

Bradley University
2012-2017 Strategic Plan
Approved By Board of Trustees
January 27, 2012

INTRODUCTION AND BACKGROUND

Bradley is a premier medium-sized, private university in the Midwest. In its 114 years, Bradley has made vital contributions to Peoria, Illinois, the nation, and the world. Our alumni are found among leaders in all fields, from government to business, from health care to engineering, from education to entertainment. Bradley University continues to embody all that Lydia Moss Bradley promised in her exhortation that the institution “furnish its students with the means of living an independent, industrious and useful life by the aid of a practical knowledge of the useful arts and sciences.” As Bradley University rededicates its energies and creativity to these values, we are strategically focusing our efforts and resources to continue our journey to build a premiere comprehensive university of academic excellence and national prominence.

During the last five years, through the impetus of the 2006-2011 Strategic Plan and the Renaissance Campaign that followed, the University undertook several significant educational initiatives and accomplished a dramatic physical transformation of our campus, expanding our footprint and adding five new facilities. While proud of these accomplishments, we are acutely aware of our responsibility to continue to move our University forward in its educational mission. At the outset of this process, we affirm our identity forged through a shared mission that recognizes and honors the specific work of each and every individual within the University community. This mission inspires us individually and collectively to realize more fully the vision set forth by Lydia Moss Bradley. Given this purpose, we also recognize that a university’s strategic plan, if it is to be effective, must limit its focus and address to a select group of deliverables. These initiatives, while narrowly addressed to and immediately affecting selected entities within the University, hold the promise of enhancing our entire community. This strategic plan further challenges each of us to identify ways by which we might support or creatively incorporate its initiatives into our particular areas and work within the University.

With the above in mind and the desire to be inclusive, the Strategic Planning Committee conducted focus groups with faculty, staff and students. Participants were asked two questions: “What makes Bradley University distinctive?” and “What should Bradley initiate within the next five years?” A variety of consistent themes were identified from this process that greatly influenced the content of this plan. Not the least among these themes was the essence of core values that support and sustain the mission of the University. Accordingly, this plan incorporates the values that guide and collectively influence the faculty, staff, students and community as well as other important themes expressed in student and employee focus groups. Although the Plan delineates select focal initiatives during the course of the next five years, opportunity exists within colleges and units for ideas not found in this document to be proposed, considered, and acted upon during this timeframe.

The Strategic Planning Committee, after carefully reflecting upon our University's opportunities and necessities, has therefore created the following plan. Our intention is that this plan will ultimately help shape, in a positive way, the competitiveness of Bradley while also a) articulating and preserving our core values, b) encouraging campus strategic thinking for future opportunities, and c) assisting in the challenges of identifying and deploying necessary resources to execute this plan.

VISION

Bradley University will be an institution of national distinction known for outstanding programs and for the educational experience it provides its students.

MISSION

Inspired by founder Lydia Moss Bradley's commitment to useful learning and ethics, Bradley University educates leaders, innovators, and contributors to the wellbeing of all humanity.

CORE VALUES: The Heart of the Bradley Experience

- **Excellence:** Bradley is a dynamic educational community that values excellence in teaching, research, creative production, applied scholarship, and service that transcends the classroom with immediate benefit to students and the campus community and with enduring benefits for students and the world.
- **Leadership:** The Bradley community is dedicated to the success of our students and their development into tomorrow's leaders who will recognize the importance of teamwork toward successful outcomes.
- **Innovation:** Bradley University actively seeks out the development and implementation of new research directions, programs, and partnerships to enhance the educational experience of our students thereby deepening their understanding of the world and inspiring them to benefit humankind.
- **Globalization:** Bradley University is committed to providing knowledge and skills for life work that will promote the common good of humankind and lead to informed and principled participation in the global marketplace.
- **Collaborative Learning:** Bradley University is dedicated to sharing knowledge across traditional boundaries. Faculty and staff build upon a strong foundation of the world's knowledge. Our University offers exciting interdisciplinary and collaborative learning opportunities to insure that our students receive a breadth and depth of classroom and experiential knowledge and practice. We are committed to the success of our students and to collaborative scholarship between faculty and students.
- **Community:** Bradley University has a cohesive community that effectively brings together faculty, staff, students, and alumni as valued members of the Bradley

family. There is a collective responsibility for the success of the University and all its constituents. Success is facilitated through the University's respectful and caring environment.

