



PATHWAYS TO
SUCCESS



CHRISTIAN BROTHERS UNIVERSITY STRATEGIC PLAN
2017-2022



I am very pleased, as a member of the CBU community, to present to you the new Christian Brothers University Strategic Plan. This plan was created by and for our community and has been enthusiastically endorsed by the Board of Trustees. It is the result of many long months of information gathering, analysis, and careful, creative thought by members of the CBU faculty, staff, and administration across all disciplines and functions. Their hard work is deeply appreciated.

As a Catholic and Lasallian university, CBU is part of a living, breathing mission. All of our efforts are guided by the student-centered tradition of the De La Salle Christian Brothers, fostering academic excellence in a range of disciplines to prepare our students from all faiths and backgrounds for careers and lives informed by the intrinsic values of faith, service, and community. In addition to our foundational commitment to our students — and to our rich family of faculty, staff, and alumni — CBU seeks to extend its mission to help transform the larger educational landscape in Memphis and the Mid-South.

The plan is consistent with our groundbreaking history and spirit, as well as our modern-day reputation for innovation. Rather than rest on our already estimable record of accomplishment, CBU is committed to taking even greater responsibility for achieving more together in the future.

This strategic plan is intended to guide CBU through its sesquicentennial anniversary in 2021 and beyond. It addresses how we, as a university, thrive within this living, breathing mission and use our influence and innovative spirit to become a beacon and a mentor for others and an instrument for preparing young men and women of all means and backgrounds for the project of building a more economically and socially just society.

We've not gone into painstaking detail here — the plan is strategic instead of tactical, laying out in four broad themes — People, Transformational Learning, Strategic Growth, and Institutional Story — where we plan to invest our resources and to what ends. We look to you, the members of our community, to help us turn the plan into action by thinking critically and creatively about how you can align your time, talent, and efforts with the strategies outlined in these pages.

Dr. John Smarrelli Jr., PhD
President, Christian Brothers University





HISTORY

Christian Brothers College was founded in 1871 by members of the Institute of the Brothers of Christian Schools, an international Roman Catholic religious teaching congregation. The Brothers came to Memphis at the request of the Memphis clergy, after more than a decade of previously unsuccessful efforts to persuade them to open a college in Memphis. It opened its doors at 612 Adams on November 19, 1871 with four Christian Brothers and 87 students, functioning as a combined elementary school, high school, and college.

The initial decades in Memphis were a period of struggle — recovery from the Civil War and Reconstruction was tedious, and three epidemics of yellow fever in the 1870s took their toll. Despite CBC's growth in the early years of the 20th century, World War I caused it to award its last college degrees for several decades.

Elementary classes were dropped in 1922, and the institution operated as a high school only for the next 18 years. During the 1920s and 1930s, the high school grew and enrollment outgrew the Adams Street facility. In 1939, the Brothers laid the cornerstone of a three-story building on new property and reopened the next year at a new campus on East Parkway South.

The school re-opened a junior college department and granted Associate of Arts degrees in 1942. The next year, however, with World War II raging, saw a dramatic decline in junior college enrollment and it was forced to close again temporarily. It reopened in 1947 with 70 students enrolled, half of them war veterans attending under the new G.I. Bill. In 1953, the decision was made to expand the junior college into a four-year institution to more adequately serve the needs of the community. The new curriculum began with degrees in Business Administration and Electrical Engineering, with the first bachelor's degrees in 40 years being awarded in 1955.



In 1961, a plot of land on Walnut Grove Road was purchased, and Christian Brothers High School opened its separate doors in 1965. Since the college took sole possession of the East Parkway campus, many changes have occurred. In 1970, women were accepted as students for the first time. Today, the student population of CBU is 51% female.

