FOCUS ON THE FUTURE
ADVANCING BGSU’S STRATEGIC PLAN

APRIL 2018

GO FAR.
STATEMENT OF PURPOSE FOR THE FUTURE OF BG SU

Bowling Green State University is a nationally ranked, public comprehensive research university competing at the highest level of academics, research and inter-collegiate athletics. We offer degrees and educational experiences at the undergraduate and graduate levels in a broad array of disciplines at two campuses in Ohio, and around the world through our online programs. While the majority of the students we serve are citizens of our home state of Ohio, 12 percent of the student body come from outside the state. Twenty percent of our students identify as diverse in terms of race/ethnicity. As a public comprehensive research university that is student centered, BG SU has an obligation to ensure that its academic offerings, research/creative efforts and community engagement are relevant to the needs of the state and nation. We must continue to offer students an education that provides them with social mobility as well as a “value” educational experience. Historically, the main campus primarily served full-time, residential undergraduate and graduate students with an integrated and immersive experience, while Firelands College served nontraditional students. More recently, the entire University has expanded to meet the needs of part-time students, both college-aged and older. Serving these post-college-age learners has been accomplished through our eCampus and limited number of degree completion and professional master’s programs.

CORE CAPABILITIES AND COMPETENCIES TO ACHIEVE OUR FUTURE

Academic Programs
Serving “traditional” student populations

We must build our reputation by having a high-quality undergraduate educational experience that is intentional, integrated and immersive in its approach. We must offer a full array of strong academic programs to attract a robust number of students, many of whom may be unsure of a specific major. This educational experience should be the “ultimate college experience,” where students have a robust co-curricular program are offered. We must provide an overall educational experience that is demonstrably superior to our competitors’, focused on preparing students for careers and life after graduation. We must also have 6-10 academic programs that are recognized nationally. Finally, we must plan for the significant increase in the number of entering students who will have a substantial portion of their academic coursework completed prior to admission to BG SU (e.g., College Credit Plus).

While enrollments will be built around a strong first-time, full-time student body, we must also serve students who have begun their education at a two-year college and wish to receive a high-quality bachelor’s degree. This access pathway for students who have been successful at a community college will be critical for our success. All graduates of our traditional undergraduate educational experience should have multiple career or graduate study options when they leave BG SU. They should also be engaged and productive citizens.

For us to maintain and grow our reputation in this area, we will need additional resources for scholarships, faculty and programming. We must do this to remain competitive in a world that will have a decreasing number of academically prepared, prospective students who will be more racially and ethnically diverse. The Midwest will be particularly impacted by this national demographic shift.

There are three primary traditional student populations (residential and commuting) that we must serve well:

High-achieving students. Through our Honors College we must be able to serve students who wish to have a rigorous, academically focused educational experience. This will be comprised of smaller class sizes and robust opportunities that enhance their experience (independent research projects, study abroad, etc.).

Students interested in a less rigorous, but still strong “traditional” college experience. These students wish to be well educated and prepared for the world after BG SU. They expect an “ultimate college experience” that is best delivered in a traditional college town, with high-level services and student experiences (e.g., choice of student organizations, club sports, Division I Athletics, study abroad, learning communities, etc.).

Traditional, college-age transfer students. These students have begun their academic career at a two-year institution and have achieved success. They are looking for a university where they can complete their bachelor’s degree and have a “traditional” college experience.

*Strong graduate programs are critical for the long-term success of a public comprehensive research university. Our research-based graduate programs must be focused on disciplines where BG SU can build a national reputation. Stronger graduate programs allow us to recruit and retain strong faculty, expand our teaching capacity and provide educational opportunities for high academic-achieving undergraduate students. Graduate programs will become more critical to our success as more undergraduate students arrive at BG SU with a large percentage of their undergraduate degree program completed. Having graduate programs available for any of these students who wish to invest in additional education will provide us with a competitive advantage over smaller, undergraduate-focused institutions. Additionally, achieving national recognition in select disciplines allows BG SU to rely less upon discounting to recruit undergraduate and graduate students. This reputation allows BG SU to generate additional resources to subsidize other programming that we believe is necessary as a public, comprehensive research university.

Serving post-traditional student populations

We must better serve students who are post-college-age. This will require us to provide undergraduate and graduate academic programs that are flexible, dynamic and focused on specific career paths. These students may be completing their undergraduate degree, completing an additional undergraduate degree or earning a graduate degree that will provide them the opportunity to start a career, change careers, move up in a career and/or enhance their current career prospects. These programs typically will need to be delivered as fully online or hybrid programs, and both undergraduate degree-completion and professional master's programs should be available. Because of the career focus, they will be limited to areas that are in high demand by employers. These programs should also align with BG SU's academic strengths and must be priced based upon market conditions. If properly designed, they will provide additional financial resources to support other, more expensive, academic programs.

