

INSTITUTIONAL PLANNING

Wis. Stats. 38.50 (10) (a)
Form EAB 1.10 (Rev. 02/12)



STATE OF WISCONSIN
EDUCATIONAL APPROVAL BOARD
201 WEST WASHINGTON AVENUE, 3RD FLOOR
MADISON, WI 53703
(608) 266-1996

The Educational Approval Board (EAB) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAB requires schools to submit evidence appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAB and school officials to engage in a dialogue over time about the future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAB does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

Bellevue University

II. PLANNING ELEMENTS

A. MISSION. Describe your school's mission and vision, which identifies its purpose and its core values.

Mission: Bellevue University effectively engages students in earning degrees that prepare them to thrive in a connected, competitive world. We provide students with a powerful foundation for personal value creation, instilling the confidence they need to take control of their lives and to be responsible citizens of the global community. We teach the value of a free market, capitalist economic system and the importance of preserving our American heritage of a democratic and free way of life.

Vision: To be the Premier Open Access University in the United States.

Values: * Integrity in all we do *Belief in the transformational value of education *Student-centric * Market focused * Innovative

B. MARKET. Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Wherever you are in life, Bellevue University has a learning method designed to fit seamlessly into your life. The community leaders who founded Bellevue College in 1966 had a vision that still resonates today - provide quality, cost-effective business and liberal arts degree programs that meet the needs of busy working students, employers, and society. Bellevue University provides educational programs through business and community college alliances that meet student and industry needs. Some of our awards demonstrate how we are different from other online education providers - Ranked in the top 20 in the 2014 U.S. News and World Report Best Online Bachelor's Programs Survey, Designated a National Center of Academic Excellence by the National Security Agency and the Department of Homeland Security, GI Jobs Military Friendly School, ONLY accredited university to win a Corporate University Best in Class (CUBIC) award twice. Our marketing outreach involves internet web pages, national television and magazine advertising, social media and most importantly the recommendations of satisfied students.

C. MANAGEMENT. Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

Vice Presidents of the respective operational and academic disciplines report directly to the University President, Academic Deans report directly to the Chief Academic Officer (CAO). The Executive Committee comprised of the President, CAO, the EVP of Academic Affairs, the VP of Enterprise Services, the VP of Administration, VP of Performance Management and the Chief Operating Officer develop strategic plans and implement plans to ensure that BU is effectively and efficiently utilizing its resources to successfully fulfill the mission, vision, and values of Bellevue University.

Various other committees comprised of faculty and administration direct the development and quality of programs and courses - Strategic Marketing Group, Faculty Senate and Academic Assessment Committee, Program and Project Change Management Committee. Input from local and national corporate partners, professional associations and/or advisory committees are frequently used as resources to develop meaningful new initiatives and assure our programs are current and relevant. Our partners include leading non-profits like the U.S. Department of Defense and Fortune 500 Companies, as well as global innovators.

Our Board of Directors is representatives of successful corporations (C-level), civic leaders, entrepreneurs, public school superintendents and investment/banking leaders who are distinguish nationally and locally. Program and school improvements are a result of collaborative processes.

D. SWOT ANALYSIS. Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

See attached SWOT Analysis 2015-2020 Planning Cycle.

D. SWOT ANALYSIS (continued)

E. FUTURE THINK. Describe your school 5 years from now. What will it look like and how it will be positioned in the market place.

Vision:

To be the Premier Open Access University in the United States.

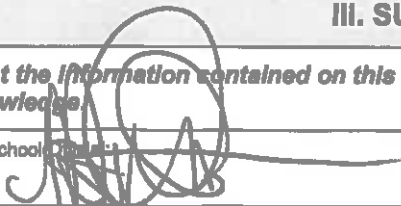
Mission:

Bellevue University effectively engages students in earning awards and degrees that prepare them to thrive in a connected, competitive world. We provide students with a powerful foundation for personal value creation, instilling the confidence they need to take control of their lives and to be responsible citizens of the global community. We teach the value of a free market, capitalist economic system and the importance of preserving our American heritage of a democratic and free way of life.

