



 **BENTLEY UNIVERSITY**

bentley.edu/strategic-plan

FALCONS FORWARD 2030:

The Strategic Plan for Bentley



Table of Contents

01 The Foundation: About Bentley University

Introduction	3
Mission	4
Vision	4
Core Values	7
Imperative.....	9

02 The Community: How we created this plan

Introduction	13
A Community-Driven Process.....	15
Strategic Priority Committee Charges	17

03 The Strategic Plan: Falcons Forward 2030

Introduction	25
Focus Area 1: A Culture of Leadership and Innovation.....	27
Focus Area 2: Market-Oriented Collaboration	31
Focus Area 3: Catalyst for Business-Driven Impact.....	33
Focus Area 4: Access and Opportunity	37
Focus Area 5: Financial Sustainability	39

Index

Committee Members	43
-------------------------	----

01

The Foundation

For more than a century, Bentley University has been reinventing business education to meet the needs of the changing global marketplace. Now, we are proud to announce *Falcons Forward 2030: The Strategic Plan for Bentley*, which will chart our path forward for years to come. Through an extensive, year-long process, hundreds of students, faculty, staff, trustees and alumni collaborated to envision Bentley's next bold steps as one of the nation's top business schools. Guided by a steering committee and four strategic priority committees — Student Experience; Culture and Values; Resource Stewardship, Revenue Growth and Diversification; and Positioning and Partnerships — our community gave crucial guidance and feedback. This strategic plan is the result of that effort, a plan and set of initial actions that sets a course for our university to continue to thrive for the next decade and beyond.

MISSION

Bentley University changes the world with a transformative business education, integrated with arts and sciences, that inspires and prepares ethical leaders who will confront the challenges of today and shape the opportunities of tomorrow.

VISION

As a preeminent business university, Bentley will be a knowledge-producing, engagement-based institution that develops learners for an innovation economy and empowers its community and stakeholders to address some of the world's most consequential challenges. We will achieve this by broadening our reach and impact, strengthening our programmatic portfolio, and creating a culture that becomes a beacon for inclusion and equity.



“We are in a time when things are changing faster than ever. As a university, we must continue to evolve and adapt to the changing student and business environments. Where we devote our efforts and priorities over the next decade will set the stage for the next 100 years.”

— **Sophie Rodgers '20**

Senior Manager of Sustainability

Positioning and Partnerships Committee





CORE VALUES

Bentley is a community of students, faculty and staff who are committed to learning. To create the best environment for learning to occur, we as a community embrace these core values to guide our conduct.



We practice understanding, compassion and kindness. We recognize the whole person and their well-being, and we think beyond ourselves and our immediate goals to consider the impact our actions have on other people.



We welcome new perspectives as we work with others toward a common goal. We seek out opportunities for partnership and teamwork, readily sharing our knowledge and expertise with others.



We are all different and that makes our community stronger. We embrace and seek to understand those with diverse beliefs, backgrounds and life experiences. We celebrate those differences as opportunities to learn and grow. We protect and affirm the right of all people to be themselves.



We act with honesty and integrity in our academic, personal and professional affairs. We are dedicated to ethical and transparent behavior, and we hold ourselves accountable for our words and actions.



We recognize our potential to make a difference. We use the power of business and innovation to positively impact individuals, organizations and the communities we serve at home and abroad.



We are here to learn and develop. We are passionate about knowledge and want to continue to learn throughout our lives. We are eager and willing to try new experiences and ways of thinking. We appreciate that much of our learning will occur by interacting with others, inside and outside of the classroom.



We treat others as they would like to be treated. We recognize the inherent dignity and worth of all members of our community and strive to better understand and appreciate everyone. We are committed to keeping our community free of vandalism, hate speech, violence and harassment.

IMPERATIVE

Why do we need this plan now? An imperative for Bentley's future.

