

# BRESCIA UNIVERSITY

## STRATEGIC PLAN 2020-2025



† Empowering YOU today to make a difference tomorrow †

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THE FUNCTION OF EDUCATION IS TO TEACH ONE TO THINK INTENSIVELY AND TO THINK CRITICALLY. INTELLIGENCE PLUS CHARACTER — THAT IS THE GOAL OF TRUE EDUCATION.

-DR. MARTIN LUTHER KING, JR.

## Preamble

Beginning in 1925 as the Mount Saint Joseph Junior College for Women, Brescia University has witnessed incredible social, political, and religious changes. These 95 years have seen the most violent wars of human history, the rise and fall of the iron curtain, unprecedented social upheaval, the Second Vatican Council, travel to the moon, a world-wide pandemic, and a technological revolution that touches every aspect of our lives. Through it all Brescia University has adapted to these world-changing events while remaining faithful to its mission as a Catholic, Ursuline, liberal arts community dedicated to meeting students, in their space, to provide them a high quality, values-based education. We call this experience the Brescia Difference.

Over the last few years we have described this “difference” with four characteristics: Respect for the Sacred; Devotion to Learning; Commitment to Growth in Virtue; and Promotion of Servant Leadership. Brescia University now stands ready to take that difference into our second century. Using the words of our Alma Mater, “Onward Brescia,” we will step confidently into our next 100 years while maintaining the same faithfulness and adaptability that characterized our first century. Our spiritual founder, St. Angela Merici, admonished her sisters to “read the signs of the times and adapt.” We are called to do the same, staying true to our roots but also embracing change as a necessary part of any institution’s life.

Emboldened by our history, I am pleased to share with you the strategic plan that will guide Brescia University from 2020 to 2025. As you read through these pages you will notice that this plan does not seek to maintain the status quo. Our faithfulness to mission does not mean we will simply repeat the last 100 years. The disruptions of the past few years, and even more so in the past few months, will not allow us that direction. Instead, this plan builds on the entrepreneurial spirit of the Ursuline Sisters of Mount Saint Joseph who dared to bring their women’s college to downtown Owensboro creating a co-ed experience for those returning from World War II. They did so fearlessly and with deep trust in God’s providence. So too it must be with us. This plan is bold and transformative; it involves structural and cultural change, which is necessary to ensure Brescia University’s continuation as a vibrant and world-changing force.

The pages that follow will articulate the philosophy and rationale of the strategic plan. Serving as a theological unifier is the concept of *Caritas* or Love, specifically the love that Jesus calls us to have in the Gospel of John. The graphic that follows will give you a sense of how Caritas unites the strategic vision of the plan and its comprehensive goals. From these goals, we have developed three strategic imperatives that will guide our short-term efforts over the next five years: **Enriching the Educational Experience**; **Enhancing and Modernizing Infrastructure**; and **Embracing our Responsibility to Lead**. The objectives and actions that define these imperatives are the place where the rubber hits the road. I hope that you will be inspired by this plan, as inspired as I was in working with our faculty, staff, students, board, and alumni in its preparation. Onward Brescia! Our best days are yet to come.



In the Spirit of St. Angela,

A handwritten signature in blue ink, reading "Rev. Larry Hostetter".

Rev. Larry Hostetter S.T.D.  
President, Brescia University

## Recognition of Those Involved

### Committee – Development and Design

Dr. Lauren McCrary  
Rev. Larry Hostetter, S.T.D.  
Christopher Houk  
Dale Cecil  
Stephanie Clary

### Committee – Authentic Community(ies)

Dr. Josh Clary, Chair  
Dr. Amanda Dawson  
Dr. Walter Bosse  
Jordan Peters  
Sr. Sharon Sullivan, Ph. D.  
Dr. Daniel Kuthy  
Dr. Emily DeMoor  
Isaac Duncan  
Shanda LaRue  
Helen Beckert  
Morgan Hildebrandt  
Susan Montalvo-Gesser, J.D., Board Member  
Emily Miller, Student Representative

### Committee – Universal Design

Amanda Morris, Chair  
Maura O'Donoghue

### Universal Design (cont'd)

Christy Rohner  
Dr. Anna Kuthy  
Dr. Jeff Barnette  
Jennifer Cox  
Jason Cox  
David Stratton  
Dr. Ashley Holland  
Dr. Laura Gibson  
Sagan Storm

