

University of Hartford Strategic Framework, 2014-2019:

“Celebrating Our Tradition, Engaging Our Future”

- 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 use these partnerships to maximize the career, entrepreneurial, and intellectual preparedness of students.
- 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.

Goal 1

<p>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.</p>	<p>Actions</p>	<p>Accountable parties</p>	<p>Metrics</p>	<p>Timelines</p>
<p>Identify essential learning outcomes distinctive to a University of Hartford education (such as breadth of knowledge, intellectual and practical skills, and personal and social responsibility) and infuse these outcomes throughout general education, disciplinary majors or programs of study, and the co-curriculum to prepare students to meet twenty-first century challenges.</p>	<p>Conduct campus inventory of existing High Impact Practices (HIP) to determine degree of application and gather existing examples</p>	<p>Team 1A</p>	<p>Use results of HIP inventory as baseline data to track progress</p>	<p>April 15, 2014</p>
	<p>Draft white paper on applying ELO and HIP to create a “vibrant educational environment” including criteria and guidelines for HIP. Distribute white paper to Team #1 members for feedback. Distribute final version of white paper to all UH faculty</p>	<p>Team 1A co-chairs</p>	<p>White paper drafted and posted on Website—track “hits” or email responses</p>	<p>Complete first draft of white paper: June 30, 2014</p> <p>Share draft of white paper with Team #1 members for feedback: September 2, 2014</p> <p>Distribute to all UH faculty for feedback: September 19, 2014</p>

Goal 1 continued	Actions	Accountable parties	Metrics	Timelines
	Distribute campus-wide survey of Essential Learning Outcomes (ELO) and HIP to gauge faculty understanding, attitudes and applications	Team 1A co-chairs with support from Office of Institutional Effectiveness	Use results of survey as baseline data to track progress and to inform campus conversations	
	Hold town meetings/focus groups to solicit feedback on ELO and HIP documents	Team 1A	Capture attendance headcount and web “hits” on published minutes	October 2014
	Hold on-campus conference focused on ELO to stimulate development of final ELO recommendations and prepare faculty leaders for spring implementation work	Conference team TBD	Track attendance; post report from conference on web and track “hits”	Fall 2014
	Identify core group of faculty in each college/school to form working group to lead implementation in their unit	Provost and Deans	College/School Working Group membership updates and progress reports	Fall 2014
	Finalize and distributed ELO and HIP frameworks and roadmap to University community	Team 1A	Final ELO and HIP document	December 2014
	Hold college/school Friday workshops to develop college/school implementation plans	Team 1A, Deans, Provost	Meeting agendas, minutes and progress reports	Spring 2015
	Hold University-wide conference/workshops to finalize program plans to implement Goal #1 ELO and HIP learning outcomes	Team 1A, Faculty teams from all UG programs, Deans, Provost	Completed program plans become baseline for implementation	May-June 2015

Goal 1 continued	Actions	Accountable parties	Metrics	Timelines
	Explore faculty leadership models for implementing and sustaining new curricular initiatives springing from Goal 1 (for example, a Committee Chair aided by a committee with faculty from each of the colleges)	Provost	New position and/or leadership structure identified Committee chair or equivalent in place Annual budget and assessment reports; meeting minutes	Spring 2015 Fall 2015 Fall 2016
	Send team to AAC&U Summer Institute on HIP and Student Success	Conference team, TBD	Report from conference shared on web; track hits	June 2015
	Begin year #1 of ELO and HIP implementation	Provost, Deans, VP Student Affairs, Faculty and Student Affairs staff	Program models, curricular materials	Partial rollout fall 2015 Full rollout fall 2016
Create an orientation and first-year experience designed to introduce University values, improve retention, and lay the foundation for engaged participation in the intellectual, social, and cultural life of the university.	Research and report on existing best practices in First Year Experiences including goals and curricular and co-curricular practices.	Team 1B	Summary of best practices	April 2014
	Conduct university -wide inventory of existing FYEs	Team 1B and college representatives	Summary of current practices as baseline data to track progress	April 2014

