“Celebrating Our Tradition, Engaging Our Future”

Strategic Planning
Implementation Update:

Board of Regents
Strategic Planning – Broad Themes

- Three core ideas
  - Redesign the undergraduate curricular foundation
  - Integrate career-readiness with the academic core
  - Increase innovation and agility and develop a “virtual” University

- Three supporting goals
  - Fully implement the University brand
  - Develop increased financial support through fundraising
  - Develop a University-wide emphasis on enrollment management

Strategic Planning – 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.

**Goal II:** Position the University as a valued partner with business, industry, government and non-profit organizations in order to maximize the career, entrepreneurial, and intellectual readiness of students as well as the benefit to our partners and the institution as a whole.

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

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

**Goal V:** Develop a sustainable economic model in order to achieve and then maintain a budget that is in equilibrium.
IMPLEMENTATION TEAM 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.

- **12-month strategy:** outline an educational experience based on nationally recognized, data-driven teaching and learning practices that reflect our brand and add value to our core “product.”
- **24-month strategy:** develop and roll out college-specific plans for the new curricular framework; and identify high demand programs for investment to increase our competitiveness.

**Work Completed and Deliverables:**
- Held three workshops on High Impact Practices (HIPs)
- Planning May curriculum festival
- Attending Association of American Colleges and Universities (AAC&U) Summer Institute on High Impact Practices and Student Success with team of six faculty
- Planning 10+ high impact experiences for fall orientation
- Key deliverables
  - Four-year curriculum plans and first-year implementation plans for every UG program
  - Slate of high impact experiences for orientation

**Summer Projects:**
- Plan for Year 1 of implementation
- Design leadership structure to oversee long-term implementation
- Manage the development, scheduling, and implementation of orientation activities

**Campus Engagement and Communication:**
- More than 130 faculty have participated in spring workshops
- Bi-weekly emails with Deans, Associate Deans and program faculty
- Individual meetings with each of the Deans

**Measures of Success and Impact:**
- High level of faculty participation
- Successful application to AAC&U
- Evidence of college-wide discussions about implementing new or modifying existing HIPs
IMPLEMENTATION TEAM II

Position the University as a valued partner with business, industry, government and non-profit organizations in order to maximize the career, entrepreneurial, and intellectual readiness of students as well as the benefit to our partners and the institution as a whole.

- **12-month strategy**: inventory current and potential activities in strategic partnership sectors, explore best practice in partnerships, identify strategic sectors for partnerships, and invest in several small scale partnership activities.
- **24-month strategy**: investigate theory and practice in partnership infrastructure, implement appropriate structures, and grow partnerships in number, breadth, and depth.

**Work Completed and Deliverables:**
- Interviews with current and potential partners
- Clarifying terms and philosophy for all constituencies – *Framing Paper*
- Making partnerships concrete and real for the internal community
  - New Document - *Getting Involved with Partnerships*
- Creation and filling new Position – *Director of Strategic Partnerships*
  - Listening tour to each college
    - Understanding activities and roles
    - Identifying opportunities for involvement with partners via High Impact Practices, Career-Ready Activities, and Entrepreneurial Skills.
- Considering appropriate collegiate liaisons
- Completing baseline inventory

**Summer Projects:**
- Identifying initial projects for funding
- Building web site
- Choosing software to track and manage partnerships
- Leveraging student affairs activities for career ready learning
- Tentative college liaison decisions

**Campus Engagement and Communication:**
- Expansion of team
- Listening Tour
- *Framing Paper and Getting Involved*
- Web Site
- Partnership Council (under construction)

**Measures of Success and Impact:**
- Partners engaged
- Activities undertaken
- Programs and courses affected
- Student participation in partner based:
  - Career ready activities
  - High Impact Practices
- Students affected
- Student and partner satisfaction
IMPLEMENTATION TEAM III

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

- **12-month strategy**: launch new online graduate programs, plan for hybrid and low-residency graduate programs, and develop appropriate support structures.
- **24-month strategy**: develop a culture of innovation and creativity that will sustain new academic programs, at all levels, in a variety of pedagogical modalities.