- **Diversity:** Bradley University represents a diverse learning community that acknowledges the importance of respect and understanding of all individuals.

Experiential Learning: As delineated in the university's mission statement, Bradley University maintains a century's old commitment to useful learning and ethics; this is manifested in a variety of experiential learning opportunities for students, including internships and co-op experiences, service-learning initiatives, and many additional curricular and co-curricular learning opportunities.

- **Entrepreneurship:** Bradley University's distinctive combination of strong academic programs and emphasis on collaborative and interdisciplinary study yields positive experiences for students and faculty to succeed in entrepreneurial initiatives and opportunities.
- **Service:** Along with leadership, service is one of the hallmarks of the Bradley University experience. The University is committed to serving individuals, families, and the surrounding community through curricular, co-curricular and extracurricular activities and opportunities.

STRATEGIC GOALS

The 2012-2017 strategic plan is based on a hierarchical model with three overarching strategic goals. Each goal includes strategic areas and key initiatives to support these areas. This model was developed to facilitate linkages between the University Strategic Plan to the strategic plans of other University areas. An illustrated summary of the goals, strategic areas, and key initiatives appears in Appendix A.

The three overarching goals for 2012-17 are:

- I. Enhance Educational Excellence and Value of a Bradley Education;
- II. Enhance Bradley's Living and Working Environment;
- III. Enhance Bradley's Operations, Endowment, and Resource Efficiencies to Support Activities of National Distinction.

Goal I: Enhance Educational Excellence and Value of a Bradley Education

Enhancing academic excellence depends on initiatives that are responsive to internal and external environmental trends, to student needs, and to our strategic direction. To enhance the value of a Bradley education, the University will create new learning

initiatives, leverage collaborative opportunities, and focus on academic development, graduate school initiatives, and improved facilities.

Strategic Area A: Educational Collaborations

Academic programs that focus on technology and industry have played a fundamental role in Bradley's history. The Central Illinois region presently has a number of defining characteristics, including a focus on industry, technology, entrepreneurship, and science. To distinguish itself within an array of higher educational institutions, Bradley will focus program development in disciplines where external collaborative efforts can enrich and enhance on-campus excellence. Specifically, new learning initiatives will leverage Bradley University's unique ability to collaborate across traditional silos. Cross-functional collaboration areas include the Engineering/Business Convergence Education Model, the School of Entrepreneurship and Innovation, and Emerging and New Collaborations.

Key Initiative: Engineering/Business Convergence. Bradley University is uniquely positioned to be the epicenter of business and engineering convergence. Undergraduate and graduate students together with faculty of the Foster College of Business Administration and the Caterpillar College of Engineering and Technology will collaborate on a diverse range of real-world projects that will result in ground-breaking research, preparation for advanced degrees and paths to successful careers.

The benefits of the convergence model to the University, students and faculty are multifold. Students will experience authentic real-world projects that cross disciplines, be exposed to leading minds, and have new opportunities to publish and present at national conferences. Top scholars will be attracted to Bradley, student quality will be enhanced, and meaningful global connections will be more easily made and achieve national recognition for excellence.

Key Initiative: School of Entrepreneurship and Innovation. A significant shift is occurring on college campuses regarding the teaching of entrepreneurship, innovation, and creativity. Historically, those universities that offer entrepreneurship education have singularly created their programs for business or engineering students. Bradley's proposed model provides opportunities for students in all disciplines across the campus to pursue education and activities centered on entrepreneurship and innovation, capitalizing on the strong strategic fit with the Bradley University mission.

The primary function of a new School of Entrepreneurship and Innovation will be to nurture entrepreneurial thinking, innovation, creativity and cross-disciplinary collaborative learning that will inspire students to think and experiment in new ways. Our graduates will be fully prepared to take their place in society as innovators, providing solutions to complex, global, and fast changing problems.

Establishing a School of Entrepreneurship and Innovation is viewed as an added-value opportunity for Bradley students to enhance success in their post-graduation career paths.