Research/Creative

A public comprehensive research university must have a robust research culture. This culture enhances student learning and allows BG SU to recruit and retain strong faculty. Additionally, our research should move knowledge forward and inform/aid the public about societal issues and challenges. It also builds the reputation and national recognition of the University. To maintain our classification as a higher research Carnegie Classified university, we must increase our research, creative experiments and graduate programs. Undergraduate education is also enhanced when our undergraduate students are engaged in research projects with faculty.

People

A university is a learning organization. People are the foundation of creating and supporting a high-quality learning community. As such, the faculty and staff of BG SU must be committed, focused and high-achieving in their work. While individuals have different roles to play, all must be focused on the ultimate goal of providing students with an education that prepares them to be successful after graduation.

We must ensure that faculty and staff are fairly compensated and empowered to thrive in a culture of creativity, innovation and entrepreneurship. We must also ensure that systems are in place to support and develop faculty and staff so that they are achieving excellence in all that they do. We must continue to elevate the quality of our teaching to enhance the learning experience of our students. And we must continue to elevate the quality of the service provided by our staff to enhance the learning experience of our students. We must have a culture that supports diversity and inclusion. This will require us to ensure that we have diverse faculty and staff and that we provide development opportunities to ensure everyone understands the importance of creating and supporting an inclusive learning community. This will also be necessary to prepare our graduates to work in a world that will become more diverse. In short, we must ensure BG SU is a place to develop professionally and personally.

External Relations

For universities to thrive in the future, they must have robust connections to their alumni, external partners and the communities they serve. Building awareness, affinity and loyalty with these external constituencies is critical to our long-term success. These relationships provide financial resources that enhance the quality of the students’ academic experience by providing scholarships, professorships, facilities and named programs. While Division I Athletics and WBGU-TV are important assets to engage our external constituencies, we will need additional strategies to further connect with external groups. An urgent need at BG SU is to dramatically increase the level of private gifts to increase our endowment and enhance operating budgets. Strong private support also allows BG SU to be a public university. In addition, universities must partner with external groups to co-develop academic programs, facilities and research initiatives. We must build upon our recent successful partnerships to further the mission of our University. Additionally, BG SU must leverage the connections with our 178,000 alumni. Alumni can assist in recruiting new students and provide internships and mentoring for current students.

Financial Strength and Facilities/Information Technology

The financial strength of the University provides the foundation that allows us to accomplish our vision and mission. Thus, we must ensure that our financial model is sound and generates the financial resources for the University to thrive. This increasingly requires us to be as efficient and effective as possible. As a public university, we must always be committed to providing an excellent education at the lowest tuition possible. We must become more sophisticated in ensuring that our portfolio of academic and athletic programs and activities are optimized to provide financial strength for our future. While BG SU has recently invested a great deal in facilities and information technology, we must continue to monitor the utilization of these investments and plan for additional critical investments to support our programs in the science and technology disciplines.
VISION

In the spirit of innovation Bowling Green State University will be a national model for a premier learning community that develops, transforms, and impacts individuals and communities by shaping their futures through learning, discovery, and collaboration. BGSU will meet the educational, economic, and social challenges of our region, the State of Ohio, the nation and the world. MISSION: Bowling Green State University provides educational experiences inside and outside of the classroom that enhance the lives of all of our students, other stakeholders, and the many publics we serve. BGSU students are prepared for lifelong career growth, lives of engaged citizenship and leadership in a global society. With our learning communities we build a welcoming, safe and diverse environment where creative ideas and entrepreneurial achievements can benefit others throughout our region, the State of Ohio, the nation and the world. Core Values: Respect. Diversity and Inclusion. Collaboration. Intellectual and Personal Growth. Creativity and Innovation. Excellence.

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CORE VALUES

Respect.
Diversity and Inclusion.
Collaboration.
Intellectual and Personal Growth.
Creativity and Innovation.
Excellence.
**ACADEMIC PROGRAMS**

**MEETING THE NEEDS OF TRADITIONAL STUDENTS**

**Undergraduate focus on:**
- High-achieving students
- Students seeking strong academic and co-curricular activities (traditional college experience)
- Traditional college-age transfer students
- Matriculating college credit-plus students
- Differentiated academic experience

**Graduate focus on:**
- Nationally prominent research programs
- Strong programs for high-achieving undergraduates

**Academic programs to:**
- Start career
- Change career
- Advance career
- Enhance career prospects
- Flexible undergraduate and graduate programs for specific career paths
- Professional masters programs
- In areas of high demand by employers
- That align with BGSU academic strengths

**TODAY’S UNDERGRADUATE STUDENT BODY**

- Traditional: 4,239
- Post-traditional: 441
- Transfer: 210
- International: 481

**OHIO’S UNDEREDUCATED WORKFORCE**

- As BGSU 45% of jobs in Ohio will require post-secondary education.
- In areas of high demand by employers.
- The College Credit Plus (CCP) Students.
- In 2017, 24% (274) of the high school seniors enrolled in CCP courses at BGSU matriculated to the University.