Throughout its history, Bentley University has consistently displayed the will, courage and capacity to meet the moment. Bentley is an extraordinary institution with a strong value proposition, a world-class faculty and staff, unparalleled student outcomes, and a proud history of sound financial management. These core strengths are the cornerstones of the university's future, giving Bentley a strong foundation on which to prosper now and for years to come.

Falcons Forward 2030: The Strategic Plan for Bentley defines our opportunity to meet the moment once again. In today's innovation economy, one that is increasingly digital, interconnected and massively disrupted, it is essential that Bentley take bold action in order to build the institution of the future that our students, faculty, staff, alumni and other critical stakeholders deserve.

The Bentley University of 2030 will require a more agile operating model that allows the institution to invest in and execute around critical initiatives that position the university to strengthen its long-term competitiveness. It will require a renewed approach to attracting and retaining a student body that will be recognized

as the most sought-after talent pool in the area. And it will require all of us to work together as one community to achieve the goals we outline to support our four strategic priorities: elevating the student experience; living our culture and values; stewarding and growing our resources; and strengthening our positioning and partnerships.

It is our imperative — our *obligation* — to deliver on this plan and ensure this institution will thrive for another 100 years to come.





“COVID made it clear that higher education is at a crossroads. Those who emerge stronger post-COVID will be determined in large part by the answer to the question: Who is willing to introspect, ask difficult questions and be prepared to address tough realities? The strategic planning process is a first step in the right direction by starting to ask these questions in a systematic way.”

— **Shankar Venkataraman**

Associate Professor of Accounting
Culture and Values Committee



02

The Community

The world is changing, and universities are facing new headwinds. The spread of technology and low-cost competitors, demographic shifts that have reduced the number of soon-to-be college-age students, price-point sensitivities and questions about the value of residential higher education have redefined the landscape. At Bentley, innovation and reinvention have been part of our DNA since our founding in 1917. As the market changes, we change with it.

To ensure that the business education we offer continues to evolve, President E. LaBrent Chrite brought the Bentley community together to focus on four key challenges — Student Experience; Culture and Values; Resource Stewardship, Revenue Growth and Diversification; and Positioning and Partnerships — which provided the framework to develop this strategic plan to guide our university's path for the decade ahead and beyond. For each strategic priority, a committee of community members was charged with gathering input and defining a vision.



A COMMUNITY-DRIVEN PROCESS

President Chrite launched the strategic planning process in September 2021, inviting community members to join him in a process that would create a vision and plan for Bentley's future. Over the course of a year, students, faculty, staff, alumni and trustees gathered across four committees, holding brainstorming sessions, listening meetings, working groups and feedback opportunities to collect the ideas and insights of the entire Bentley community.

The strategic planning process was a community-wide effort led by four committees of students, faculty, staff, alumni and trustees who drew upon their experiences and knowledge of the university and incorporated ideas from hundreds of fellow community members. In addition to gathering and incorporating feedback from those on campus, we held sessions for alumni and corporate partners to offer their feedback and input as well.



Strategic Priority 1

Student Experience



Bentley University will thrive by defining and offering a holistic, rigorous student experience that is distinct and distinguished. Operating at the intersection of business and the arts and sciences has separated Bentley from our competitors, but our long-term relevancy and sustainability is dependent on our ability to strengthen that commitment, bring it to life, and offer a truly transformative experience for every student before they graduate.

Students must be immersed in an experience that provides meaningful opportunities to prove they are the capable business leaders of tomorrow, by learning how to be a force for good in the world through experiential education. Students will be expected to approach business problems with creativity, preparing for a diverse global marketplace defined by innovation. And they will understand, appreciate and champion diversity, equity and inclusion as core principles that make business, their communities and the world stronger. Bentley will empower students to develop the requisite knowledge and skills to achieve these goals by providing supportive and affirming learning environments inside and outside the classroom.