**Work Completed and Deliverables:**
- Launched two new fully online programs
- One additional program approved
- Created U of Hartford online web page: [www.hartford.edu/online](http://www.hartford.edu/online)
- Revised New Program Application and Review Process
- Creation of two working groups focused on a Center for Teaching Excellence and a fund to seed academic innovation, the Academic Investment Fund

**Summer Projects:**
- Finalize application process for the Academic Investment Fund
- Work with consultant on new Center for Teaching Excellence

**Campus Engagement and Communication:**
- Increased team membership from 10 to 31
- Presented at Graduate Council
- Presented at Faculty Senate

**Measures of Success and Impact:**
- Enrolling students in University of Hartford fully online programs – 20 per year
- “One-stop Shop” for all online courses
- Total of four fully online programs by end of AY15-16
- Increased tuition revenues from adult learner market
- Investment in faculty teaching excellence and innovation
Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement, and philanthropic support.

12 month strategy: utilize technology and branding philosophy to improve broader recognition of the University of Hartford, increase alumni engagement, grow philanthropy and support student performance, retention and success.

24 month strategy: implement a change in institutional culture by creating a campus environment that defines and supports stronger connections to the University of Hartford for students, faculty, staff, alumni, employers and the broader world.

Work Completed and Deliverables:
- Creation of two subcommittees, focused on engagement and recognition; and charitable giving/philanthropy
- Alumni focus groups led by Simpson Scarborough completed; full survey of 15,000 alumni underway
- Initial drafts of Brand Promise documents completed for key service-oriented campus departments
- Over $6M raised for student financial aid

Summer Projects:
- Review and make recommendations using survey data from students, faculty, staff and alumni
- Educate and build engagement with public phase of scholarship campaign

Campus Engagement and Communication:
- Strategic committee expansion, representative of all 7 colleges and major programmatic and service areas, ongoing
- Exploring video and web methods of sharing information and engaging new constituents

Measures of Success and Impact:
- Brand Ambassador program designed and initial cohort of ambassadors identified
- Alumni survey results synthesized and next steps identified
- Meaningful growth in percentage of faculty, staff and alumni giving to scholarship fundraising campaign
Develop a sustainable economic model in order to achieve and then maintain a budget that is in equilibrium.

- **12 month strategy**: develop the data requirements to reinvent our existing assets, infrastructure, processes, operating structure, workflows and service delivery models to maximize efficiency in response to the strategic vision and the financial reality of the university.
- **24-month strategy**: leverage and implement infrastructure changes necessary to strategically position the institution competitively for financial sustainability and agility in response to market changes in alignment with the university’s goals and objectives.

**Work Completed and Deliverables:**
- Completed a student services and “One-Stop Shopping” model White Paper
- Held 3 day workshop on IT Governance structure
- Commenced Banner revitalization process
- Continued review of space planning software
- Investigated reconfiguration of residential space
- Commenced evaluation of our conference program

**Summer Projects:**
- Propose virtual, web based one-stop shopping student services model
- Develop a comprehensive guide to University processes and other resources
- Develop project plan for degree audit and planning software
- Continue Banner revitalization process
- Recommend space planning software and space manager position
- Continue dialog on alternative use of residential space
- Continue conference program evaluation

**Campus Engagement and Communication:**
- Academic and student advisors, student and support services
- Banner user groups and key IT systems users
- Faculty, planners, schedulers
- Student Affairs, Facilities, surveys and focus groups
- Conferences, Residential Life, multiple units renting out space

**Measures of Success and Impact:**
- Retention & time to degree completion
- Student satisfaction & alumni giving
- Efficiencies and streamlined operations
- Cost avoidance & increase revenues