“Celebrating Our Tradition, Engaging Our Future”

Strategic Planning

Deans Update:

Board of Regents

May 7, 2015

5:00 – 6:15 p.m.
The College of Arts and Sciences is working to help the University realize the vision and goals of the Strategic Plan. Through its majors and general education, A&S provides students with a solid liberal arts foundation, whereby students learn how to think critically, solve problems creatively, communicate effectively, as well as work with and appreciate people who are different from themselves. Our efforts are focused on recruiting, retaining, and graduating students by creating a more distinctive educational experience that will engage students and prepare them for careers and for life.

**Goal I:** Challenge and support students in a vibrant educational environment that integrates disciplinary focus, broad knowledge of the wider world, and exposure to experiences that prepare students for career success and personal development.

- Great deal of faculty involvement
- High impact practices throughout curriculum (e.g., first-year seminar, capstones)
- Gaps identified (e.g., third high impact practice in first year)
- Impact – greater engagement and retention; closer faculty-student relationships
- Other initiatives (e.g., enhancing first-year experience for transfer students)

**Goal II:** Position the University as a valued partner with business, industry, government, and non-profit organizations in order to use these partnerships to maximize the career, entrepreneurial, and intellectual preparedness of students.

- Hundreds of partnerships, coordinated at program level
- Mini-workshop for department chairs to help build internship programs
- Faculty, students, and supervisors need support
- Impact – more opportunities for students to apply their skills; enhanced career readiness
- Other initiatives (e.g., Dialogue 100, Dialogue 200)

**Goal III:** Promote a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.

- New online master’s program in Organizational Psychology
- Exploring other opportunities for online graduate programs
- Impact – bringing UH distinctiveness online; reaching non-traditional markets

**Goal IV:** Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement, and philanthropic support.

- Incorporating branding messages into recruitment materials and presentations
- More personalized attention during campus visits
- More effectively connecting with alumni (e.g., newsletter, awards, panels)
- Impact – stronger enrollments, career preparation, and alumni engagement/support
**Goal I:** The Barney School provides students with a number of high impact practices (HIP) aligned with essential learning outcomes (ELO), such as:

- Freshman “World of Business” course that features a semester-long team business plan project mentored by faculty and upper classmen
- Sophomore “Exploring Career Options” course includes a variety of business oral and written communication assignments
- Junior required 200+ hour internship in students’ major, advised by faculty and supervised by host organization manager/executive
- Senior intensive capstone “Applied Professional Project” in each major
- Presentations throughout the four year curriculum

Work in progress to insure each Barney School student has high-quality HIPs and other ELOs each year include:

- Freshman “learning community” enhancement through pairing business and math classes
- Sophomore “Exploring Career Options” integrative experience
- Senior projects integrate HIP best practices in some majors more than others

**Goal II:** The Barney School’s main competitive advantage is our *Career Ready* program. Recent innovations that involve alumni and corporate recruiters at partner organizations include:

- Corporate Visits (Boston, Hartford, NYC)
  - Fall: 8 companies, 75 students, 12 faculty
  - Spring: 10 companies, 100 students, 17 faculty
    - Two seniors secured full-time positions
- Mock Interview Week, Spring
  - 15 companies, 70 students
    - Internship and full-time interviews and offers
- Weekly professional development workshops
  - Fall: 13 students earned five CR points
  - Spring: 25 students earned five CR points

Additional work to further strengthen career readiness centers on education and culture change to enhance student and faculty engagement and participation. We are also discussing integrating new external certifications (risk management, underwriting, project management, lean six sigma, financial analysis/planning, SAS software) that will enhance career readiness.

**Goal III:** The Barney School continues to expand its online graduate program offerings. Specifically related to UH Online, we are in year one of the MSAT-Tax Track implementation, and have a task force exploring a Master of Management offering.

**Goal IV:** Branding and marketing upgrades aligned with the UH “challenge-support-success” messaging continue to be made to the BSB website, Facebook, Twitter, newsletter and recruiting materials.
The College of Engineering, Technology, and Architecture (CETA) is working to help the University realize the vision and goals of its Strategic Plan. Through our accredited programs, the college is striving to provide students with the latest technical and career ready skills upon graduation. This preparation includes critical thinking skills, teamwork and leadership skills, creative problem solving, and written and verbal communication abilities.