Key Initiative: Emerging and New Collaborations. As the Bradley culture continues to encourage and engage one another through collaboration and new programming, the University community is encouraged to continue to develop opportunities for collaboration. During the last strategic plan, new centers emerged as examples of collaboration and excellence across the University and among the Peoria community. For example, the InterMedia Center and the Center for Excellence in Science, Technology, Engineering, and Mathematics (STEM) were developed to support interdisciplinary curricula. Additionally, the Centers for Collaborative Brain Research, the Pre-law Center, the Robert & Carolyn Turner Center for Entrepreneurship, and the Center for Emerging Technologies in Infrastructure were developed. Moving forward, opportunities to continue expanding these plans and exploring new collaborations are encouraged.

Strategic Area B: Academic Development

In addition to Bradley's strength in cross-functional collaboration, another is its strong foundation in the liberal and fine arts. As part of this foundation, we build the intellectual tools required to participate fully in a global and diverse society. Our students learn to consider thoughtful, creative, and ethical solutions to problems through a variety of critical, analytical, aesthetic and theoretical approaches. Specifically, we will focus on improvements to the general education program and academic assessment initiatives, as well as increasing research, global learning and leadership opportunities for our students.

Key Initiative: General Education. The General Education program has not been significantly revised since it was established in 1982. The program needs to be comprehensively re-evaluated in the context of our changing society and workplace expectations. Appropriate changes should be implemented as necessary to address the needs of future students. Future plans may include components related to technical or information literacy within the program, as well as other enhancements to address the changing needs and interests of our students.

Key Initiative: Special Emphasis (faculty/student research). While preparing for the 2000 Comprehensive evaluation visit from The Higher Learning Commission, Bradley University developed a Special Emphasis initiative titled: "Building a Foundation for Student-Faculty Creative Collaboration." The Special Emphasis has focused on developing opportunities for undergraduate students to collaborate with faculty and/or professional staff mentors on research, creative production or service projects. These experiences have enriched the educational and professional development of students across academic disciplines. During the next five years, the University will strengthen its commitment to

undergraduate research by increasing faculty-student collaboration opportunities through the special emphasis initiative.

Key Initiative: Academic Assessment. In 2008, the University-wide Assessment Team developed a plan to assess University-wide core competencies. Additionally, individual colleges and departments continue to assess their individual programs. The team will continue its work but will expand its work to more directly engage campus constituents, ensuring that each area has an appropriate assessment plan. This work will build upon the efforts already taking place and include the Academic Program Review Process.

Key Initiative: Globalization. Bradley University will strengthen its commitment to educating our students for citizenship, careers, and life in an increasingly interconnected world as follows:

- Bradley will explore ways to increase international education and educational opportunities throughout the nation as well.
- Bradley will further increase its support for the Study Abroad Program, broadening opportunities for students to study abroad for extended periods and finding resources to assist students to accomplish that.
- Bradley will also seek new ways to encourage and support the study of foreign languages.
- Bradley faculty will be encouraged and assisted in gaining global experience that will enhance research and course content.
- The Bradley community will explore and promote initiatives increasing international awareness on campus while raising the University's visibility in the community as a resource for global issues and concerns.
- Bradley will strive to become a model international community by advancing our international student recruitment efforts and more thoroughly integrating its international students into the life of the university.

Key Initiative: Leadership Development. In view of its mission to educate generations of leaders, the University will continue to support and expand its commitment to leadership education and opportunities. Further curricular opportunities will be explored through the minor in Leadership Studies, Leadership in Education, Human Services, and Counseling programs, the Turner Center for Entrepreneurship, and Bradley's Army ROTC program. The University will also explore ways to further enhance leadership development across disciplines, and in connecting co-curricular experiences into the classroom experience. Leadership development opportunities will be enhanced through the Lewis J. Burger Center for Student Leadership in Public Service, the Institute for Principled Leadership in Public Service, Bradley's student organizations, and within the greater community. Assessment of the existing leadership education and opportunities will be conducted, identification of gaps in leadership education and opportunities will take place, and partnerships across campus will be forged to address the holistic education on leadership at Bradley University.

Strategic Area C: Graduate Education

Graduate education is an important component of the educational operations of Bradley University. The Graduate School has the physical capacity for growth. During the next five years, we will assess graduate school operations and investigate new program possibilities, innovative methods of program delivery, and assess present programs for efficiencies, relevance, and centrality to the mission of the university.