Goal 1 continued	Actions	Accountable parties	Metrics	Timelines
	Draft white paper on FYE goals, which complement the ELO. This draft will include a recommended redesign of FYE to include high impact courses and practices, as well as criteria and guidelines for developing such practices.	Team 1B Co-chairs	White paper drafted and posted on Website—track “hits” or email responses	Complete first draft of white paper: June 30, 2014 Share draft of white paper with Team #1 members for feedback: September 2, 2014 Distribute to all UH faculty for feedback: September 19, 2014
	Hold college/school meetings/town meetings/use website to solicit feedback on FYE white paper	Team 1B	Meeting minutes, web comments, “hits”	Sept-Oct 2014
	Finalize and distribute FYE frameworks and roadmap to University community	Team 1B	Final FYE document posted on web	December 2014
	Identify team to send to conference focused on FYE charged with bringing back information to disseminate and to provide summary report on key findings	Provost, VP Student Affairs, Conference team	Conference Report	2014-15 AY

Goal 1 continued	Actions	Accountable parties	Metrics	Timelines
	Identify core group of faculty and student affairs staff to develop fall orientation redesign to be implemented Fall 15. This includes efforts to better integrate international and commuter students in fall orientation.	Team 1B, Provost, VP Student Affairs	Committee membership list, progress reports	December 2014 through Spring 2015
	Hold series of Friday workshops to begin developing implementation plans.	Team 1B	Meeting agendas, minutes and progress reports and minutes	Spring 2015
	Hold University-wide conference/workshop to develop program plans to implement Goal #1 FYE	Faculty teams from all UG programs. Deans, Provost, VP Student Affairs	Completed program plans becomes baseline for implementation	May -June 2015
	Begin implementation of revised FYE			Partial FYE roll out Summer/Fall 2015; Full FYE roll out Summer/Fall 2016
Adopt a set of nationally recognized, data-driven teaching and learning practices to enhance student engagement and increase success for all students.	Review implementation of HIP/ELO/FYE	Committee chair and committee, or equivalent	Report	Fall 2015 and Spring 2016

Goal 1 continued	Actions	Accountable parties	Metrics	Timelines
	Develop plan for assessing HIP and ELO implementation	Committee chair and committee, or equivalent	Assessment plan	Fall 2015 and Spring 2016
	Conduct summer workshop to review first year of HIP/ELO/FYE and make recommendations for Year #2	Committee chair and committee, or equivalent	Student satisfaction surveys, Meeting minutes	Summer 2016
	Conduct summer workshops to monitor and adjust HIP/ELO/FYE	Committee chair and committee, or equivalent	Meeting minutes	Summers 2017-2019
Invest in existing and new programs that clarify pathways for careers or are responsive to student and market demand including distinctive options for interdisciplinary study at the undergraduate level and cross-disciplinary collaboration at the graduate level.	Form a working group to develop interdisciplinary new media major to serve as a model for subsequent interdisciplinary majors	New media working group, Provost	Program proposal Number of enrolled students	Fall 2015
	Hire consultant to help identify new programs that are responsive to market demand	Provost	Consultant report	Fall 2015
	Propose committee infrastructure for promoting and evaluating interdisciplinary study at the undergraduate level and cross-disciplinary collaboration at the graduate level	Provost		Spring 2016