**HOW ADULTS WANT TO LEARN**

- Online: 35%
- On campus: 57%
- Community site: 8%
- At my employer: 1%
- Other: 1%

**FOCUS ON THE FUTURE**

- Strong programs for high-achieving undergraduates
- Nationally prominent research programs
- Differentiated academic experience

**RESEARCH/CREATIVE**

**CREATING A ROBUST RESEARCH CULTURE TO SUPPORT LEARNING, ATTRACT FACULTY AND ADDRESS SOCIETAL CHALLENGES**

**RANKED GRADUATE PROGRAMS**

- #2 Industrial and Organizational Psychology
- #22 Language, Literacy and Culture
- #36 Speech-Language Pathology
- #73 Mental Health Counseling
- #138 Clinical Psychology
- #155 Public Affairs
- #163 Part-time MBA
- #235 Biological Sciences
- #290 History
- #358 Sociology
- #57 Speech-Language Pathology
- #69 Fine Arts
- #108 Speech-Language Pathology
- #114 Fine Arts
- #124 Speech-Language Pathology
- #135 Clinical Psychology

**UNIVERSITY OF FIRST CHOICE**

- At time of graduation, 29.37% of graduates have 41 alumni affinity groups
- At time of graduation, 29.37% of graduates have 2,267 full-time position postings on worknet
- 1,379 employers recruiting at BGSU
- 42 regional alumni networks across the country

**STATE SUPPORT**

- Ohio’s four corner universities
- University Endowment: $59.1 million
- Full-time student: $36,789
- Honors: $56,789
- Alumni Giving: $5,078

**PRIVATE SUPPORT**

- On campus: $59.1 million
- Alumni Giving: $5,078
- Ohioans with OHIO’S FOUR CORNER UNIVERSITIES
- University Endowment: $59.1 million
- Full-time student: $36,789
- Alumni Giving: $5,078
- Community site: $56,789

**CENTER FOR UNDERGRADUATE RESEARCH AND SCHOLARSHIP**

- FY18
- Undergraduate: $14.46 million
- Graduate: $34.6 million
- Ohio U.: $59.1 million
- Kent State: $34.6 million
- BGSU: $14.46 million
- Miami: $460.0 million
- Kent State: $109.1 million
- BGSU: $118.7 million

**FOCUS ON THE FUTURE**

- Strengthens and grow connections to alumni, external partners, and communities
- Increase level of private gifts
- Partner with external groups to develop academic programs, facilities, and research initiatives
- Leveraging external relationships for student success — mentorships, internships, employment

**RESEARCH SPENDING**

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**FOCUS ON THE FUTURE**

- Increase externally funded research and strengthen strong faculty
- Conduct research that informs/aids the public with societal issues and challenges
- Support a robust research culture that enhances student learning and helps recruit and retain strong faculty
- Focus on recruiting and retaining faculty to lead graduate research programs to national prominence
- Support a robust research culture that enhances student learning and helps recruit and retain strong faculty
- Increase externally funded research and strengthen strong faculty graduate programs to maintain Carnegie classification as a high research institution.

**ENDOWMENT AND ENGAGEMENT**

- University Endowment: $550.0 million
- Full-time student: $13,729
- Alumni Giving: 5.2%
- Miami: $460.0 million
- Full-time student: $19,180
- Alumni Giving: 19.6%
- Kent State: $109.1 million
- Full-time student: $2,661
- Alumni Giving: 4.3%
- BGSU: $118.7 million
- Full-time student: $6,704
- Alumni Giving: 6.5%

**EXTERNAL RELATIONS**

**MAKING CONNECTIONS WITH ALUMNI, EXTERNAL PARTNERS AND COMMUNITIES FOR FINANCIAL SUPPORT AND ENGAGEMENT**

- Career Center connecting students with employers
- 2,267 full-time position postings on worknet
- 1,379 employers recruiting at BGSU
- At time of graduation, 29.37% of graduates have 41 alumni affinity groups

**GROWING ENROLLMENT AND ENGAGEMENT**

- University Endowment: $59.1 million
- Full-time student: $36,789
- Alumni Giving: $5,078

**RISING LEVEL OF ACADEMIC PREPAREDNESS FOR INCOMING STUDENTS**

- Over the last 10 years the average SAT scores of incoming freshman has risen from 21.9 to 23.
**FOCUS ON THE FUTURE**

- Fairly compensated and empowered to thrive in a culture of creativity, innovation and entrepreneurism
- Highest quality teaching to enhance student learning experience
- Highest quality service by staff to enhance student learning experience
- Systems to support and develop faculty and staff to help them achieve excellence in all that they do
- Culture that supports diversity and inclusion

**EMPLOYER OF CHOICE FOR FACULTY AND STAFF**

**FINANCIAL STRENGTH AND FACILITIES/IT**

**ENSURE NEEDED RESOURCES TO SUPPORT MISSION**