Key Initiative: Graduate School Operations. The Graduate School will play a pivotal role in achieving a university of national distinction. An in-depth analysis of the graduate school, including programs, structure, and brand will be performed. Initiatives developed for the graduate school will be designed to fit within the mission of the University. The analysis will include program review, strategic planning, the role of graduate students within selected undergraduate educational programs, the quality of life of graduate students, graduate student services, particularly for international students, and strategies to recruit quality domestic and international graduate students. Scholarship plays a critical component in graduate education; consequently, support for student and faculty scholarship will continue and expand where appropriate. The search for extramural funding will continue to be strongly encouraged and supported through the Office of Sponsored Programs.

Key Initiative: Law School Feasibility. The University will complete a feasibility study evaluating whether a Law School would be a viable option. Strategic considerations will focus on whether the law school has the potential to become a nationally-recognized leader in developing a best-in-class education for students, enabling them to become effective lawyers who are committed to professional excellence and high ethical standards. Other considerations will include leveraging the Bradley University brand and financial feasibility.

Key Initiative: Market-Driven Program Opportunities. Bradley University continues to explore strategic opportunities to expand educational programs for our students. Uniquely situated in a medical and industrial community, Bradley has an opportunity to expand relationships with these industries through new and distinctive programs. For example, the Nursing Department is investigating the Doctor of Nursing Practice (DNP) for the nurse administered anesthesia major. As the needs of our graduate students change over time, the University community is encouraged to continue examining the changing environment and exploring new program opportunities and delivery methods for graduate education.

Strategic Area D: Facilities Development

In addition to enhancing programs, the physical infrastructure to support these initiatives must be developed. Specific facilities to be developed in the plan include building the Engineering/Business Convergence Center, and continuing enhancements to the Cullom-Davis library.

Key Initiative: Engineering/Business Convergence Center. The Convergence Center will be home to both the Foster College of Business Administration and the College of Engineering and Technology. The Center will be designed to support the model for convergence of business and engineering education.

Key Initiative: Library Improvements. The Cullom-Davis library is at the heart of learning and research activity on the Bradley campus. Long cited for the need for improvements, the University has slowly upgraded the library including improved lighting, installing a café, and replacing antiquated HVAC components. A Library Task Force has recognized further needs for the library to meet the diverse needs of faculty and students, including improvements in our journal databases, communication between our library staff and academic departments, creating new and efficient space for student group study, increased access to electrical power outlets, and new furniture to maximize the study environment for our students. These improvements should be phased in during the strategic plan period.

Goal II: Enhance Bradley's Living and Working Environment

Bradley's human resources represent a great treasure and a defining strength of our Institution. The University's size, mission, and core values permit and encourage high-level engagement between students, faculty, staff, and administration and attention to their well-being. The quality of our living and working experiences is a crucial dimension to our collective success and happiness. Bradley's community is often characterized as a sense of family. This is a distinguishing characteristic of our University - a tradition that enhances and enriches students' experiences long beyond their campus years - and one that enables a rich and rewarding working environment for our employees.

Strategic Area A: Our Sense of Place

As a residential campus for students and a collegial environment for faculty and staff, Bradley University is committed to enhancing and improving our sense of place. A distinguishing feature of our university is our deeply rooted sense of place as the educational home for students and faculty alike and, too, as a meaningful and valued workplace for all of our employees. To this end, we are targeting specific areas of improvement to enhance the University's integral sense of place.

To date, much has already been done with the completion of the Markin Family Student Recreation Center, Renaissance Coliseum, parking facility, and soon to open Hayden-Clark Alumni Center and renovated Westlake Hall. Less visible but equally important is the ongoing renovation and enhancement of the residence halls and student dining facilities. In the last two years nearly \$15 million has been spent on modernizing and upgrading these facilities.

Bradley is poised and well positioned to begin using our new, modern, and expanded space in ways that reflect our values of community and global stewardship. During the

next five years we will embark on three initiatives reflective of our concern for the environment, our safety, and our desire for an even richer student life experience.

Key Initiative: Environmental Awareness. Bradley values its role as a responsible environmental citizen. We have made a commitment to construct and renovate our facilities at LEED building standards. During the next five years, we will continue to broaden our environmental awareness and sensitivity by seeking greater cost-saving energy efficiencies, adding recycling programs across campus, and increasing our green space.