Strategic Priority 2

Culture and Values



The core values and positive organizational principles that have been articulated and espoused as central to who we are as a university must transition from words on a page to lived, institutional norms that are aligned with our culture, demonstrated in our behaviors, and enacted in consistent ways. To be the institution of choice for the talented, driven and creative students, teachers and scholars, and staff members we aspire to attract, we must unite our community around a common vision of Bentley as its best self, creating a culture and a climate that works not just for some, but for all.

To enable this evolution will require the continued democratization of information, the creation of more interconnected areas of excellence, and the empowerment of individuals within the organization to make impactful contributions, no matter their role or position. We must ensure that every member of the community feels a sense of belonging without sacrificing their identity, by affirming, elevating and celebrating our commitment to become an increasingly just and equitable campus. We will be an institution that holds one another accountable for our behaviors defined by our values, while recognizing the potential and valuing the contributions of every member of the community.



“The strategic planning process helped us work together as a community to identify Bentley’s strengths and opportunities. It gave us a platform to be innovative and creative and build upon each other’s ideas.”

— **Gaurav Shah, MBA '02, MSHFID '12**

Director of Academic Technology

**Resource Stewardship, Revenue Growth and
Diversification Committee**



Strategic Priority 3

Resource Stewardship, Revenue Growth and Diversification



Bentley must meaningfully grow its revenue and available resources, by expanding its reach and offerings into adjacent spaces, focusing on new programs (credit earning and non-credit earning), as well as developing partnerships and services that align with our core business strategy and brand. By doing so, the goal is to enhance available resource streams by a significant amount unrelated to undergraduate tuition and room/board.

To achieve this increase and diversification of revenue and available resources, Bentley will add additional auxiliary/ancillary revenue streams, facilitate greater external research funding, and generate additional resources through advancement efforts to augment tuition. This healthier balance will allow the university to accumulate capital, protect its balance sheet, and reinvest in critical university strategic priorities, including those that can help make our campus more diverse, equitable and inclusive. To enable the university to reach this goal, we must also consider the alignment of current resources and efforts to allow the university to strategically invest in areas of growth.

Strategic Priority 4

Positioning and Partnerships



In a world characterized by unprecedented levels of complexity, uncertainty and persistent acceleration, as well as profound inequities that impact the human experience in all corners of the globe, the decade ahead will be defined by the ethical, innovative, inclusive, cooperative businesses and leaders who can address the consequential challenges of our time. This is what Bentley was founded on in 1917, and to this day it defines who we are.

For more than a century, this institution has shown an ability to meet the moment by adapting to a changing world, aligning our core offerings with emerging business needs, identifying the marketplace of tomorrow, and developing new and adjacent opportunities for our learners to thrive. The world needs Bentley graduates, and we must continue to deliver on our century-long promise of developing successful business leaders. That calls for both enhancing our existing relationships and developing new ones with partners and diverse organizations of all kinds, providing mutually beneficial opportunities to engage with this institution in ways that unmistakably show the world who we are and why we exist.



“I loved working on the strategic plan. When I first got involved, I wasn’t sure what to expect. But after working on it together with faculty and staff, I know this strategic plan will point Bentley in the right direction, especially when it comes to elevating the student experience.”

