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**TO:** Boston University Faculty, Staff, and Students

**FROM:** Jean Morrison, University Provost and Chief Academic Officer 

**DATE:** September 17, 2020

**SUBJECT:** Update on University-wide Strategic Planning Process and Launch of Implementation Design Phase

Over the last two years, faculty, staff, and students across our campuses have worked toward a strategic plan that establishes a clear vision for the future of Boston University, and a set of measurable goals and objectives to help guide decisions on institutional investments and activities between now and 2030. We have taken stock of where the University currently stands, engaged a University-wide task force, and held 42 listening sessions with over 1,000 staff, faculty, and students. As a result of this work, in April 2020, the Board of Trustees approved a new [University-wide Strategic Plan](#), which articulates five strategic priorities for BU over the next 10 years.

### Strategic Priorities 2020-2030

1. Vibrant Academic Experience
  - Provide undergraduate students a quality residential education and prepare them for the world of work.
  - Offer graduate and professional students high-quality, innovative academic and educational programs.
2. Research that Matters
  - Hire and support world-class faculty in select areas across the University where we can excel and have both local and global impact.
3. Diversity, Equity, and Inclusion
  - Become an even more diverse and inclusive institution that provides fair access and opportunities to all faculty, staff, and students.
4. Community, Big yet Small
  - Create opportunities for students, faculty, and staff to find their individual communities, while benefiting from the resources of a large, urban university and numerous accomplished alumni.
5. Global Engagement
  - Expand BU's global reach through student, faculty, and alumni engagement opportunities.

In the face of the disruption and uncertainty caused by the global pandemic, and the overdue elevation of conversations around racial justice, the Strategic Plan will allow us to maintain our high-level aspirations for BU while enabling needed flexibility to adjust to the changing landscape in higher education and the world.

With the Strategic Plan complete, we now turn to the next phase of this effort: **implementation design**. This phase will run through early 2021, and will engage stakeholders across BU to develop a clear road map and specific action steps to turn the new Strategic Plan into reality.

I am pleased to introduce the dedicated group of faculty and staff who will play central roles in the implementation design process. A new **Strategy Implementation Group (SIG)** will serve as the engine for this effort, providing thought partnership and support to campus leaders, and managing implementation of initiatives through ongoing progress monitoring. **Strategic Priority Sponsors** will guide and support the development of University-wide initiatives designed to advance the strategic priorities. The membership of these groups is listed below; more information on these groups, the Strategic Plan, and the entire planning effort can be found on BU's new [Strategic Plan website](#).

Please join me in thanking the Strategy Implementation Group, Strategic Priority Sponsors, and everyone who will be involved in the important work charting the path to our 10 year vision. Many thanks as well to the Strategic Planning Task Force, who worked tirelessly over the past two years to develop the new Strategic Plan, and to all the members of our community who have contributed to and informed the plan's development. I look forward to continuing to build our future together.

## **Strategic Priority Sponsors**

### **Vibrant Academic Experience:**

**Amie Grills**, Associate Dean for Faculty Affairs & Research; and Professor of Counseling Psychology, Wheelock College of Education & Human Development

### **Research that Matters:**

**Michael Sorenson**, Associate Dean of the Faculty, Natural Sciences; and Professor of Biology, College of Arts & Sciences

### **Diversity, Equity, and Inclusion:**

**Yvette Cozier**, Assistant Dean for Diversity & Inclusion; and Associate Professor of Epidemiology, School of Public Health

**Crystal Williams**, Vice President and Associate Provost for Community & Inclusion

### **Community, Big yet Small:**

**Jason Campbell-Foster**, Senior Associate Dean of Students

**Crystal Williams**, Vice President and Associate Provost for Community & Inclusion

Global Engagement:

**Kevin Gallagher**, Director, Global Development Policy Center; and Professor of Global Development Policy, Frederick S. Pardee School of Global Studies

**Strategy Implementation Group (SIG)**

**Swathi Kiran**, Associate Dean for Research; and James and Cecilia Tse Ying Professor in Neurorehabilitation, College of Health & Rehabilitation Sciences: Sargent College, *SIG Lead*

**Deidre Fisher**, Project Manager, Strategic Initiatives, Office of the Provost, *Project Manager*

**Rachel Lapal**, Assistant Vice President, Public Relations – Social Media, *Communications Lead*

**Patricia O'Brien**, Associate Provost for Budget & Planning, *Budget Lead*

**Boston University Strategic Planning Task Force**

**Jean Morrison**, University Provost and Chief Academic Officer, *Chair*

**George Annas**, William Fairfield Warren Distinguished Professor; and Director, Center for Health Law, Ethics & Human Rights, School of Public Health

**Evan Apfelbaum**, Associate Professor of Management & Organizations, Questrom School of Business

**Emelia Benjamin**, Professor of Medicine and Assistant Provost for Faculty Development, School of Medicine; Professor of Epidemiology, School of Public Health

**Margrit Betke**, Professor of Computer Science, College of Arts & Sciences; Professor of Electrical & Computer Engineering and Biomedical Engineering, College of Engineering

**Thomas Bifano**, Professor of Mechanical Engineering, Materials Science & Engineering, and Biomedical Engineering; and Director, BU Photonics Center, College of Engineering

**John Connor**, Associate Professor of Microbiology, School of Medicine

**Daniel Dahlstrom**, John R. Silber Professor and Chair of Philosophy, College of Arts & Sciences

**Josée Dupuis**, Professor and Chair of Biostatistics, School of Public Health

**Roscoe Giles**, Professor of Electrical & Computer Engineering, College of Engineering

**Kimberly Howard**, Associate Professor of Counseling Psychology, Wheelock College of Education & Human Development

**Swathi Kiran**, Associate Dean for Research; and James and Cecilia Tse Ying Professor in Neurorehabilitation, College of Health & Rehabilitation Sciences: Sargent College

**Kim McCall**, Professor and Chair of Biology, College of Arts & Sciences

**Patricia O'Brien**, Associate Provost for Budget & Planning

**Gary Sheffer**, Sandra R. Frazier Professor of the Practice of Public Relations, College of Communication

**Katharine Silbaugh**, Professor of Law, School of Law

**Andrew Soares**, Vice President for Financial Operations

**John White**, Professor and Chair of Biomedical Engineering, College of Engineering

**Harvey Young**, Dean, College of Fine Arts

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