Key Initiative: Campus Traditions and Spirit. The richness of experiences from the time spent on-campus often serves to connect alums to their *alma mater* in many important ways. Bradley has a number of traditions that have remained vital for generations of former students. Our new facilities, particularly the Markin Center, Renaissance Coliseum, and the Alumni Quad provide an opportunity to recreate, enhance and develop campus traditions and invigorate school spirit. We will explore the best ways to accomplish this through athletic events and other campus activities.

Key Initiative: Safety and Security Upgrades. In 2009-10 Margolis, Healy, and Associates conducted a thorough audit of all aspects of safety and security on the Bradley University campus. In response to their report, the University will implement the measures of security and safety that were identified. The upgrades and enhancements will be phased in on a timely schedule. The safety and security of our campus and the surrounding neighborhoods are of utmost importance to all of our campus stakeholders.

Strategic Area B: Our Sense of Human Value

Bradley University's human resources and the unique contributions of our faculty and staff are highly valued. We take great pride in our commitment to our university community's sense of human value that extends to include our students, our alumni, and also our working personnel (faculty and staff). Through this strategic plan, we will enhance the experience of our faculty and staff by increasing diversity, focusing on faculty mentorship and development, exploring the faculty salary initiative, and assessing employee benefits.

Key Initiative: Increase Diversity. The University's sense of community requires that we reflect and represent the richness of the cultural tapestry in which we live, learn and work. During the next five years, the administration will reenergize our campus-wide initiative to increase representation of diverse individuals in faculty, staff, and administrative positions.

Key Initiative: Faculty Mentorship and Development. There is a need for additional professional development programs, faculty mentoring programs, and guidance relating to research and creative production. Our faculty are producers of new knowledge and scholarship as well as great teachers, enhancing their

ability to mentor others. The Office of Teaching Excellence and Faculty Development (OTEFD) will drive these areas. We will enhance an environment that advances institutional excellence and embraces change. To support these efforts, the structure and operations of OTEFD will be explored and enhanced, as appropriate.

Key Initiative: Faculty Salary Initiative. Universities of national distinction recognize the need to invest heavily in attracting and retaining faculty. Bradley is fully committed to continuing the faculty salary initiative. As a part of this initiative Bradley faculty salaries will be benchmarked with faculty compensation at comparison institutions.

Key Initiative: Assessment of Employee Benefits. As a part of its compensation plan, Bradley provides a generous and reasonably priced employee benefits package. During the next five years Bradley, will study the current benefits structure including a review of the retirement fund contributions rate and employer match.

Strategic Area C: Future Facilities Needs

With a focus on the present but an eye toward the future, the University must continue to assess non-academic facility needs. Today's students have high expectations for their living and community spaces. Although much has been done to enhance space for student living and recreational activities, there are lingering needs for additional facilities that will be investigated during the next five years.

Key Initiative: Residence Halls Feasibility Study. The University will undertake a comprehensive review of our residential living facilities. Some structures still need updating and a growing segment of the student population seek living options very different from the traditional "dorm room". This study will determine the best plan and course of action.

Key Initiative: Student Center Feasibility Study. The University will conduct a feasibility study to determine a course of action for improving or replacing the current Michel Student Center. State-of-the-art university student centers often incorporate the integration of performing arts space, communal dining, and high-tech entertainment options. Any and all of these options will be considered in the study.

Goal III: Enhance Bradley's Operations, Endowment, and Resource Efficiencies to Support Activities of National Distinction

The initiatives outlined in this plan can only be achieved through supportive operational structures. The development of a Marketing and Communications Plan will support the work of the University as the Bradley Story is more fully shared. Financial resources will be impacted through the Campaign for the Engineering/Business Convergence Center, growing the University's Endowment, assessing operations across campus and ensuring appropriate alignment of our resources.

Strategic Area A: Operating Resources

A number of new initiatives are outlined in this plan. To implement these initiatives and maintain support for our current programs, assessing operations and ensuring appropriate resource alignment are critical to ensure financial responsibility.

Key Initiative: Assess Operations Across Campus. The opportunities facing Bradley within this plan and future initiatives are unlimited, though many call for a specific resource response. Given economic challenges in the current economy, competitive pricing challenges, and current operating stresses, Bradley must be prudent in deploying resources in support of continuing activities which may, in fact, compete for resources in support of new initiatives. There are absolute limits in discretionary resources available for deployment. As a result, and consistent with good stewardship practices, Bradley will continue assessments of operating activities and priorities across campus.

