

# Bradley University Balanced Scorecard

## Balanced Scorecard Template

Objectives

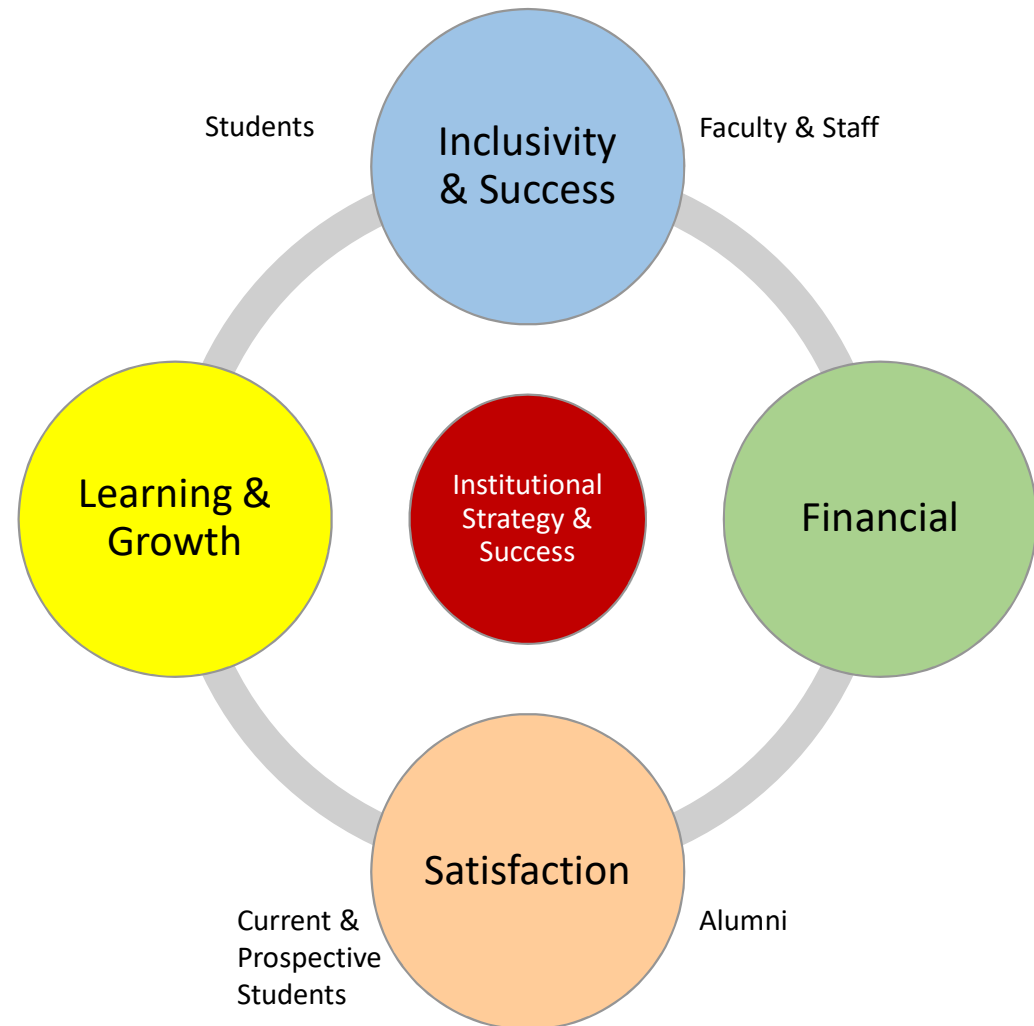
Metrics

Vice President

Board Committee

Baseline

Target



Approved by Bradley University Board of Trustees,  
September 16, 2022

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**Bradley University Balanced Scorecard - UPDATE - July 2024**

INCLUSIVITY & SUCCESS (Students)						
Strategic Imperative 1: Welcoming, Caring, Diverse and Inclusive						
Objectives	Metrics	Vice President	Board Committee	Baseline (2012-2014)	Current Status	Aspirational Target
We are committed to understanding and creating a community within and beyond campus that allows you to feel welcome and included in your ability to participate in the learning experience.	1. Graduation rates for all students	VP for Student Affairs	Student Success	BU 6-Year Graduation Rate: 77.1%	74.3% (2015-2017)	90% by 2030
				Peer 6-Year Graduation Rate: 75.5%*	75.0% (2014-2016)**	
	2. Graduation rates for racially/ethnically diverse students at or above the Bradley University average	VP for Diversity, Equity, and Inclusion	Diversity, Equity, and Inclusion	BU 6-Year Graduation Rate: 69.0%	63.8% (2015-2017)	90% by 2030
				Peer 6-Year Graduation Rate: 68.7%*	67.6% (2014-2016)**	

\*Peer set as defined by the Midwest Private Colleges and Universities Report

\*\*Reporting lags a year behind Bradley University numbers due to federal reporting deadlines.

