

St. Bonaventure University Strategic Plan Update June 2016

On Friday, June 10th, the University Planning Commission presented the draft of the University's Strategic Plan to the Board of Trustees and led them through several deep dive discussion sessions of the University goals, strategic priorities and strategies. On Saturday morning, the Board unanimously approved the following resolution:

University strategic plan

RESOLVED, that the Board of Trustees commends the members of the University Planning Commission for its diligence, creativity, commitment to the University's future welfare as exhibited in the work done this year. In particular, the Board appreciates the broad participation in the planning process achieved by the leadership of the University Planning Commission.

RESOLVED, that the Board of Trustees approves the University Goals and Strategic Priorities.

RESOLVED, that the Board of Trustees accepts the direction of the University Plan strategies and directs the University Planning Commission, through its co-chairs, to support the President and Cabinet in the preparation of a University budget that integrates the initial phase of the strategic plan to be presented at the September Board meeting. In addition the administration will provide to the extent possible longer term projections.

RESOLVED, that the Board of Trustees understands the President and Cabinet will begin implementation of those items which can be initiated in the coming year within the constraints of the current budget.

University Goals

The Board of Trustees has two overarching objectives for St. Bonaventure University. They are to:

1. Increase student enrollment
2. Increase our competitive academic standing and program relevance in the market.

The Board of Trustees accepted five goals to guide the work and actions of the University community:

As an inclusive institution, our Catholic, Franciscan mission will define and enliven all of our endeavors.

As a student focused institution, we will challenge and prepare our students to succeed and thrive intellectually, ethically, and professionally as global citizens throughout their lives.

As an open institution, we will build a community of respect, diversity, dialogue and service, mindful of the poor and marginalized.

As a financially responsible institution, we will develop an integrated model that ensures our corporate vitality through comprehensive resource stewardship, a commitment to educational excellence, and investment in staff and faculty development.

As an academic institution, we will distinguish ourselves and excel with competitive academic programs that student's need and the market demands.

Strategic Priorities

The Board of Trustees also accepted the following nine strategies as the way we will accomplish our goals over the next five years (2016-2021).

The Strategic Priorities
St. Bonaventure University 2016-2021



The Board accepted that our strategic focus over the next five years will be devoted to the following:

We want to develop a *culture of students first*. Consistent with our Catholic-Franciscan identity, we want to promote and support the dignity of each and every student and pursue practices that demonstrate the priority we place on the quality of our students' education and experience while at St. Bonaventure University.

We want to develop *operational excellence* in all our programs, processes and initiatives. We want to meet the needs of our students, parents, faculty, alumni, staff and visitors with service that exemplifies respect, collegiality, efficiency and effectiveness.

We want to develop *financial methods and systems that are consistent with our University priorities* and demonstrate the highest standards of stewardship and sustainability.

We want to achieve a new level of *distinction providing academic programs that are noted for their superior quality and excellence* in teaching and research.

We want to *promote a culture of faculty and staff excellence*, supporting and sustaining cutting edge research and teaching among our faculty and ongoing development of staff in pursuit of their excellence as vital agents of this University's mission.

We want to recognize the importance that students and parents place on the *outcome of their university experience* and demonstrate how St. Bonaventure University continues to provide students with a quality education for a quality career.

We want to develop a *sustainable portfolio of academic programs* that delivers the highest quality of courses and experiential learning initiatives.

We want to be a campus *community vibrantly connected and engaged with our mission* as a "Catholic university dedicated to excellence in the Franciscan tradition."

We believe these strategic priorities will help us increase enrollment and lead to greater distinction in the higher education marketplace.

Next Steps

At the Board meeting, the University Planning Commission presented *fifty-seven specific strategies* by which these nine priorities can be realized. The Board of Trustees approved the fundamental direction of these strategies. Work has already begun to make these strategies part of our university tasks for the coming year. The majority of these strategies have already been priced out but, as we agreed with the Board back in December, we need the summer to finalize the pricing of all the strategies, so that they can be integrated into this year's budget and subsequent budgets, as well.