Goal 2

Position the University as a valued partner with business, industry, government, and non-profit organizations in order to maximize the career and entrepreneurial readiness of students.	Actions	Accountable parties	Metrics	Timeline
Develop a network of robust, mutually beneficial relationships that advance university goals for students and support faculty engagement in relevant research and scholarship.	Identify Partnership Developers to function in units and as a group . Representatives from each college, Student Affairs, and Alumni Affairs. The team will elect a chair, and a senior administrator will serve as the champion and advocate.	Team 1A	Using baseline data gathered by Implementation Team 2 and refined by the PD's look for increases in: Number of partners; Number of activities within and across partnerships; Number of students engaged in High Impact Practices (as defined by Group One); Number of departments, programs, faculty and staff involved in partnership activities. Repeat participation by faculty, staff, students, partners; external funding generated by partnership efforts	Summer 2014
	Draft documents for the Partership Development Team including: General charge to PD group; Basic definitions; Ways partnerships can benefit our students and faculty; Potential benefits to partners; Menu of potential activities; Clear working definitions of things like service-learning, internships, and so on.	Implementation Team 2		Summer 2014

Goal 2 continued	Actions	Accountable parties	Metrics	Timeline
	Conduct initial inventory of current partnership activities via reports from various units and a campus wide survey.	Implementation Team 2		Spring 2014
	Identify promising “sectors” for partnership activities, such as health care, manufacturing, the arts, etc.	Implementation Team 2		Summer 2014 and early fall
	Deepen initial survey to determine the present state of partnerships activities in each of the identified sectors.	Implementation Team 2 (sub group A)		Fall 2014
	Identify opportunities to expand existing partnerships in identified sectors. Identify opportunities to create new partnerships in identified sectors.	Implementation Team 2 (sub group A)		Fall 2014
	Identify 2-3 partnership initiatives in each sector in which to make an investment of seed funds. Create criteria and assessment methods. Identify clear, measurable outcomes and benefits to help leverage funds for a more elaborate infrastructure.	PDT		Sp 2015
	Draft an implementation plan for years 2 and 3, designed to grow strategic partnerships in each sector. Hand off to permanent infrastructure in year 2.	PDT		Sp 2015

Goal 2 continued	Actions	Accountable parties	Metrics	Timeline
Create a university-wide infrastructure to develop, nurture, and assess partnerships and assess their contribution to student learning and to the external partner.	Research partnership models on campus, models on other campuses, and literature on best practices. Create 2-3 proposals for a University of Hartford infrastructure, with costs, benefits, and assessment measures. Models should balance a degree of centralization for coordination, integration, and relationship management with college or unit-specific initiative and autonomy.	Implementation Team 2 Sub Group B	Same	AY 15
Create a reward system for faculty and staff to participate in fostering and maintaining partnerships and meeting goals.	Use short term strategies to recognize/encourage activities	Deans and Appropriate Senior Admins		AY 15
	Adjustments of job descriptions and duties of leadership and other personnel to reflect expectations of partnership activities	Appropriate senior administrator		AY 15
	Publicize partnership initiative and activities	Office of Marketing and Communication		
	Use long term strategies to recognize/encourage activities	Deans and Appropriate Senior Admins		AY 17

Goal 3

<p>Promote a culture of innovation, creativity, and agility that facilitates responsiveness to evolving demands from internal and external constituents.</p>	<p>Actions</p>	<p>Accountable parties</p>	<p>Metrics</p>	<p>Timeline</p>
<p>Establish a new centralized, entrepreneurially-focused unit to develop a “virtual” University of Hartford that responds to market demand for fully online programs that will complement, not compete with, existing programs</p>	<p>Implement Capital Education online graduate and certificate programs agreement.</p>	<p>Dean University Programs and agreement signed by University</p>	<p>Develop 2 new programs/yr for next 3 years a. 22 - 24 new university students/program per fiscal year</p>	<p>Year 1 - Year 3</p>
	<p>Develop an integrated presence for online community on http://www.hartford.edu</p>	<p>Dean University Programs, ITS and committee of support services, faculty, staff and students (including alumni)</p>	<p>Site metrics, regular satisfaction survey for usability, tie in with CapEd,</p>	<p>Priority: 6 - 18 months (content, design and integration)</p>
	<p>Develop consistent policies and incorporate best practices for online learning (for example) a. Establish rotating course review process. b. Identify process for chair/peer review of online courses</p>	<p>Dean University Programs and committee support services, faculty, staff and students</p>	<p>Establish policies and procedures based on best practices including inclusion in MAPP and online website A.2.</p>	<p>Year 1 - Year 2</p>