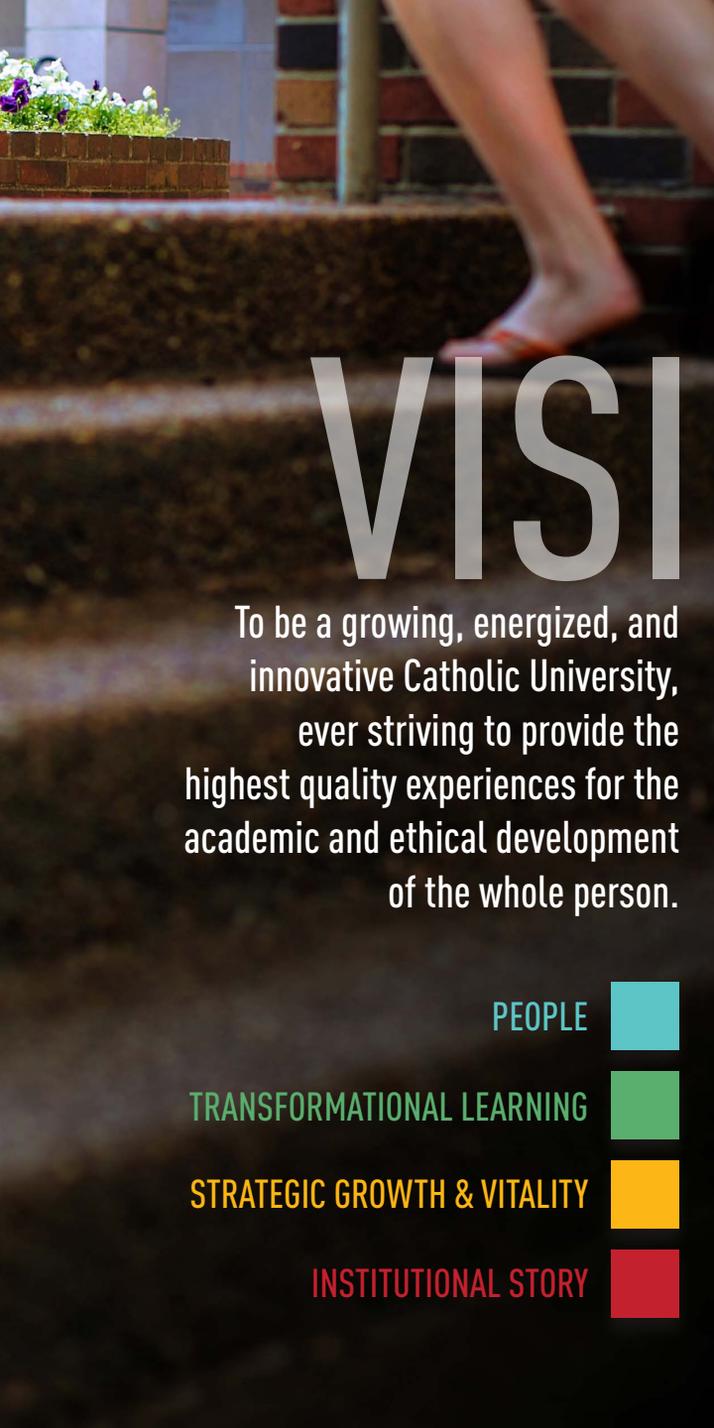
An accelerated Evening Program was added in 1978 to meet the needs of adult students; today's College of Adult Professional Studies is a separate branch of the university. Programs at the graduate level were reinstated in 1987, and Christian Brothers College officially became Christian Brothers University in June 1990. Today, CBU offers master's degrees in Accounting (MAcc), Business Administration (MBA, HMBA), Catholic Studies (MACS), Education (MEd, MAT, MSEL), Engineering (MSEM, MSCIS), and Physician Assistant Studies (MSPAS).

CBU has grown to a student population of more than 1,800 and exponentially expanded its degree offerings. Today, CBU offers bachelor's degrees in more than 60 academic majors and concentrations in the arts, business, engineering, and sciences. More than 20 buildings have been

added to the campus in the last 77 years, most recently the Cooper-Wilson Center for Life Sciences (2008), the Living Learning Center (2011), and the Rosa Deal School of Arts (2016). CBU will also open a satellite location in Crosstown Concourse in August of this year.