### Committee – Diversity and Inclusion

Patricia Lovett, Chair  
Dr. Elaine Wright  
Richard Brown, Board Member  
George Gray  
Dr. Rachel Besing  
Eva Atkinson  
Morgan Russelburg  
Alexis Ortiz  
Cameron Williams  
Dr. Anna Kuthy  
Breanna Chester, Student Representative

Each of these committees were tasked with the following:

- Research effective theory and practice related to your topic
- Determine the top 5-10 most effective practices related to your topic that are appropriate to Brescia University and align with our mission
- Offer recommendations of how to incorporate the practices into the 2020-2025 Strategic Plan *Imperatives, Objectives, and / or Actions*

Lastly, those responsible for developing the implementation process for each *Action* utilized the committee recommendations as appropriate.





## Theological Unifier: Caritas

As a Catholic university we must be intentional as to how our educational mission is a continuation of the ministry of Jesus and an integral part of the work of the Church. There are many ways to define “catholic identity” including the teaching of theology and philosophy, the promotion of the catholic intellectual tradition in all disciplines, the celebration of the sacraments, vibrant campus ministry with opportunities for spiritual growth, and service to the poor and marginalized. All of these are important, but they are derivative of something broader and all encompassing: the Gospel call of Jesus to love.

In the Gospel of Matthew Jesus reminds us that the greatest commandment is to love God followed by loving our neighbor as yourself (Mt. 22:37-39). In the Gospel of John, we are called to love one another as God has loved us (Jn. 13:34). At its core, this call to love is about relationships: the relationship we have with God and with our fellow human beings, and concomitantly the relationship we have with all of creation. This call is at the source of all we do as a Catholic and Ursuline university. The call to Love (Caritas) unifies all we do, whether in the classroom, on the field of athletic competition, or whenever we are united in prayer or service.

Caritas serves to unify the efforts of our plan by providing a theological direction to its strategic vision and comprehensive goals, from which flow our strategic imperatives to enrich the educational experience, to enhance and modernize infrastructure, and to embrace our responsibility to lead. For the purposes of this plan, the call to Love will guide these imperatives in two directions: Authentic Community and Universal Design.



**When educating the minds of our youth, we must not forget to educate their hearts ♥. -Dalai Lama**

## Strategic Vision

Flowing directly from the theme of “Caritas” is the strategic vision of this plan, which provides the direction of how we intend to integrate the gospel call to love into the culture and mission of Brescia University over the next five years.

*Brescia University will strive to embody the call to Love, consistent with our Ursuline legacy, by creating a culture of diversity and inclusion that promotes Authentic Community(ies) and that seeks to find and remove unjust barriers that hinder learning and human flourishing with the intentional use of Universal Design*

With this vision we will build on the sure and strong foundation that we have received from the Ursuline Sisters of Mount Saint Joseph when they created Brescia and nurtured its mission over the decades of its existence. Our vision for the next five years will focus on continuing that heritage with an intentional focus on creating life-giving communities and making the Brescia educational experience as accessible and barrier free as possible. The vision is expressed in the two comprehensive goals of this plan.

Difficulties are meant to rouse, not discourage.



The human spirit is to grow strong by conflict.

-William Ellery Channing



## Comprehensive Goals

Caritas, or the call to love, informs every aspect of the plan, including the comprehensive goals. While there are many ways in which Caritas can be expressed, we will focus on promoting God's love by becoming more intentional in the creation of a welcoming community in which the path to learning and success is as barrier free as possible. Thus, our two comprehensive goals:

**Comprehensive Goal I:** The creation of a culture of diversity and inclusion that promotes authentic community as an intentional part of the Brescia experience.

**Comprehensive Goal II:** The creation of a culture of diversity and inclusion that seeks to remove unjust barriers that hinder learning and human flourishing with the intentional use of Universal Design.

*Reflect that, in reality, you have a greater need to serve than they have of your service.*

*-St. Angela Merici*





## Strategic Imperatives and Primary Objectives

The plan identifies three strategic imperatives, each with relevant primary objectives that articulate the implementation of the imperatives. This implementation is guided by the action plans that each of the University's Vice Presidents develop. These plans will determine the "actions" required from their respective departments that will ensure that the vision, goals and imperatives of the plan are appropriately executed.