Goal 3 continued	Actions	Accountable parties	Metrics	Timeline
<p>Create innovative options for curricular organization and course delivery such as hybrid programs, accelerated pathways to degrees, and competency-based assessment in response to changing needs of students, industry and professional communities.</p>	<p>Creation of Academic Investment Fund</p> <ul style="list-style-type: none"> a. Competitive process for seed-funding for new programs and certificates b. Develop process for revenue sharing 	<p>Provost's Office</p>	<p>Funding at least one proposal for new program or new certificate</p>	<p>Year 1 and ongoing</p>
	<p>Focus on teaching in new modalities and pedagogies</p> <ul style="list-style-type: none"> a. Add tenured faculty member on full-time 3-year rotating appointment to FCLD b. Examine best practices for teaching in hybrid, accelerated degrees & competency-based programs 	<p>Associate Provost and Dean of Graduate Programs and FCLD faculty program director</p>	<p>Develop and present at least one integrated, major workshop per semester and mentoring faculty and development of peer teaching review process</p>	<p>Year 1 and ongoing</p>
<p>Establish a structure for developing, reviewing, and approving new academic programs and, where appropriate, discontinuing existing programs with increasing speed and agility.</p>	<p>Charge Exec. Director for Institutional Effectiveness to work with faculty and administrators to assess market viability of programs.</p> <ul style="list-style-type: none"> a. Focus on online/hybrid/low residency programs and select face-to-face programs b. Ensure link to University brand (Distinctive by Design) 	<p>Exec. Director for Institutional Effectiveness, Dean University Studies</p>	<p>Number of new programs developed -Establish guidelines for continuity with branding effort</p>	<p>Year 1</p>

Goal 3 continued	Actions	Accountable parties	Metrics	Timeline
	Review program approval process and make recommendations for streamlining.	Council of Deans, associate provost/dean of graduate studies, dean of university programs, and Faculty Senate	Timeline established to create new programs – 1 year -Establish timeline and metrics for when to exit from a program or market	Year 1-2 and ongoing
	Reward successful innovation.	Provost's Office	12.5% net revenue returned to school/college/unit	Year 1 and ongoing
	Deans/Chairs/Faculty charged with continually scanning market to identify programs in demand	Deans/Chairs/Faculty	Identification of at least one new program or certificate proposal per year per school/college and tied to Dean's annual evaluation	Year 2 and ongoing
Align rewards, expectations and recognitions for faculty and staff with institutional goals and create more flexibility in alternative appointment structures in order to deepen a culture of innovation, creativity and agility.	Review current hiring, reappointment and promotion and tenure practices for consistency with strategic planning goals.	Provost, Deans, Vice Presidents, HRD, Senate	FPM change if applicable	Year 1-3

Goal 4

Broaden our reputation as a first-choice university leading to enhanced enrollment, alumni engagement and philanthropic support.	Actions	Accountable parties	Metrics	Timeline
Fully implement the University brand-namely support and challenge as keys to student success-as a core function of every member of the University community.	Provide comprehensive brand education to all across the University focusing on incorporating the brand into daily work life.	Office of Marketing and Communications, Brand Manager, HRD	Brand Manager, web-developer and content managers hired.	June 30, 2015
	Increase number of faculty and staff media placements, identifying them and their affiliation with U of H.	Office of Marketing and Communications	Increase of faculty and staff appearances in all media by 15% over previous year	Ongoing
	Expand and enforce brand guidelines, procedures and presentation in written materials.	Office of Marketing and Communications, Brand Manager, Front-line managers	Common look and feel of all external and internal materials, emphasizing the University brand.	Ongoing