Key Initiative: Resource Alignment. An important outcome of any successful strategic plan is to align resources with initiatives. With the aforementioned operating constraints, it is ever more critical to ensure resources are deployed strategically. This may ultimately result in differing levels of support and greater need for resource self-sufficiency in the case of certain growth opportunities or program enhancements.

Key Initiative: Enrollment Management and Student Selectivity. Enrollment Management will work with the Bradley community to come together and meet enrollment targets and maintain or advance selectivity of students recruited to Bradley. Our financial position is dependent upon meeting recruitment targets, and advancing our National Distinction through a more selective student profile.

Strategic Area B: Marketing and Communications

Bradley University has a rich cultural history and a distinguished record of achievements across its five colleges and the Graduate School. The best and most compelling stories must reach a wider audience to attract national acclaim and deserving recognition and value of our outstanding programs, faculty, students and alumni.

Key Initiative: Develop a Marketing and Communication Plan. The development and implementation of a clear, flexible, and comprehensive strategic integrated marketing and communication plan will increase brand awareness and reputation; enhance recruiting of quality faculty and students; and support ongoing fundraising efforts. The plan will segment and target internal and external audiences across different media and communication channels in support of the University's mission and vision.

Strategic Area C: Advancement

Advancement supports the University by inspiring and engaging our alumni, parents, and friends and creating partnerships with corporations and foundations. Building on the

momentum created by the historic Campaign for a Bradley Renaissance, Advancement will increase the University's capacity for generating private philanthropy and volunteer support to enhance Bradley's pursuit of national distinction. In alignment with the University Strategic Plan, advancement will seek to provide financial and volunteer resources to support identified goals, strategic areas and key initiatives. Three major initiatives of special interest include:

Key Initiative: Campaign for Engineering/Business Convergence Center. A capital campaign to raise private support for the most ambitious facility campaign in the University's history will begin. The effort will help provide the necessary resources to fund the future home of the Foster College of Business Administration and the Caterpillar College of Engineering and Technology.

Key Initiative: University Endowment. The University's endowment has grown to more than \$230 million and sustains many campus initiatives and activities. While greatly improved over historical endowment levels at Bradley, additional revenue must be raised to achieve the excellence described in the strategic plan. Advancement will further increase endowment support for students, faculty, and academic initiatives.

Key Initiative: Expanding our Alumni Relations. Utilizing the new Hayden-Clark Alumni Center, alumni relations will expand outreach and the level of engagement to the more than 62,000 Bradley alumni worldwide. Alumni involvement with recruiting prospective students, mentoring and sponsoring students, guest lecturing, providing internships, hiring graduates, and participation in alumni activities are significant efforts demonstrating pride in the Bradley experience that will help the University achieve our goals and national distinction.

CONCLUSION

Lydia Moss Bradley gave Board of Trustee Chairman O. J. Bailey the keys to the new Polytechnic Institute on October 8, 1897, and challenged him, "I hope the trustees will carry out my will when I give into their possession these buildings. I trust the learning imparted here will be of great benefit to the young people of Peoria and the vicinity."

While reaffirming our commitment to our historical legacy and the educational vision bequeathed us by Lydia Moss Bradley, we launch our community into the future through the goals and initiatives of this strategic plan. The Bradley community looks forward to our next five years with resolve, confidence, and hope.

Through a shared mission that recognizes and honors the specific work of each and every person within the University community, our mission inspires us individually and collectively to realize more perfectly the vision set forth by Lydia Moss Bradley. Given this purpose, we also recognize that a university's strategic plan, if it is to be effective, must limit its focus and address a select group of deliverables. The initiatives, while