III. SUBMISSION

I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:



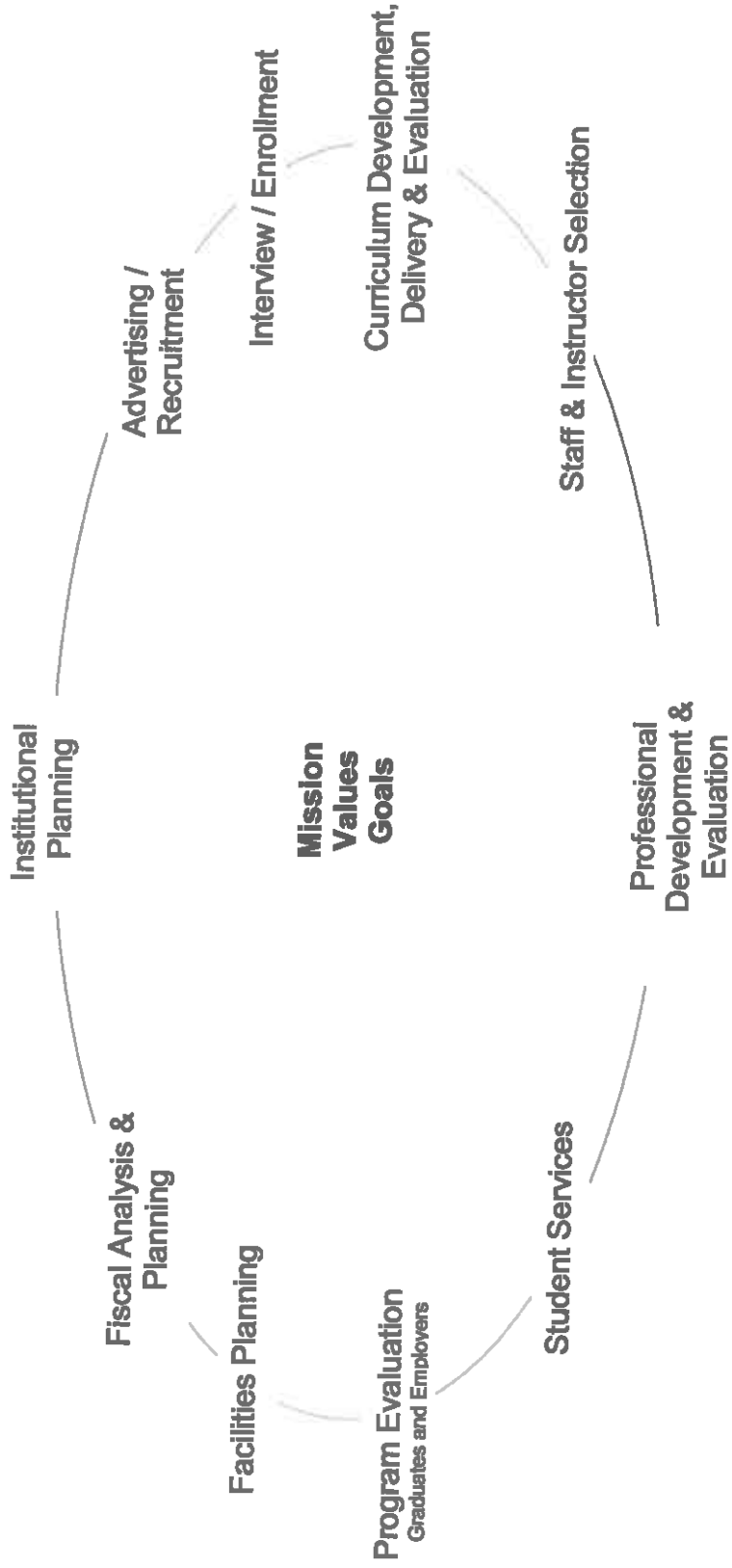
Print or Type Name and Title of Authorized School Official:

MATTHEW R. DAVIS, CHIEF OPERATIVE OFFICER

Date:

30 AUG 2016

INSTITUTIONAL SYSTEMS



Bellevue University SWOT Analysis 2015-2020 Planning Cycle

Strengths

- Strong Senior Leadership (including Board of Directors)
- Engaged, Innovative, and Entrepreneurial Faculty and Staff
- Robust Financial Resources
- Strong and growing brand, with increasing brand equity
- Large (and growing) network of partners
- Stable enrollment patterns
- Highly effective curriculum development process
- High student satisfaction and loyalty scores
- Highly effective business model

Weaknesses

- Despite gains, somewhat underdeveloped data analytics capability
- Increasing expenses related to contract services and software
- Residential campus footprint and facilities

Opportunities

- Continued broad dissatisfaction in the marketplace with the skills and abilities of most college graduates.
- Emerging international market (especially the Chinese market)
- Emerging corporate training market
- Changing demographics

Threats

- Intense regulatory environment, particularly Department of Education Title IV and State Authorization Process
- Entering competitors (especially those focusing on online learning)
- Escalating costs of technology
- Public viewpoints surrounding excessive student debt and the value of a college degree
- Decreasing preparedness of those entering college
- Rapid changes in the market landscape
- Emerging war for highly talented faculty and staff