CETA’s programs include many high impact practices, extensive partnerships with engineering and architecture firms, new content delivery tools, and access to leading edge educational technologies that allow students to develop into well rounded professionals. This combination is complimented by providing students with hands-on skills, networking opportunities and internships leading to real world experiences.

Goal I:
- Collaborative Assignments
  Team-based/real world design challenges for all 4 years of engineering study
- Writing Intensive Courses
  Laboratory and studio courses build technical writing skills including individual feedback
- Capstone projects
  Fully synthesizing skills developed and reflecting the learning outcomes
- First Year Seminar Course
  Lift-Off provides faculty, advisors and professional staff engagement

Goal II:
- CETA invests considerable effort in building strategic partnerships
  Partnerships add to career-readiness and student/faculty success stories
- United Technologies Corporation and Pratt & Whitney are role models
  Support in development of hands-on/real world labs and sustainable house build
- Turbomachinery Lab & Manufacturing Metrology Lab
  Promotes STEM disciplines and new undergraduate concentration

Goal III:
- Engineering and Architecture are unlikely to be early adopters.
  Considering Online Masters of Engineering degree (on hold due to the rapid growth of CETA’s graduate engineering program)
- CETA faculty
  Several completed training and are developing courses for online delivery to assess learning outcomes.
- Agility
  The College is responsive to issues and needs raised by strategic partners and technical advances in its fields of study
The College of Education, Nursing and Health Professions (ENHP) supports the University’s strategic plan by attaining goals that are closely aligned with those of the University. By focusing on essential learning outcomes (e.g., applied learning and intellectual and practical skills) and implementing high impact practices in partnership with schools, hospitals, and outpatient clinics (e.g., immersive internships and collaborative research), ENHP actively shapes its future by building on a strong tradition of offering community-relevant undergraduate and graduate degree options designed for career and life readiness and for bridging the theory–practice divide.

The college’s explicit focus on “excellence through relevance” engages communities, partners, alumni, students, faculty, and staff in our overarching quest to “explore, engage, and excel,” thereby living the University’s brand. Specifically, during the 2014/2015 academic year, ENHP began implementation of the following three goals:

**Goal I:** Challenge and support students in a vibrant educational environment that integrates disciplinary focus, broad knowledge of the wider world, and exposure to experiences that prepare students for career success and personal development.

- This spring, we began aligning College-relevant high impact practices with essential learning outcomes through activities of our Institute for Translational Research (e.g., undergraduate research, community-based learning, capstone projects).
- Our “ENHP Ambassadors” program will start in 2015/16 and represent our diverse, career-ready, and community-engaged student body.
- In collaboration with the Hartford Art School, we are exploring a cross-disciplinary Center for Artistic Therapies as part of the Institute for Translational Research.

**Goal II:** Position the University as a valued partner with business, industry, government, and non-profit organizations in order to use these partnerships to maximize the career, entrepreneurial, and intellectual preparedness of students.

- We are forming a new partnership with the Federal University of Santa Catarina in Florianopolis, Brazil, to facilitate academic and research opportunities for students and faculty members in our nursing programs.
- Continued and expanding collaborations with our existing partners (e.g., Hartford Public Schools, Saint Francis Hospital, Hartford Hospital, Hanger Inc.) provide valuable early clinical experiences for our students from across the College.

**Goal III:** Promote a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.

- This spring, a new, fully online Master of Education in Special Education was approved which will start fall, 2015.
- We continue to explore the viability of additional hybrid and/or online programs in Montessori Education and nursing management.
The Hartford Art School cultivates creative careers in art and design by fostering dexterity with materials and ideas. Our commitment to **creativity, critical thinking, and change** underlies our new vision statement and supports the University’s strategic plan.

Our unique challenge regarding implementation of the strategic goals is the “hip” nature of visual art education. Our curriculum already embodies a first year foundation, required senior thesis exhibitions and our course work is both experiential and collaborative. Our job is to increase and strengthen the high impact practices inherent in the studio arts and art history.