CBU embarked on an agreement with Shelby County Schools to form a lab school in the former Fairview Middle School, and the resulting Maxine Smith STEAM Academy opened in 2014. CBU also collaborates with Middle College High School in the same building, and is an active partner in Crosstown High School, which will open in the fall of 2018 at Crosstown Concourse.





VISION

To be a growing, energized, and innovative Catholic University, ever striving to provide the highest quality experiences for the academic and ethical development of the whole person.

PEOPLE



TRANSFORMATIONAL LEARNING



STRATEGIC GROWTH & VITALITY



INSTITUTIONAL STORY



STAKEHOLDER

FINANCIAL
RESOURCES

INTERNAL
PROCESSES

ORGANIZATIONAL
CAPACITY

FACULTY & STAFF
ENGAGEMENT

INCREASE
HIGH IMPACT
LEARNING
EXPERIENCES

STRATEGICALLY
INCREASE
OVERALL
ENROLLMENT

ARTICULATE
LASALLIAN
IDENTITY

COMPETITIVE
COMPENSATION
& BENEFITS

INVEST IN
STUDENT SUCCESS
PROGRAMS AND
IMPROVE
RETENTION

INCREASE TUITION
REVENUE AND
EXTERNAL FUNDING

CAPITAL
CAMPAIGN
SUCCESS

ASSESS AND
SUPPORT
UNIVERSITY
SERVICES

CREATE A
CULTURE OF
ASSESSMENT

INCREASE
INSTITUTIONAL
AGILITY FOR
MARKET CHANGE

MULTIPLY &
AMPLIFY
COMMUNICATION
AND STORYTELLING
CHANNELS

RECRUIT &
RETAIN
TALENTED
INDIVIDUALS

EXPAND VIBRANT
ACADEMIC
PROGRAMS AND
STUDENT
EXPERIENCES

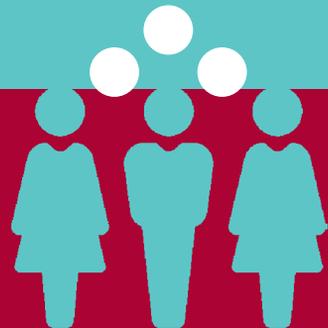
MAXIMIZE
SPACE AND
FACILITIES FOR
GROWTH

EMBED A
LASALLIAN
EXPERIENCE



PEOPLE

CBU will recruit and retain faculty and staff who continue to develop and improve in their areas of expertise. They will be competitively compensated and evaluated for effectiveness. As a satisfied, motivated, and energized workforce, they will foster a welcoming and engaging campus environment.





18 MONTH GOALS

Develop Benchmark for Faculty & Staff Compensation Goal

- Associate & Professor: FY 2019 **80%** of target funded (FY 2022 **100%** funded)
- Assistant & Instructor: FY 2019 Greater of **80%** target or **100%** minimum (FY 2022 **100%** funded)
- Staff targets: FY 2019 **100%** funded

Great Places to Work: Increase “Warrants Attention” Scores to “Fair”

- Policies, resources, and efficiency: **52%** Base / **55%** Goal
- Shared governance: **51%** Base / **55%** Goal
- Senior leadership: **47%** Base / **55%** Goal
- Faculty, administration, and staff relations: **52%** Base / **55%** Goal





INTERNAL PROCESSES

ASSESS & SUPPORT UNIVERSITY SERVICES

Initiative #1: Fall 2018

Implement a one-stop-shop for Admissions and student business services, including Registrar, Financial Aid, and Business Office.

Initiative #2: Spring 2018

Design an onboarding program for new employees reflecting CBU culture, values, and Lasallian mission.

ORGANIZATIONAL CAPACITY

RECRUIT & RETAIN TALENTED INDIVIDUALS

Initiative #1: Spring 2018

All employees will have engaged in at least one professional development activity.