Over the summer, the UPC will be working with the Administration to review the 2016-2017 University Budget, including incorporation of the financial impact of the first year of the Strategic Plan. We will be working to plot out the financial implications of the strategies over the next five years. The Board will take up and finalize the 2016-2017 budget at its September meeting.

Selected Highlights of the 57 Specific Strategies

Although there is more work to be done to finalize all recommendations to ensure they fit within the university budget, the following are selected strategies that comprise the strategic plan. Many have had initial funding approved, or work is already underway. Others are being considered due to their broad appeal:

- Expand and deepen the engagement of the entire campus with St. Bonaventure's Catholic, Franciscan mission by developing a Center for Mission (CMI) and Identity that will unify, forward and coordinate mission integration across the campus, including the work of University Ministries, the School of Franciscan Studies, the mission-based efforts of Franciscans of the university and other campus initiatives that forward the University's mission.
- Promote Academic Excellence by providing centralized coordination for faculty pedagogical development, grant writing, research and department chair support through the establishment of a Faculty Development Center. Create a Faculty Development Center.
- Complete and implement the revisions to the general education curriculum.
- Create an institutional system to review and foster academic rigor across all schools.
- Integrate the importance of student outcomes within all academic programs and departments.
- Strategically transition existing graduate programs to online or hybrid delivery.
- Explore and implement the expansion of new/existing co-curricular programs based on institutional strengths and/or market demand. Increase co-curricular offerings - ex. Women's Club Hockey, Men's Club Baseball, and expand support services.
- Expand multifaceted enrollment streams based on data, best practices, benchmarks and gap analyses at both the undergraduate and graduate level: *Military Aligned Students*.
- Expand multifaceted enrollment streams based on data, best practices, benchmarks and gap analyses at both the undergraduate and graduate level: *Discernment Program*.
- Create a centralized "Academic Support and Advising Center" to house many of the related academic support services (i.e. the Teaching and Learning Center, Math Lab, HEOP, Writing Center, Office of Disability Support, and Student Athlete Study Hall).
- Choose a brand position that reflects the features, benefits, and outcomes of a St. Bonaventure education utilizing information from the STAMATS brand positioning study.
- Maximize Division I Athletics enrollment in existing sports by strategically expanding team rosters.
- Evaluate, enhance and expand marketing and recruitment efforts by identifying and investing in academic program marketing for programs that demonstrate growth potential.

- Begin a comprehensive campaign aimed at supporting the outcomes of the strategic plan.
- Develop a framework for the sound and consistent analysis of the cost of each University unit and develop and implement a data-driven process for determining the financial sustainability of every University operation including a thorough evaluation in terms of expenditures and return on investment.
- Launch online MBA program.
- Explore new graduate & undergraduate allied health programs. The Board of Trustees endorsed the work to research the viability of the future establishment of a School of Allied Health at St. Bonaventure and the development of financial projections for three new programs proposed to be housed in that school, a Master's in Occupational Therapy, a Doctorate in Physical Therapy, and a Master's in Physician's Assistant. The Board approved the implementation of "Year Zero" of the project which has been funded by a philanthropic gift. The Board will assist the Administration in completing a plan for financing the next four years of the project by the March 2017 Board meeting. The Board also will assist the Administration in developing a state advocacy plan for the programs.

Thanks to the Community

The Board of Trustees, in its resolution, highlighted the broad participation of the whole University community in the planning process. Their appreciation for the diligence, hard work, creativity and commitment, not only of the University Planning Commission but of the entire campus, was re-iterated time and again throughout the weekend.

As co-chairs of the University Planning Commission, we want to thank all our colleagues on the UPC and all those who served as chairs and members of the Strategic Task Forces over the last year. Your dedication and hard work have brought us to a new moment in the history of this great University.

We began this work together as one community at last year's Convocation when we named our challenges and spoke of our hopes and priorities. That labor has now produced goals, priorities and a strategic vision that we can be proud of and that gives us a direction that can engage and enliven us, if we continue to work together.

We thank each and every one of you for the part you played and the commitment you demonstrated in this planning project.

Fr. Dave Couturier and Dr. Mike Hoffman
Co-Chairs, University Planning Commission