Goal 4 continued	Actions	Accountable parties	Metrics	Timeline
	Create and promote initiatives which foster institutional pride and expands the role of the Student Alumni Association (SAA).	IA, Student Affairs, Marketing and Communications, Alumni Association	Increase in number and quality of SAA sponsored events. Increased participation in these events by 10% annually;	Ongoing
	Utilize technology to gather and share student success stories	Admissions, Office of Marketing and Communications, 160/90, Web-developer, Content manager	Create sites for enterprise-wide reporting of stories. Develop 25-30 stories each year.	June 30, 2015 and ongoing
Support the University's core functions of teaching and learning by conducting a focused fundraising campaign for student financial aid and faculty development. Beyond these immediate goals, this campaign should be aimed at developing a foundation for future fundraising efforts by establishing more robust annual giving results.	Initiate a fundraising campaign for student scholarships.	IA Finance Financial Aid	\$10M raised by end of FY17.	June 30, 2017
	Develop fundraising plans for improvements to University libraries, enhanced financial support for faculty teaching and initiatives which bolster the academic experience.	IA Provost Deans	Identified projects with dollar goals.	Ongoing
	Build a tradition of annual giving which leads to the University becoming a top philanthropic priority for alumni and parents.	IA	Increased dollars raised; annual year-over-year increase of 3%-10%.	Annually

Goal 4 continued	Actions	Accountable parties	Metrics	Timeline
<p>Develop and invigorate an extensive alumni network by investing in data collection, on-line connectivity and in-person meetings and activities. Establish University membership as a lifetime experience.</p>	<p>Establish partnerships with colleges and program areas which promote alumni engagement and identify alumni and student leaders</p>	<p>IA, Deans, Student Affairs</p>	<p>Track all alumni visits to campus for classroom or program participation, appropriately recognize alumni and faculty for strengthening the institutional relationship.</p> <p>Increase alumni participation at events.</p>	<p>Summer 2015</p>
	<p>Support the development of a regional career network, HawksCAN</p>	<p>Career Services IA</p>	<p>Network established</p>	<p>June 30, 2015</p>
	<p>Conduct comprehensive alumni and student surveys to gather critical information about alumni engagement.</p>	<p>IA Office of Institutional Effectiveness</p>	<p>Survey complete, data analyzed and entered into Raiser's Edge.</p>	<p>August 20, 2015</p>
	<p>Enhance Alumni Association web and social media presence.</p>	<p>Office of Marketing and Communications, IA</p>	<p>Hire a social media specialist. Seek 10%-15% annual growth in web and social media use and interface.</p>	<p>June 30, 2015</p>
<p>Focus our entire community on playing an active role in providing an environment that attracts and retains students.</p>	<p>Institute and alumni admissions volunteer program.</p>	<p>Admissions, IA</p>	<p>25 volunteers recruited, trained and deployed.</p>	<p>Fall 2015</p>

Goal 4 continued	Actions	Accountable parties	Metrics	Timeline
	Expand support systems and programs for first-year students.	Provost, Student Affairs, Deans	Achieve best practices in first year learning seminars and learning communities.	Ongoing
	Enhance the University Honors program.	Provost, Director of Honors Program Deans, Department Chairs	Number of students participating in Honors increases from 10% to 25%.	Fall 2015
	Institute an annual six-month-out survey of students who have left the University for reasons other than graduation.	Institutional Effectiveness, Student Affairs, Registrar	Seek a 25% response rate.	Ongoing
	Conduct a comprehensive assessment of University services to measure customer satisfaction.	Office of the President, HRD	Identification of areas of weakness and opportunities for improvement of the campus experience for all community members.	Ongoing