— **Tiana Rossi '22**

Student Government President (former)
Student Experience Committee



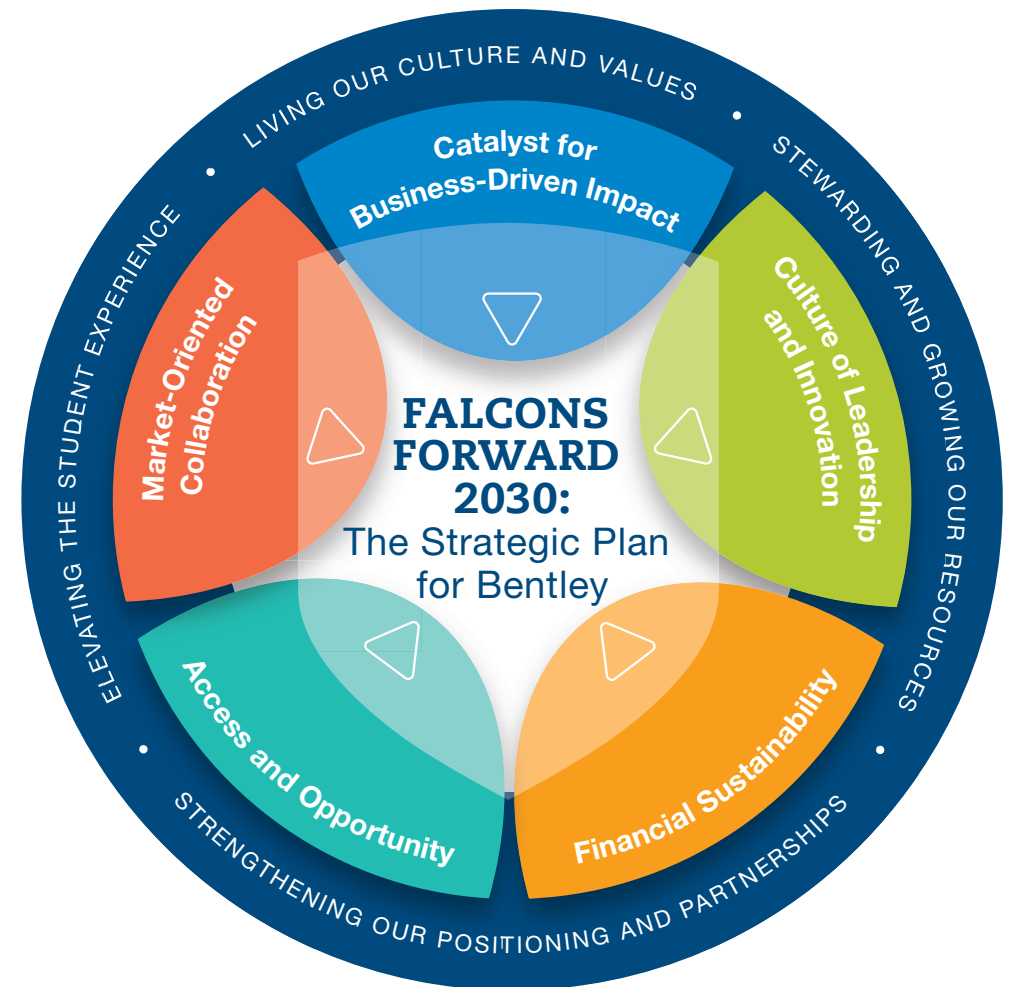
03

The Plan

Our community delivered a series of recommendations in March 2022. The final recommendations that moved forward were categorized into five focus areas that together will enable the university to achieve success in each of the original strategic priorities. These focus areas contain common and interrelated recommendations from each of the four strategic priority committees:

- A culture of leadership and innovation
- Market-oriented collaboration
- Catalyst for business-driven impact
- Access and opportunity
- Financial sustainability

Each focus area identifies specific, selected actions to build on and add to in the years to come.



A Culture of Leadership and Innovation

Objectives

- Develop human-centered, data-savvy, technology-skilled graduates with a strong background in business and the arts and sciences who are prepared to lead as they make an impact on the world
- Engage community members through experiences, exploration and reflections that promote self-discovery and development

Selected Actions

- Support the continued development of high-quality faculty and staff by reducing silos, promoting collaboration and investing in activities across disciplines
- Launch a new Strategy and Innovation Division to serve as a university-wide accelerator and facilitator
- Strengthen Bentley's commitment to innovation by enabling student entrepreneurship; supporting the commercialization of assets created by university centers, faculty and staff; and embracing a data-informed approach
- Create distinctive themes for learning and engagement that will encourage the community to test innovative ideas, question assumptions, value exploration, fail forward, and promote inclusion and equity through a culture that builds community through difference
- Expand direct student-to-alumni interactions to develop connections and support networks, and boost engagement beyond the physical campus