INCLUSIVITY & SUCCESS (Faculty & Staff)						
Strategic Imperative 1: Welcoming, Caring, Diverse and Inclusive						
Objectives	Metrics	Vice President	Board Committee	Baseline	Current Status	Target
We are committed to maintaining a welcoming, caring, diverse, and inclusive work environment.	1. Continuous assessment of faculty culture (overall and racially/ethnically diverse faculty)	Provost and VP for Diversity, Equity, and Inclusion	Student Success & Diversity, Equity, and Inclusion	89 tenured and tenure track female faculty (36%) (in Fall 2021)	115 tenured and tenure track female faculty (41%) (in Fall 2023) (7.5% increase from Fall 2022)	Increase by 10% per year for 3 years
				8 Black/African American (3.20%) and 11 Hispanic/Latino(a) (4.45%) tenured and tenure track faculty (in Fall 2021)	11 Black/African American (4%) and 11 Hispanic/Latino(a) (4%) tenured and tenure track faculty (in Fall 2023)* (15.4% total decrease from Fall 2022)	Increase by 20% per year for 3 years
	2. Continuous assessment of staff culture (overall and racially/ethnically diverse staff)	Chief Operating Officer and VP for Diversity, Equity, and Inclusion	Human Capital and Compensation & Diversity, Equity, and Inclusion	4 new initiatives to assess, monitor, and enhance the culture and experience for Black/African American and Hispanic/Latino(a) staff (AY 2022-2023)	2 initiatives launched spring 2024: - Population-specific forums to dissect campus climate survey data - Employment engagement teams related to identity and belonging	1 new initiative annually over 5 years to assess, monitor, and enhance the culture and experience for Black/African American and Hispanic/Latino(a) staff

\*Four tenure track faculty indicate two or more races; eight tenure track faculty do not indicate race.

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SATISFACTION (Current & Prospective Students)						
<i>Strategic Imperative 2: Personalized Life Path</i>						
Objectives	Metrics	Vice President	Board Committee	Baseline	Current Status	Target
We provide clear, supportive, and flexible paths with an array of enriching opportunities to realize the life you want.	Number of programs with multiple delivery options and paths to graduation	Provost	Student Success	25 (Fall 2021) Delivery options and paths to graduation include online, 3+2, 4+1, certificates, and CEUs	7 revised or new multiple pathway programs (Fall 2023)*	4 revised or new academic programs that diversify delivery options and paths to graduation approved by the University Senate for each of the next 3 academic years

\*Fall 2022 revised or new multiple pathway programs: 7

SATISFACTION (Alumni)						
<i>Strategic Imperative 3: Return on Educational Investment</i>						
Objectives	Metrics	Vice President	Board Committee	Baseline	Current Status	Target
As one of our graduates, you can expect short-term benefits through career outcomes and long-term happiness from your investment.	1. ROEI ranking by PayScale.com	VP for Advancement	University Advancement	Bradley ranks 132 of 905 (or in the top 15%) for 20-Year Net ROI for Private Colleges for undergraduates (2021)	No update available	Bradley ranks in the top 10% for 20-Year Net ROI for Private Colleges for undergraduates by 2030
	2. Alumni Giving Rate			BU Alumni Giving Rate: 7% (2018-2020)	6.15% (for 12 months ending 5/31/2024)	10% by 2025
				Peer Alumni Giving Rate: 9%*	Peer data not available	

\*Peer set as defined by the Midwest Private Colleges and Universities Report

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LEARNING & GROWTH						
Strategic Imperative 4: Boundary-Breaking Innovations						
Objectives	Metrics	Vice President	Board Committee	Baseline	Current Status	Target
We will help you realize a purposeful plan to create the career and life you want by delivering engaged learning beyond your major and beyond the classroom.	Engagement in interdisciplinary-focused curricular experiences	VP for Strategy & Innovation	Student Success	Interdisciplinary Index (AY21-22): - Self-reported activities: 145 - Course enrollment: 3,037 - Interdisciplinary initiatives: 27	Interdisciplinary Index: - Self-reported activities: 144 (AY22-23) - Course enrollment: 3,950 (AY23-24) (16.1% increase) - Interdisciplinary initiatives: 28 (AY 23-24) (3% increase from baseline)	25% increase by Fall 2025  (28.8% increase as of Spring 2024)
				0 new interdisciplinary external partnerships (Fall 2021)	1 new interdisciplinary external partnership created in Spring 2024	1 new interdisciplinary external partnership annually

FINANCIAL						
Strategic Imperative 5: Financial Strength and Operational Excellence						
Objectives	Metrics	Vice President	Board Committee	Baseline	Current Status	Target
Execution of the plan requires a strong foundation of financial strength and operational excellence.	Positive Operating Margin every year	Chief Financial Officer	Audit and Risk Management & Finance and Investments	FY23 Board of Trustees approved budget: \$2.9 million deficit	-7.0% (FY24 forecast)	1% positive operating margin by FY27
	Gift Production	VP for Advancement	University Advancement	\$8.5 million (3-year moving average for production based on final results for FY19, FY20, and FY21)	\$14.2 million (3-year moving average ending with FY24)	\$20 million+ (sustain a consistent 3-year moving average by FY25)
	Endowment Performance	Chief Financial Officer & VP for Advancement	Finance and Investments & University Advancement	\$350 million (FY23)	\$361.2 million (as of 4/30/2024)	TBD due to new investment model