- Employees engaged in professional development- **70%** Base / **85%** Goal



PEOPLE



TRANSFORMATIONAL LEARNING

All CBU students will have more high-impact, transformational learning experiences that foster personal growth and set them apart in graduate school and the job market. To achieve this, CBU will optimize our current learning spaces, and we will develop and expand our programs to meet student needs. The value and impact of all learning experiences, both in and out of the classroom, will be continuously assessed and improved.



18 MONTH GOALS

RETENTION

- FY 2018: Freshman to Sophomore **82.8%** (FY 2022: 85%)
- FY 2018: Freshman to Junior **66.6%** (FY 2022: 70%)



TRANSFORMATIONAL

INTERNAL PROCESSES

CREATE A CULTURE OF ASSESSMENT

Initiative #1: Spring 2018

All degree programs will have documented and measurable learning objectives.

Initiative #2: Spring 2018

All program directors will be trained and fully utilizing assessment processes and/or software.

ORGANIZATIONAL CAPACITY

EXPAND VIBRANT ACADEMIC PROGRAMS & STUDENT EXPERIENCES

Initiative #1: Fall 2018

Implement a pedagogical framework to be utilized across all programs.

Initiative #2: Fall 2018

Revise and implement a First Year Experience program focused on leadership, personal growth, and interpersonal skills, utilizing individualized strength assessment.



LEARNING



CBU will grow its number of students and significantly improve retention rates. CBU will optimize facilities and other support services necessary for success.



..... STRATEGIC GROW

18 MONTH GOALS

HEADCOUNT/ENROLLMENT

- Fall 2018: **1,211** Undergraduates
- Fall 2018: **339** Undergraduate Freshmen
- FY 2018: **233** CAPS Undergraduates
- FY 2018: **24** PA Students (FY 2022: 116)





INTERNAL PROCESSES

INCREASE INSTITUTIONAL AGILITY FOR MARKET CHANGE

Initiative #1: Fall 2018

Complete program prioritization review to establish enrollment minimums/targets for all programs.

Initiative #2: Spring 2018

Launch enrollment campaign for nursing and two graduate programs.

Initiative #3: Fall 2017

Launch an international support and retention program for incoming international students, ESL, and others.



ORGANIZATIONAL CAPACITY

MAXIMIZE SPACE & FACILITIES FOR GROWTH

Initiative #1: Fall 2017

Secure \$10 million lead gift for the student center project.

Initiative #2: Fall 2017

Complete a residential master plan.

- FY 2018 Freshman occupancy of **50%** (FY 2022: **80%**)
- FY 2018: Residential occupancy of **95%**

Initiative #3

Build and renovate facilities to enhance student life and learning.

- FY 2021/22: Completed renovation of Plough Library, Thomas Center, and St. Joseph Hall



STRATEGIC GROWTH & VITALITY



CBU will articulate and cultivate a distinctive narrative of our Catholic and Lasallian institutional identity. This narrative will permeate the academic, social, and spiritual experiences of our students, faculty, staff, and alumni, and will constitute the foundation of the image of the University to our surrounding communities. Members of the CBU community will embody the Lasallian charism through engaged learning, personal and spiritual growth, and through investments of their time, talent, and treasure in the future of the institution. All members of the CBU community will be able to tell a clear, consistent, and comprehensive story of our University.