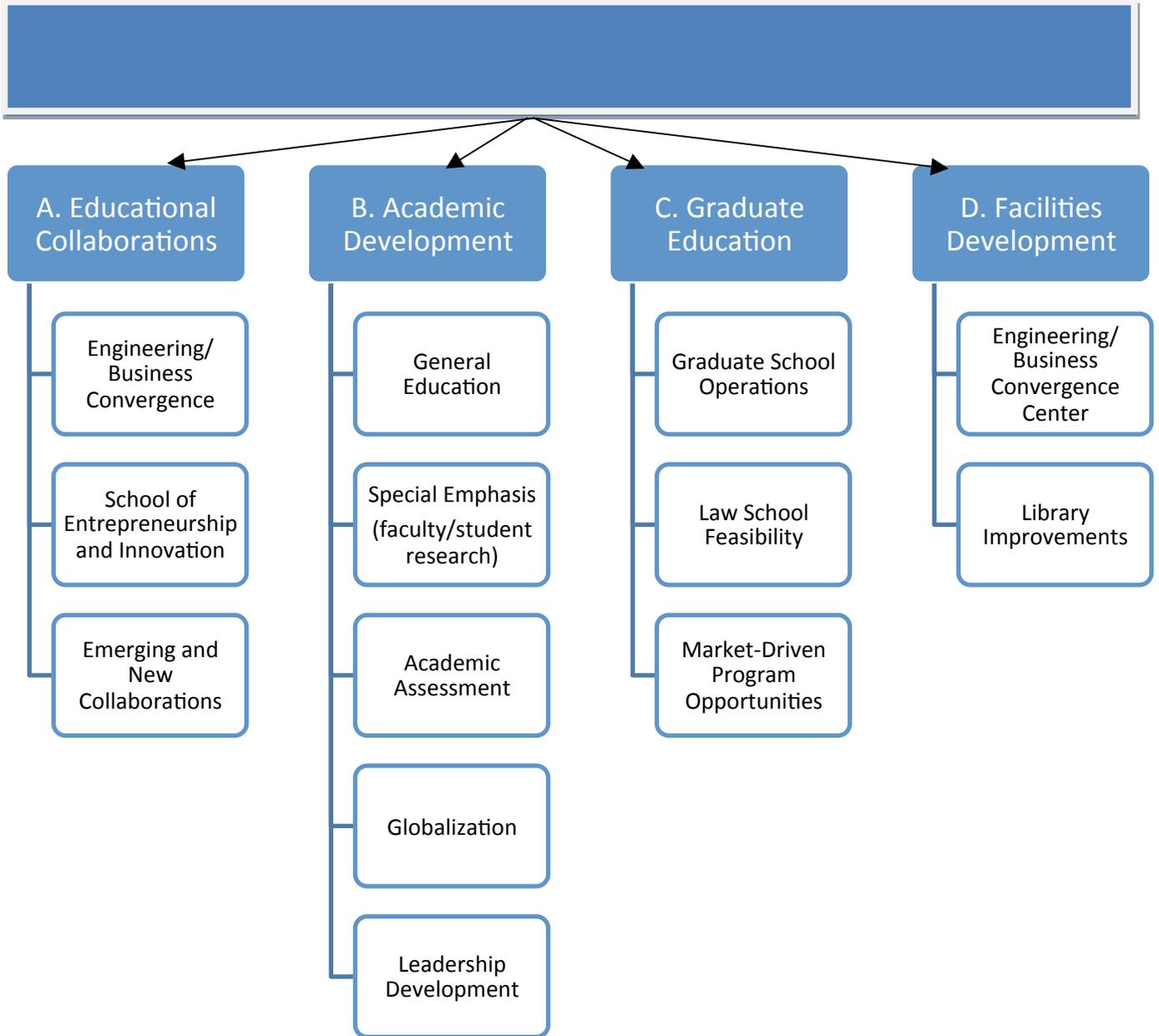
narrowly addressed to and immediately affecting selected entities within the University, hold the promise of enhancing our entire community. This strategic plan further challenges each of us as individuals and units to find ways by which we might support or creatively incorporate its initiatives into our particular area and work within the University.

We, the University community, will review and realign ourselves where appropriate with the vision, mission, and goals of this plan. We believe that the enhancement of our academic excellence, the improvement of our living and working environment, and the renewed focus on the growth and proper use of our resources will lead our community to an even better realization of our mission and advance our institution towards greater national distinction. Our hope is tempered by the challenging circumstances of the current national and global economic environment. We must, therefore, manage and execute the initiatives of this plan with prudence and wisdom. Our individual and communal stewardship is essential, whether in the actual undertakings of this plan or in whatever activity we do in carrying out the University's mission.