### **I. Strategic Imperative: Enrich the Educational Experience**

#### ***Objectives***

- A. Expand the graduate programs
  - 1. Expand the Master in Business Administration
  - 2. Create and assess the Master in Clinical Psychology
  - 3. Create and assess the Master in Speech Language Pathology
  - 4. Explore inclusion of additional graduate programs
- B. Enhance and contemporize the undergraduate academic and co-curricular experience
  - 1. Create alternate course deliveries known as mixed-enrollment
  - 2. Increase recruitment and retention of all students with an emphasis on minority and underserved students
  - 3. Assess current and potential undergraduate programs for relevance and viability
  - 4. Reform GER
  - 5. Establish academic programs that appeal to the career aspirations of athletes
  - 6. Create and implement the *Brescia Promise for the 21<sup>st</sup> Century* which will provide the student with the opportunity to map their entire university career by strengthening our academic counseling/advising to include a 4-year graduation plan, a stair-step program for internships and on-the-job experience, and strategies for students who need additional support to become college-ready

### **II. Strategic Imperative: Enhance and Modernize Infrastructure**

#### ***Objectives***

- A. Modernize Organizational Infrastructure
  - 1. Modernize organizational infrastructure (academic and non-academic)
  - 2. Modernize shared governance
  - 3. Review and adjust current business plan to explore options to decrease tuition dependency
  - 4. Focus efforts to grow our endowment to ensure long-term success
- B. Enhance Physical Structure
  - 1. Create a plan to update facilities to meet contemporary students' expectations
  - 2. Implement the five-year accessibility plan

## Strategic Imperatives and Primary Objectives (continued)

### III. Strategic Imperative: Embrace Our Responsibility to Lead

#### *Objectives*

- A. As a moral and educational powerhouse, Brescia will provide leadership and guidance to the local and regional community.
1. Develop a Women's Leadership Institute
  2. Increase collaboration and transfer with KCTCS and other higher educational institutions
  3. Increase diversity among faculty, staff and Board of Trustees
  4. Create a Center for Lifelong Learning
  5. Create a path to becoming a leader in environmental sustainability
  6. Continue to support collaboration efforts on community resiliency projects



Education is  
not the  
learning of  
facts, but the  
training of the  
mind to think.