Bringing the Plan to Life

Bentley's new Climate Action Plan is a model for sustainability in higher education



Bentley's new, flexible core curriculum prepares students to make a positive impact in the world





“Participating in the strategic planning process was inspiring. We have an opportunity to offer students a unique experience, but we also have the responsibility to ensure that all feel like valued members of the Bentley family. I’m enthusiastic about our prospects and look forward to seeing this vision unfold over the next decade.”

— **Laura J. Young '10**

Associate Professor of Economics
Student Experience Committee



Market-Oriented Collaboration

Objectives

- Seek partnerships inside and outside the university in a way that responds to the changing needs of the market and positions Bentley as a prominent expert on the role of business in society
- Develop and expand graduate and non-degree programs to align with emerging workforce needs in targeted high-growth markets

Selected Actions

- Develop “Impact Hubs” to integrate and coordinate faculty teaching and research, and foster collaboration with external partners in diversity, equity and inclusion, healthcare, sustainability, data analytics and other areas of university strength
- Invest resources to operationalize the Impact Hubs and continue to evaluate their performance
- Identify a portfolio of market-aligned graduate and professional education programs that are relevant across business and society, align with specific audiences and contribute financially to the university
- Develop ways to educate broader audiences and address emerging workforce needs, including expanding the university’s online, hybrid and experiential learning models

Bringing the Plan to Life

Bentley partners with Beth Israel Deaconess Medical Center to offer a new MBA in health care management



The new Executive PhD in Business will create industry leaders who combine business acumen with a research-driven mindset



Catalyst for Business-Driven Impact

Objectives

- Elevate the role of our academic centers by designing innovative learning experiences
- Strengthen engagement with corporate and institutional partners to help businesses tackle society's most consequential challenges

Selected Actions

- Introduce new programs that focus on innovation and emerging technologies
- Manage the university's academic centers in an effective and sustainable way that aligns with the strategic plan
- Help the university's academic centers expand their external funding so they become financially self-sustaining and continue to assess their performance through periodic evaluations
- Establish Bentley as an authority on the role of business and society
- Position Bentley to actively seek, evaluate and pursue strategic alliances

Bringing the Plan to Life

A \$5 million investment from Chris '91 and Greg Smith '91 will help create a new center that redefines the business of health and addresses the complex challenges of health today and tomorrow



Bentley partners with Gallup to conduct a new nationwide survey to understand if Americans feel business has a positive impact on society





“Bentley’s strategic plan for 2030 adopted a future-facing approach and a community-driven process. Our goal was to continue providing current and prospective students a transformative educational experience.”

— Ty Chan, MSBA '22, MBA '22
McCallum Graduate School Representative
Culture and Values Committee



Access and Opportunity

Objectives

- Build a roadmap for broadening access to Bentley for a diverse set of learners
- Promote a sense of inclusion and equity across the campus so community members feel they belong to Bentley and Bentley belongs to them

Selected Actions

- Partner with local community organizations, community colleges and high schools to increase access for underrepresented students to a Bentley undergraduate degree
- Improve the on-campus experience of first-generation students and underrepresented populations at Bentley
- Create spaces to encourage interaction and engagement among faculty and staff, so they can discover mutual passions and form new networks
- Infuse well-being into the learning environment by focusing on community members' physical, mental and emotional health

Bringing the Plan to Life

New BentleyFirst program offers first-generation students from Massachusetts tuition rates equal to those of in-state public colleges



Jane Griffin announced as the new associate provost for student success to support first-generation and all students



Financial Sustainability

Objectives

- Showcase our campus assets and facilities to attract and engage new audiences
- Enhance and expand our traditional undergraduate programs and pathways
- Support and invest in our faculty and staff to enable this strategic plan