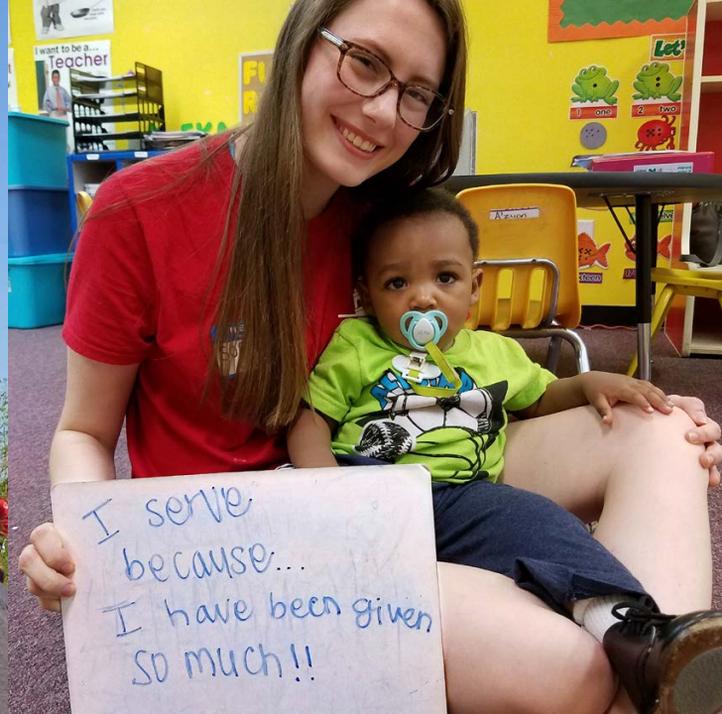


STITUTIONAL STORY

18 MONTH GOALS

- Increase student volunteer hours: Base **1,800** / Goal **1,950**
- Increase campus giving:
 - Faculty Base **20%** / Goal **40%**
 - Staff Base **35%** / Goal **60%**
 - Student Base **4%** / Goal **10%**
 - Alumni Base **8%** / Goal **19%**





INTERNAL PROCESSES

MULTIPLY & AMPLIFY COMMUNICATION & STORYTELLING CHANNELS

Initiative #1: Spring 2018

Evaluate mission statement to insure consistency of current and anticipated programs with Lasallian tradition.

Initiative #2: Spring 2018

Complete Strategic Marketing Plan that supports the Strategic Plan and institutional progress.



ORGANIZATIONAL CAPACITY

EMBED LASALLIAN EXPERIENCE

Initiative #1: Spring 2018

Create a Center for Community Engagement at CBU to coordinate, publicize, and track engagement efforts with and for students, alumni, faculty, and staff.

Initiative #2: Fall 2017

Complete a strategic plan for Campus Ministry.

INSTITUTIONAL STORY



**CHRISTIAN BROTHERS UNIVERSITY
STRATEGIC PLAN 2017-2022**

STEERING COMMITTEE

MR. MARK BILLINGSLEY

Vice President for Advancement

MS. DEBORAH BLANCHARD

Vice President for Communications & Marketing

DR. TRACIE BURKE

Professor of Behavioral Sciences / Director of
Honors Program

MS. KAY CUNNINGHAM

Director of Plough Library

MR. BRETT DOTY

Associate Vice President for Information
Technology/CIO

BROTHER DOMINIC EHRMANTRAUT

Special Assistant to President

DR. JACK HARGETT

Associate Vice President for Academics &
Strategic Initiatives (Data Steward)

DR. PAUL HAUGHT

Vice President for Academics & Student Life (Co-Chair)

MS. CAROLYN HEAD

Executive Vice President for Administration
& Finance /CFO

DR. ANNE KENWORTHY

Vice President for Enrollment Management

DR. JOHN SMARRELLI JR.

President

MR. BRIAN SUMMERS

Director of Athletics

DR. ANTHONY TRIMBOLI

Associate Professor of Chemistry

DR. JAMES BUCHANAN WALLACE

Associate Professor of Religion & Philosophy
(Co-Chair)

