic program will have achieved the highest level of the 5-Star Champions of Character recognition.
 - Increased collaboration between athletics and academics.
 - Graduation Rates increased for student athletes (Benchmarks determined for each sport).
 - Compensation analysis and adjustment for Coaches completed by spring 2018.

STEWARDSHIP

Goal: As a fiscally responsible community of learners, Brescia University will generate and manage resources efficiently, effectively, and ethically to realize and sustain its mission.

Strategic Direction: Promote and facilitate operational practices that serve not only to sustain but to strengthen and advance the University.

Objective #1: Develop the philanthropic interests of stakeholders through the shared vision of the University's mission, trust, communication, and engagement.

- Complete Capital Campaign.
 - 10million+ raised for phase 1 of master plan, fall 2017.
 - Preparation for Phase 2 of Capital Campaign begun, fall 2020.
- Increase the endowment by 50%.
 - By fall 2020 endowment will have increased by 50%.
 - Endowment for Ursuline Center increased by 500k by fall 2020.
 - Planned giving program fully implemented, fall 2016.
- Grow the Annual Fund by 15%.
 - By fall 2020 annual fund will increase by 15%.
- Capitalize on grant opportunities
 - One significant grant annually.

Objective #2: Recruit and retain students in order to provide the foundation for the future.

- Continue to recruit quality students with the right fit for Brescia.
 - Total degree seeking enrollment increased to 1500 by fall 2020.
 - Traditional enrollment to 1000 and BUonline enrollment to 500 by fall 2020.
 - Residential number increased to 350 by 2020.
 - Yield to enrollment from time of admittance increased by 10%.
- Increase retention of current students.
 - Increase overall fall to spring retention to 88%, fall 2020.
 - Increase freshmen fall to fall retention rate to 68% by fall 2020.
- Continue to expand capacity and market share of BUonline.
 - Call Center established, fall 2018.
 - One additional online program annually.
 - Five additional articulation agreements are formalized by fall 2020.
- Establish a recognized Summer Camp program for specific academic and athletic areas.
 - One camp annually beginning fall 2018.
 - Staff position added that would organize summer camps, fall 2018.

Objective #3: Advance campus-wide environmental sustainability.

- Promote a culture of stewardship in all aspects of University life.
 - New construction will have the basic requirements for Leed Certification, fall 2020.
 - Paper use decreased by 50%, fall 2020.

- Recycling centers established in every major building, fall 2017.
- All major buildings retrofitted with low wattage bulbs and fixtures, fall 2020.
- Motion sensors installed to reduce lighting usage, fall 2019.
- Educational (environment) signage installed, fall 2017.

COMMUNITY ENGAGEMENT

Goal: As a socially responsible community of learners, Brescia University will promote and sustain community engagement locally, nationally, and globally.

Strategic Direction: Secure and solidify Brescia University's reputation and brand as one that is recognized for academic success, professional preparation, moral character development, cultural exposure, creative expression, service, and stewardship.

Objective #1: Develop and cultivate Brescia University's relationship with the local and regional Catholic community as well as its role as the only Catholic University in Western Kentucky.

- Strengthen the University's effectiveness with better communication with the Catholic Community.
 - Annual letter to Catholic community restored, fall 2015.
 - Increased marketing efforts in the Purchas Area, ongoing.
 - One Catholic even per year.

Objective #2: Continue to the effort to make the University a center for the creative arts.

- Enhance the quality and recognition of guest speakers on campus.
 - Young lecture will be marketed to wider community with a minimum of 50 community members attending.
 - One additional lecture series endowment will be secured by fall 2019.
- Establish the Moneta Sleet Center for the Creative Arts to serve as a vehicle for cultural events and community partnerships.
 - Moneta Sleet Center fully established by fall 2020.
- Explore the possibility of becoming the home for the Eye-See program.
 - Depending on analysis Brescia will decide to adopt the program or decline, fall 2017.
- Highlight the creative arts on campus.
 - Student artwork prominently displayed throughout campus, fall 2017.
 - Establish a summer art education program and/or summer arts festival, fall 2018.

Objective #3: Inspire, encourage, and facilitate an institutional culture of CARITAS that is characterized by service, stewardship, and meeting the needs of others.

- Increase educational outreach to underserved populations.
 - Hispanic Outreach taskforce will be fully functioning, spring 2016.
 - Vatican request for Brescia to become a center of Caritas research will be studied with appropriate response in place by spring 2016.

Objective #4: Seek and foster meaningful relationships with alumni that serve to increase partnerships and engagement opportunities for students.

- Develop and implement an alumni outreach and engagement plan.
 - 20 new successful alumni identified annually.
 - Successful graduates regularly highlighted in Brescia publications.

- Alumni participation at regular campus events increased by 50%, fall 2020.

Objective #5: Market and promote the successful professional, personal, and academic endeavors of the faculty, staff, students, and institution as a whole.

- Increase promotion of success stories.
 - Website will feature regular success stories beginning fall 2015.
 - Brescia Now will have enhanced features of Brescia success.
 - Faculty in Residence program will be fully established. See Academics.
 - Graduation speakers will include nationally recognized personalities every other year.
 - Profiles for Board members will be regularly featured in the Brescia Now and on webpage, spring 2016.

URSULINE LEGACY

Goal: As a Catholic community of learners, Brescia University will be recognized as a moral and educational force that promotes a profound respect for the human person as created in the image and likeness of God, especially as envisioned by Angela Merici.

Strategic Direction: Remain steadfastly rooted in the Catholic and Ursuline heritage of the institution, serving as a just and moral presence in the community and maintaining a commitment to identify and meet the educational needs of others.

Objective #1: Develop, support and maintain the level of integration and understanding of Brescia University's Catholic and Ursuline values and traditions among the faculty, staff, and students.

- Establish regular and significant ways of connecting with the founding congregations, the Ursuline Sisters of Mount St. Joseph, and Diocese of Owensboro.
 - One annual event for students at MSJ.
 - Mission Effectiveness Office will be strengthened, fall 2017.
 - Brescia faculty, staff and students will be encouraged to consider the Associate program, fall 2016.
- Hire a full time director for the Ursuline Center for Teaching and Learning . . .
 - See Academics, objective 1.
- Provide significant opportunities for Catholic, ecumenical, and interfaith discussions along with moral and faith development.
 - Regular public response to local, regional, national, and global events as appropriate, ongoing.
 - Brescia interfaith council established through mission effectiveness office, fall 2018.

Objective #2: Inspire, encourage, and facilitate an institutional culture of CARITAS that is characterized by service, stewardship, and meeting the needs of others.

- See Community Engagement, objective 3.
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- Establish collaborative programs with other Ursuline Colleges and Universities directed to service.
 - One significant common service program will be identified by fall 2018.