Selected Actions

- Increase the use of campus facilities and attract new audiences throughout the year with strategically aligned, Bentley-facilitated conferences, external conferences and workplace services
- Advance the university's naming strategy to increase fundraising related to existing buildings and programs such as the Bentley Arena, academic centers and residence halls
- Create new collaborative spaces on campus that support innovation and a thriving environment for students, faculty and staff
- Launch a wider range of summer programs to attract pre-college, Bentley and non-Bentley students

Bringing the Plan to Life

Wall Street 101 welcomes rising high school juniors and seniors to campus to learn about trading stocks, investing and managing a portfolio



A new gift from David L. '87 and Wendy M. (Calderon) '88 Giunta will modernize the Bentley Arena weight room to help student-athletes be their best





“Now is the time for Bentley University to renew our position as a leader and innovator in preparing students for a 21st century economy.”

— President E. LaBrent Chrite

COMMITTEE MEMBERS

Steering Committee

E. LaBrent Chrite, *President*

J. Paul Condryn '83, *Chair of the Board of Trustees*

Rob Alan '91, *Trustee*

Donna Maria Blancero, *Provost and Vice President for Academic Affairs (former)*

George Cangiano, *Vice President and Chief Human Resources Officer*

Suzanne Dove, *Associate Vice President, Product Design and Global Partnerships, Executive Director, Badavas Center for Innovation in Teaching and Learning*

Maureen Forrester, *Vice President for Administration and Finance and Chief Financial Officer/Treasurer*

Danielle Hartigan, *Associate Professor, Natural and Applied Sciences*

Chris Joyce, *Vice President for Marketing and Communications*

Amanda King, *Chief of Staff and Assistant Vice President, Sustainability*

Katie Lampley '96, *Vice President and Chief Diversity and Inclusion Officer*

Rick Oches, *Dean of Arts and Sciences*

Melanie Otero '91, MBA '92, *Trustee*

J. Andrew Shepardson, *Vice President for Student Affairs and Dean of Students*

Student Experience Committee

Donna Maria Blancero (co-chair), *Provost and Vice President for Academic Affairs (former)*

J. Andrew Shepardson (co-chair), *Vice President for Student Affairs and Dean of Students*

Liz Brown, *Professor, Law and Taxation*

Michelle Dabenigno, *Associate Director, Student Programs and Engagement*

A.J. Darcey, *Assistant Director, Graduate Projects and Engagement*

Rob DeLeo, *Associate Professor, Global Studies*

Leslie Doolittle, *Executive Director, Academic Support Services*

Linda Edelman, *Professor, Management*

Joyce J. Elam, *Trustee*

Alyssa Hammond, *Director, Undergraduate Career Development*

Liz Hess, *Vice President and Chief Information Officer*

Erin Kelley, *Associate Dean, Assurance of Learning and Accreditation*

Anthony Majer, *Assistant Director, Student Conduct and Development*

Susan G. O'Connell '90, *Trustee*

Tzarina Prater, *Associate Professor, English and Media Studies*

Tiana Rossi '22, *Student Government President (former)*

Brian Shea '14, *Senior Associate Director, Programs and Center Operations, Service-Learning and Civic Engagement Center*

Zoë Wagner, *Assistant Dean, First-Year Academic Discovery and Lecturer, Natural and Applied Sciences*

Vaughn Williams, *Director, Athletics*

Lan Xia, *Professor, Marketing*

Laura J. Young '10, *Associate Professor, Economics*

Culture and Values Committee

George Cangiano (co-chair), *Vice President and Chief Human Resources Officer*

Katie Lampley '96 (co-chair), *Vice President and Chief Diversity and Inclusion Officer*