**Goal I:** Challenge and support students in a vibrant educational environment…

- An existing common first-year cohort program for all entering freshman; program review* in progress to ensure relevance and technological currency
- A capstone Senior Thesis Exhibition, artist statement and resume required in all studio majors
- Initiative to enhance consistent writing practices* in all Art History courses
- Student advising program* introduced to increase faculty/student engagement
- Continuation of “Alumni Forum” program (twice annually) that features the creative careers of our graduates

**Goal II:** Position the University as a valued partner...

- Vibrant study abroad options (fall 2015 placements include Italy, London, Scotland, Australia, New Zealand, and Spain)
- Branded published materials in process featuring internship opportunities, honors programming and annual senior view book*
- Required “professional practices” course for all fine art juniors*
- “Civic Design” class partners design students with non-profit organizations
- “Art Education” 3+1 program and an “Arts in Healthcare Center” in discussion stage with ENHP*
- First Blue Back Square “Pop Up Shop” February 2015* featured a business & art experience for students and alumni while raising funding for senior view book
- Art Basel Miami Beach student internships at Bass Museum*

**Goal III:** Promote a culture of innovation, creativity, and agility…

- Third Low-Residency MFA in Interdisciplinary Art* opening in 2016
- Helen S. Kaman Print Study Center* opening January 2016, will provide access to growing archive and internships for students
- Quarterly HAS Art e-letter* available to alumni, boards, faculty, staff and friends
- College Communication Coordinator* position created (staff restructure)

* indicates new initiative
This initial year of implementing a new strategic plan has been a process of discovery, an examination of each of Hartt’s 20 undergraduate programs to understand how current curricular content and instructional methods already incorporate essential learning goals, high impact practices, and opportunities for enhancement.

**Goal I:** Challenge and support students in a vibrant educational environment that integrates disciplinary focus, broad knowledge of the wider world, and exposure to experiences that prepare students for career success and personal development.

- Thirty faculty members from different areas of study involved in working with Goal I chairs.
- High impact practices in many curricula (*Common Intellectual Experience, Internships, Capstone Courses, Global Learning,* & *Collaborative Assignments and Projects*).
- Opportunities for more HIP identified and possible solutions and pilot/tests are forthcoming.
- Challenge identified in implementing a writing intensive courses in each of the four years.

**Goal II:** Position the University as a valued partner with business, industry, government, and non-profit organizations in order to use these partnerships to maximize the career, entrepreneurial, and intellectual preparedness of students.

- Numerous partnerships with CT arts organizations already established.
- Continuing to explore possible exciting relationships.
- Committed to finding authentic pre-professional opportunities to have Hartt students be career ready.

**Goal III:** Promote a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.

- Online/Hybrid format course offerings – Challenge
  *Opportunities in music history, music theory, management, music education courses.*
- Curricula for preparing students for careers in the performing arts has remained relatively stable despite changes in career needs and opportunities.
- Curriculum Revision Committee *Collaborative - Versatile – Interdisciplinary*

**Goal IV:** Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement, and philanthropic support.

Initiatives: *Fuller @ Fifty Building Project, Video Initiative, Live Video Streaming of Hartt Student Festival Participation – Student Off-Campus Performances, Faculty Recruitment Trips, Faculty Performances, Master Classes, Guest Artists, Guest Lectures, Alumnus of the Year Award – Alumni Hall of Fame*
There are three overarching themes to the ways in which Hillyer College has embraced the University’s Strategic Plan. Progress has been the result of collaboration across colleges and schools; Progress has been the result of connection to University administrative functions; Achievements have connected to the entire plan rather than focus singularly on individual goals.

**Goal I:** Challenge and support students in a vibrant educational environment that integrates disciplinary focus, broad knowledge of the wider world, and exposure to experiences that prepare students for career success and personal development.

- Career exploration introduced in First Year. (Connects to Goal 2)
- First year students connect to alumni in career fields. (Connects to Goal 4)
- High impact practices are found throughout the curriculum.

**Goal III:** Provide a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.

- Working closely with ENHP and A&S to respond to the rising interest in STEM disciplines, Hillyer is presenting the Board of Regents with a new degree - an Associate of Science. (Connects to Goal 1)
- The A.S. degree utilizes existing resources. (Connects to Goal 5).
- Working with Barney, ENHP and A&S as well as the Office of Undergraduate Admissions, Hillyer is advancing the opportunity of “Dual Admission” to the University. (Connects to Goal 1)
- A grant will pilot textbooks in a digital format in fall 2015. (Connects to Goal 1)

**Goal IV:** Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement and philanthropic support.

- Incorporate branding into the Hillyer honors program materials.
- Begin discussions of how to take advantage of Hillyer’s 50th anniversary.