



Dear Colleagues,

I'm pleased to respond to the Vision 2020 Student Centeredness Team recommendations on behalf of the Senior Leadership team. This feedback will be presented to all of the Vision 2020 team members at the meeting on February 2.

Let me start by thanking you for your work on the Student Centeredness Team. It is apparent by your thoughtful and thorough response that you took very seriously the charge to develop recommendations to create a truly student centered campus community, and we deeply appreciate your efforts.

We were particularly impressed with your working definition of student centeredness. As we indicated at the meeting when you presented your recommendations, going forward we will include this definition in admissions, orientation, student, and promotional materials and will use it as a benchmark in evaluating our practices as we go forward.

Following the four key areas of opportunity to advance student centeredness you identified, implementation of the following will begin immediately:

1. Embedding Student Centeredness into What We Do As Administrators, Faculty and Staff
 - a. We will create the recommended "Student Centeredness Team" which will be charged with continuing the work of implementing other student centeredness recommendations, creating ongoing discussions across campus and developing a process of continuous pursuit of excellence related to student centeredness, and fostering avenues to support the outcomes of other Vision 2020 teams.

As recommended, team members will include representation from administration, staff, faculty, SGA and other undergraduate and graduate student leaders, along with John Carney and Greg Pillon.

2. Bolstering Communication with Our Students
 - a. Charge Belmont's Communications team, Deans and Directors with promoting awareness of committees, teams and other areas that present opportunities for students to participate in university decision making.
 - b. Charge Belmont's Communications team with developing a strategy to connect students to appropriate support services such as counseling, health services, academic support, and disability services.
3. Empowering Student Voices
 - a. Gain campus feedback on areas of needed improvement by utilizing current survey tools,
 - b. Charge every Dean with incorporating students, both undergraduate and graduate as appropriate, into each Department and College level decision-making team,
 - c. Immediately add a Graduate student to the Vision 2020 Student Council.
 - d. The Finance and Operations department will review the required form for reimbursement of student expenses.

4. Strengthening Belmont's Academic Programs
 - a. Redesign and roll out the revised BELL Core, starting Fall 2017.

Ideas that the Senior Leadership team will continue to consider and look for ways to implement include:

- Gaining a commitment from Dean and staff department leaders to discuss student centeredness in a meaningful manner that includes goal setting and accountability at the beginning of each school year,
- Creating a process that ensures prompt responses to all student inquiries,
- Assigning full time faculty members as mentors to adjuncts,
- Defining the practical meaning of "the appropriate level of academic rigor" and "every student will be challenged to give her/his best effort to achieve their potential."

Recommendations that the Senior Leadership team are not planning to act on at this time include:

- Revision of policies related to assigning meeting rooms to student organizations in academic spaces: These policies have been reviewed recently and it was decided that no changes are warranted at this time.
- Making the Vision 2020 Student Council a permanent committee: The V2020 Student Council will continue as an ad hoc committee at this time, with consideration of making it permanent to be taken up as we approach 2020.
- Installation of large-screen TVs in public lobbies across campus: This idea will be tabled at this time while other more direct communication solutions are attempted.

Dr. Gill and I will work with the Student Centeredness Team as they go forward. With the team, we will continue the work to intentionally create a culture that embeds student centeredness in every area of campus and creates opportunities for student voices to be heard.

Again, let me express our appreciation to you for your hard work on this area that is so critical to Belmont. I look forward to seeing our students' success and satisfaction increase as these recommendations are implemented.

With sincere appreciation,



Bob Fisher