Laura Aiken '05, MBA '06, *Director, Graduate and Alumni Career Development*

Taryn Bennett, *Class of 2023*

Ryan Bouldin, *Associate Professor, Natural and Applied Sciences*

Ty Chan, *McCallum Graduate School of Business Student, Class of 2022*

Clifton Chow, *Senior Research Technology Consultant, Academic Technology Center*

Sareen Dilsizian, *Human Resources Coordinator*

Melanie Foley, MBA '02, *Trustee*

Justin Grant, *Senior Web Developer*

Judy Malone, *Vice President and General Counsel*

Michael McCorvey, *Director, Multicultural Center*

Paul Stanish '96, *Associate Director, Undergraduate Career Development*

Nick Stavropoulos '79, *Trustee*

Laurel Steinfield, *Associate Professor, Marketing*

Shankar Venkataraman, *Associate Professor, Accounting*

Jonathan White, *Director, Service-Learning and Civic Engagement Center; Associate Professor, Sociology*

Resource Stewardship, Revenue Growth and Diversification Committee

Maureen Forrester (co-chair), *Vice President for Administration and Finance and Chief Financial Officer/Treasurer*

Rick Oches (co-chair), *Dean of Arts and Sciences*

Nancy Antunes, *Associate Vice President, Finance and Risk Management*

Nicole Chabot-Wieferich, *Associate Dean of Student Engagement*

Alina Chircu, *Professor, Information and Process Management*

Dhaval Dave, *Professor, Economics*

Carolina Figueroa, *Vice President for Enrollment Management*

Noah Giansiracusa, *Assistant Professor, Mathematical Sciences*

Jeff Gulati, *Professor, Global Studies; Associate Dean of Arts and Sciences*

Kristen Haack, *Director, Undergraduate Admission Marketing and Events*

Aaron Jackson, *Professor, Economics; Senior Associate Dean of Business*

Tom Kane, *Associate Vice President, Facilities Management*

Alex Lewin, *Associate Director, Business Management*

Maria Monks Serrao, *Assistant Vice President, Procurement and Campus Services*

Sol Nasisi, *Director, Digital Marketing*

Tracy Noga, *Professor, Accounting*

Bill Pappas '94, MBA '95, *Trustee*

Susan Richman, *Director, Foundation Relations and Sponsored Programs*

Natalie Schlegel, MBA '08, *Executive Director, Cronin Office of International Education*

Gaurav Shah, MBA '02, MSHFID '12, *Director, Academic Technology*

Debora Spar, *Trustee*

Betsy Whipple, *Associate Vice President, Capital Fundraising and Leadership Giving*

Positioning and Partnerships Committee

Suzanne Dove (co-chair), *Associate Vice President, Product Design and Global Partnerships, Executive Director, Badavas Center for Innovation in Teaching and Learning*

Danielle Hartigan (co-chair), *Associate Professor, Natural and Applied Sciences*

Bill Read (co-chair), *Dean of Business (former)*

Jill Brown, *Professor, Management*

Rebecca Burstein, *Director, Brand and Creative Services*

Glisery Colon, *Director, Graduate Admission*

Mateo Cruz, *Assistant Professor, Management*

Steve DelVecchio '81, *Trustee*

Janet Ehl, *Executive Director, Pulsifer Career Development Center*

Yaro Fong-Olivares, *Executive Director, Gloria Cordes Larson Center for Women and Business*

Joy Gray, PhD '16, *Senior Lecturer, Accounting*

Bill Gribbons, *Professor, Information Design and Corporate Communication*

Chris Joyce, *Vice President for Marketing and Communications*

Lucy Kimball, *Professor, Mathematical Sciences*

Sophie Rodgers '20, *Senior Manager, Sustainability*

Mario Silva-Rosa, *Director, Undergraduate Admission*

Dave Szymanski, *Associate Professor, Natural and Applied Sciences*

Tiffany R. Warren '97, *Trustee*

Betsy Whipple, *Associate Vice President, Capital Fundraising and Leadership Giving*