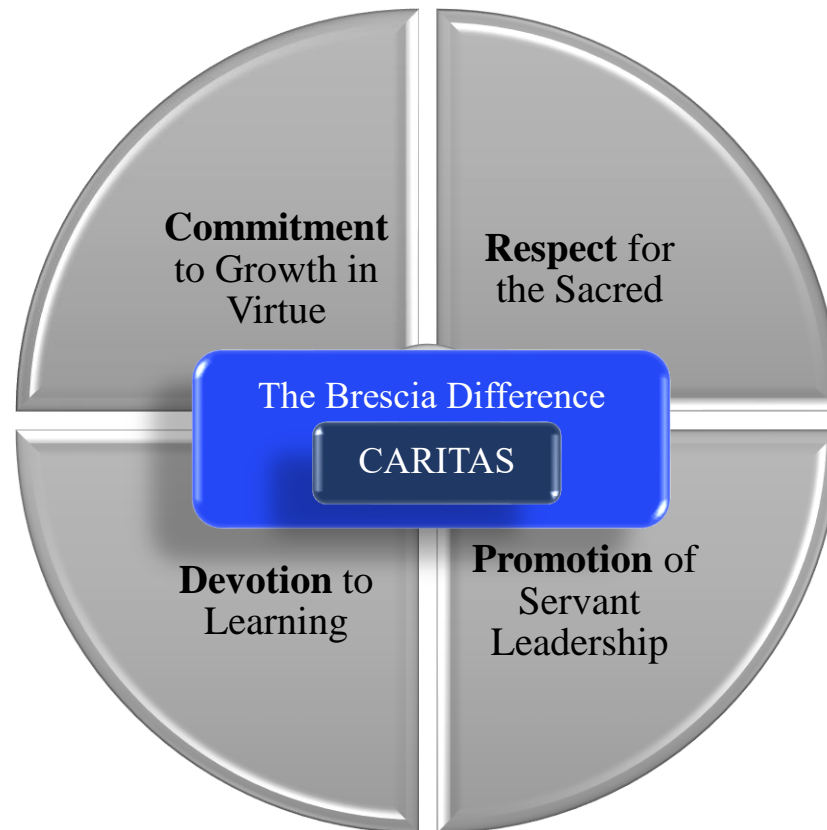
Albert  
Einstein

## The Conceptual Framework

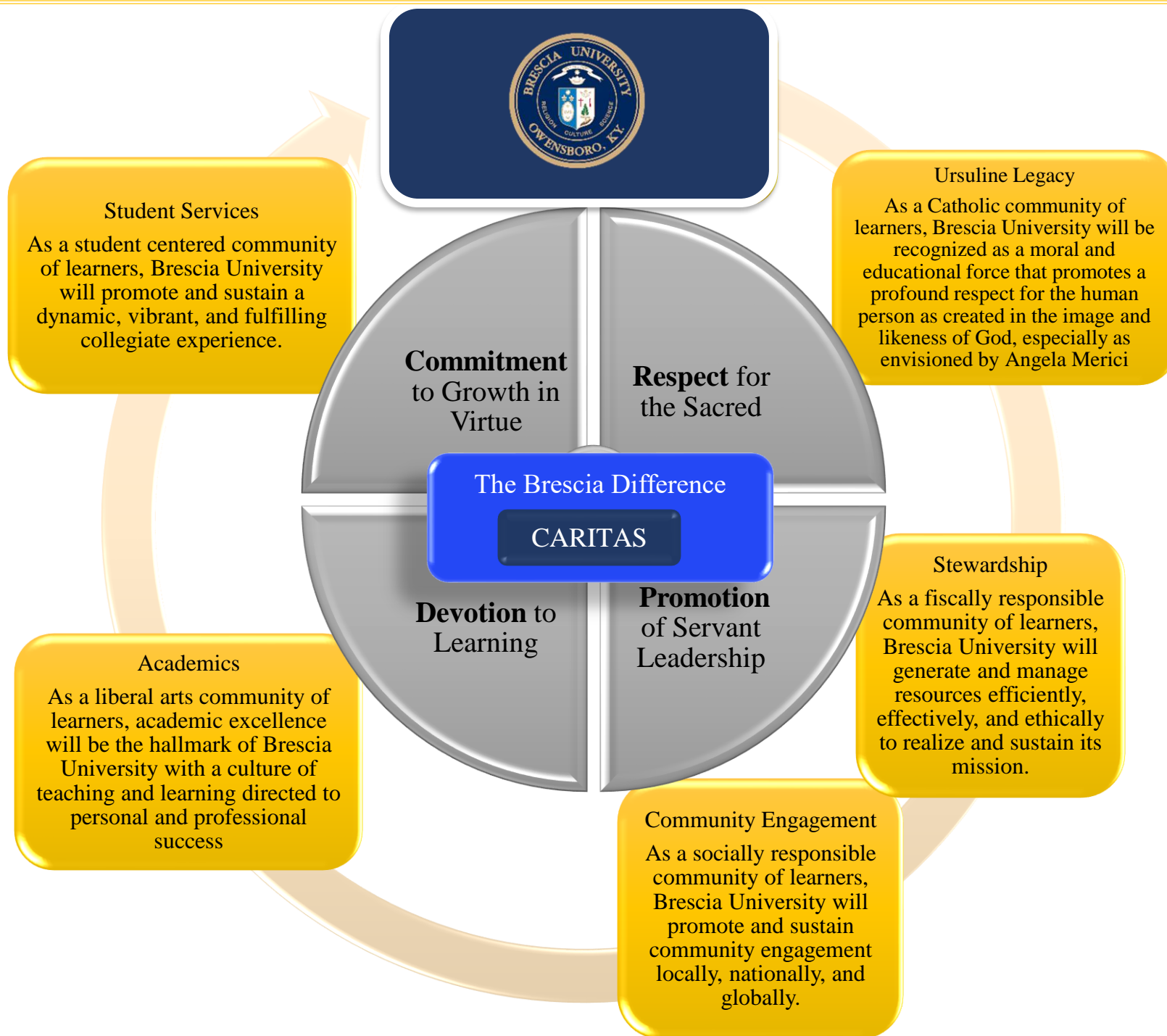
### The Theological Unifier

CARITAS

### The Brescia Difference



## The Brescia Vision





## The 2020-2025 Strategic Plan