INITIATIVE CHAMPIONS

MS. MELISSA ANDREWS

Director of Institutional Research & Effectiveness

DR. PASCAL BEDROSSIAN

Professor of Mathematics & Computer Science

MS. DEBORAH BLANCHARD

Vice President for Communications & Marketing

DR. TIMOTHY DOYLE

Associate Vice President for Student Life

MR. GREG ELLER

Director of Human Resources

MS. JULIA KUETER

Lasallian Scholar, Campus Ministry

DR. JOHN LEWIS

Director of Financial Aid

MR. CORY MAJOR

Dean of Academic Services & Faculty Development

MS. MONÁ MCAFEE

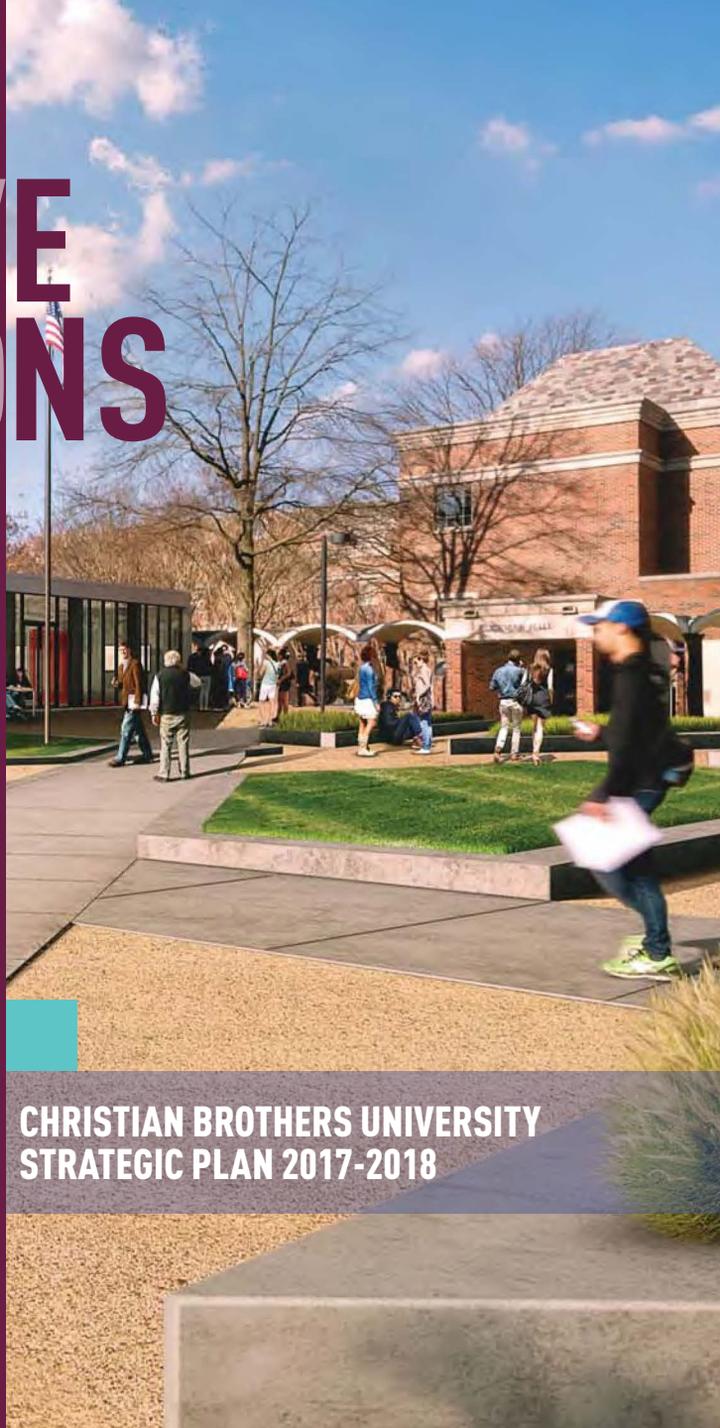
Director of Accounts Receivable, Business Office

MS. JORDAN SCARLESKI

Senior Director of Development, Office of Advancement

BROTHER TOM SULLIVAN

Director of Campus Ministry



**CHRISTIAN BROTHERS UNIVERSITY
STRATEGIC PLAN 2017-2018**



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