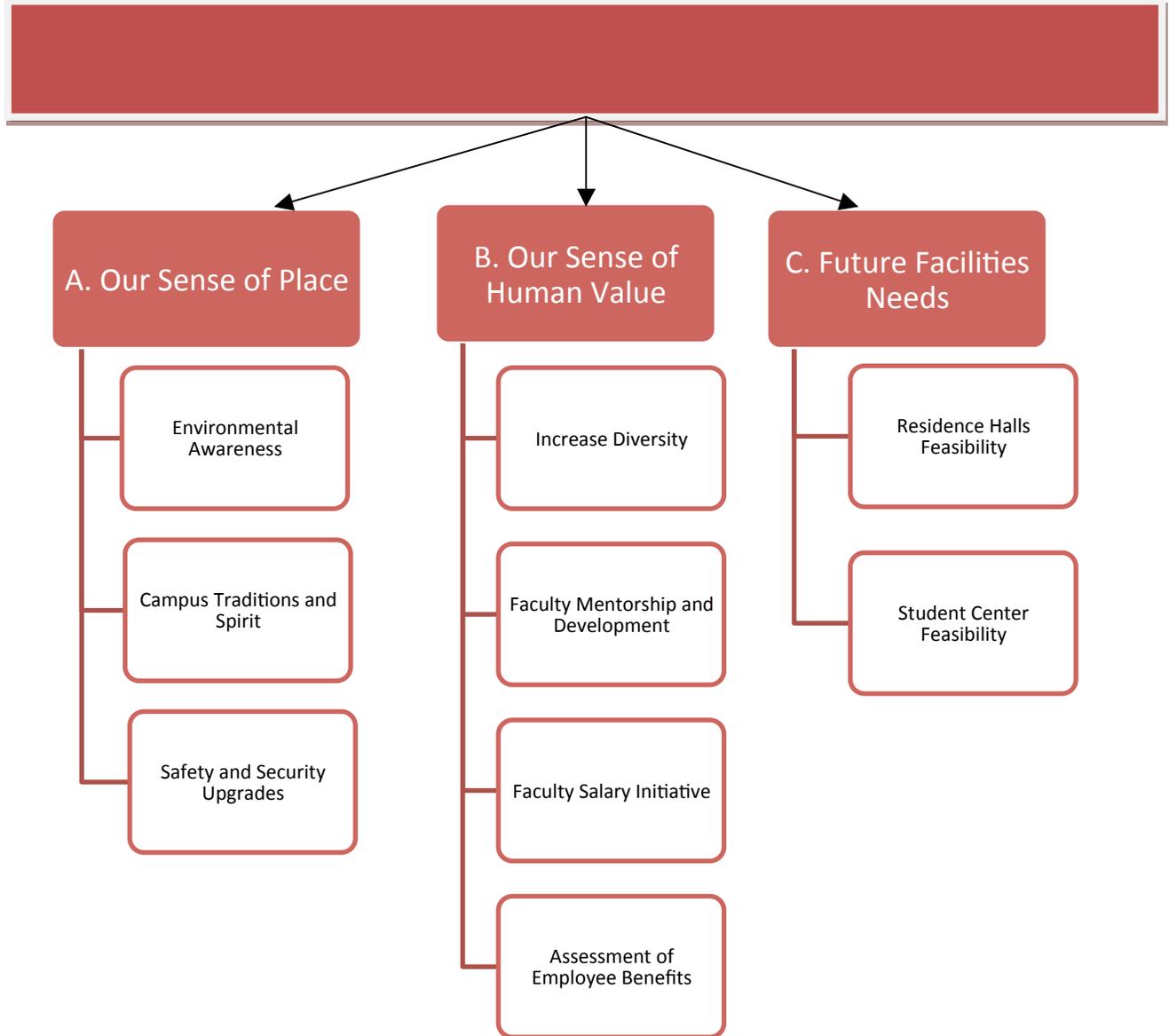
APPENDIX A

I. Enhance Educational Excellence and Value of a Bradley Education

Advance our Mission of Excellence to Achieve National Distinction



II. Enhance Bradley's Living and Working Environment



III. Enhance Bradley's Enrollment Selectivity, Operations, Endowment, and Resource Efficiencies to Support Activities of National Distinction