Goal 5

Develop a sustainable economic model in order to achieve and then maintain a budget that is in equilibrium.	Actions	Accountable parties	Metrics	Timeline
Identify metrics to determine the top initiatives that would generate the highest return on investment.	An evaluation framework tool has been developed to review the viability of each initiative/proposal to be used at a future time. Await feedback from other teams on content and direction from senior leadership on how and when they desire the requested tool to be utilized.	Vice Presidents, Strategic Planning Team, Co-Chairs	Demonstrated return on investment or value added to the institution.	Year 1
Maximize the use of facilities, people, resources and administrative structures to ensure the successful implementation of strategic plan priorities.	Inventory, measure, and categorize space data. Create mechanism for space analysis, allocation, and scenario planning.	Provost Office, Facilities	Reduction or elimination of rental property for programing.	Year 2
	Survey graduate and international students to determine desired residential experience.	Student Affairs, Provost Office, Graduate Admission, Facilities, Student Affairs	Identification of space available for internal growth and external partnerships.	Year 2

Goal 5 continued	Actions	Accountable parties	Metrics	Timeline
	Perform detailed condition analysis of select residence halls and develop optimal capital spending strategies.	President's Office, Provost Office, Registrar, Facilities	Residence Hall occupancy rate at or near 100%.	Year 3-4
	Enhance class scheduling maximizing the effective use of existing learning space.	Facilities, President's Office, Provost Office, Student Affairs, Student Life, Facilities	Potential reduction in energy use.	Year 2-3
	Enhance the scheduling and coordination of events maximizing the effective use of space and resources.	Provost Office, Student Affairs, Student Life, Facilities	Improve retention rates, graduation rate, long-term alumni investment.	Year 2-3
	Investigate best practices for a range of Organizational models to create a 1 stop shopping model that co-locates/centralizes appropriate student services to improve both student and staff function, linkages, accessibility and efficiency.	Provost Office, Student Affairs, College reps and evaluators, Academic Services, Admissions, Registrar, Financial aid, Bursar	Improve retention rates, graduation rate, long-term alumni investment; Builds on Strategic Goal 1&3.	Year 3-4

Goal 5 continued	Actions	Accountable parties	Metrics	Timeline
Establish performance incentives and accountability systems that reward progress toward our goals and initiatives.	Raise the level of commitment/expectation to the purpose, intent and desired outcomes from the Dialogue for Direction process.	Vice Presidents, Human Resources, Participating Fac/Staff Representation	Improved staff productivity. Builds on Goal 4.	Year 1
	Enhance the Dialogue for Direction and Employment Manual to tie Branding into the expectations and performance measures and link to allocation of merit.	Human Resources, Participating Fac/Staff Representation	Improve student experience & long-term alumni giving. Builds on Goal 4.	Year 1
	Review the instrument used by students to evaluate teaching and the process for reporting the data. Access alignment with our brand and compare to national best practice.	Provost's Office, College Reps	Improve retention and long-term alumni investment.	Year 1
		Improve the number of students completing evaluations.	Year 2	
Focus on operating the University in the most efficient and effective manner. Introduce lean management principles where appropriate.	Review criteria for class size minimums and maximums to assess alignment with our brand and to identify possible savings.	Provost Office; Participating Deans, Faculty	Potential reduction in course overload; reduce adjunct costs.	Year 2
	Consider a Differential Tuition Model for programs with significant course requirements over an established minimum credits threshold.	Provost Office, Participating Deans, Chairs and faculty	Potential increase in tuition revenue at no cost for implementation.	Year 1-2
	Conduct an enterprise wide assessment of existing under or un-utilized technology and system functionality and develop a timeline and plan for implementation to bring the university current.	ITS, Dept Specific Reps	Potential labor savings.	Year 1-2

Goal 5 continued	Actions	Accountable parties	Metrics	Timeline
	<p>Research lean management best practices and outcomes utilized at other higher education institutions. Utilize outside expertise to conduct a lean management analysis.</p>	<p>Finance and Admin., Provost Office, University Wide Involvement</p>	<p>Potential labor savings, Improved Recruitment and Retention</p>	<p>Year 1-2</p>
	<p>Research and evaluate responsibility centered budget model, study outcomes realized at other higher education institutions.</p>	<p>Finance, Budget Office, College and Other Administrative Dept Reps</p>	<p>Potential labor savings.</p>	<p>Year 1-2</p>