

# Achieve Financial Stability

Strategic Goal	Year 1 Goals 2020-2021	Year 2 Goals 2021-2022	Year 3 Goals 2022-2023	Beyond Year 3 2023-2024, 2024-2025
<b>Strategically Evolve Our Focus on Philanthropy</b>	<p>Enhance (create consistent) donor stewardship process.</p> <p>Develop solicitation strategy for 1 key constituent group.</p>	<p>Develop solicitation strategies to enhance fundraising results and donor growth with multiple groups.</p>	<p>Expand awareness through enhanced external marketing initiative.</p> <p>Increase resources with full-time focus on fund development.</p> <p>Evaluate need for capital campaign.</p>	<p>Execute fund development campaign (new, focused, purposeful – outside of scholarships).</p>
<b>Establish Internal Funding to Support Capital Development</b>	<p>Review existing funds for minimal capital investment focused on already in-process needs.</p>	<p>Develop internal capital funding process (including collection of resources) &amp; further pilot its use.</p>	<p>Further grow capital resources.</p> <p>Continue to pilot disbursement processes.</p>	<p>Implement robust and full process.</p>
<b>Revise Tuition &amp; Financial Aid Model</b>	<p>Integrate financial aid into U4SM student information system.</p>	<p>Benchmark/model and propose revised tuition strategy as tied to strategic enrollment management plan.</p> <p>Configure &amp; implement revised financial aid packaging (ties to U4SM efforts).</p>	<p>Implement revised tuition strategy.</p>	<p>Evaluate and expand (if warranted) the new tuition strategy.</p>
<b>Diversify Revenue Streams</b>	<p>Source 2-4 new external grant opportunities and submit grant application or RFI.</p> <p>Grow ACCE by adding at least one non-academic certificate in 2020-21.</p>	<p>Develop a draft grant process that is academic/faculty related.</p> <p>Source 2-4 new external grant opportunities and submit grant application or RFI.</p> <p>Seek partnerships with external agencies.</p>	<p>Implement 1-2 partnerships with external agencies that increase capital/capacity.</p> <p>Source 2-4 new external grant opportunities and submit grant application or RFI.</p>	
<b>Increase Explicit Value provided to AHF</b>	<p>Seek out and implement post-COVID-19 integration services to AHF and HDS (e.g., symposia/conferences, clinical placement, medical education, library).</p> <p>Investigate HDS/AHF alignment.</p>	<p>Expand services to HDS/AHF (focus on profitable extensions).</p> <p>Potential implementation of alignment adjustments – particularly maximizing Medicare pass-through.</p>	<p>Adjust to new AHF CEO (timing may vary).</p>	

# Advance Academic Reputation

	Year 1 Goals 2020-2021	Year 2 Goals 2021-2022	Year 3 Goals 2022-2023	Beyond Year 3 2023-2024, 2024-2025
<b>Develop faculty as scholarly practitioners</b>	<p>All faculty will develop a clear 3-year professional development plan that indicates how they will increase their scholarly activities and begin execution of this plan.</p> <p>Develop a progressive plan to support faculty development for scholarship.</p> <p>Develop and Implement new Faculty Portfolio design and Faculty Evaluation.</p>	<p>Implement the development plan for the increase of faculty scholarship.</p> <p>Implement new Faculty Ranking system.</p>	<p>Develop grants that support faculty teaching development, scholarly work, and service.</p> <p>Increase faculty presentations to outside audiences in alignment with scholarship and professional development goals.</p>	
<b>Offer market-relevant programs (including graduate-level)</b>	<p>Adjust course delivery in response to the COVID crisis.</p>		<p>Launch an additional undergraduate degree/minor/certificate.</p>	<p>Identify and develop the curriculum for two graduate programs.</p>
<b>Deliver engaging and high-quality courses</b>	<p>Implement clear expectations for effective online and hybrid instruction and ensure instructional design support. Reconfigure courses as needed.</p> <p>Analyze all courses for workload according to “seat-time” and adjust courses that are not within the range of acceptability.</p>	<p>Analyze all active courses for workload distribution and adjust to ensure 30% of workload is completed prior to midterm.</p>	<p>Conduct regular review to ensure quality and impact of all courses and adjust as needed.</p>	
<b>Improve academic retention efforts</b>	<p>Analyze efforts with “at-risk” students to determine their impact and effectiveness.</p> <p>Implement procedures and processes that outline specific communication strategies between Advisors and Faculty for student retention.</p> <p>Evaluate and implement interventions in courses that retain less than 70% of students, where possible.</p>	<p>Implement targeted strategies for students identified as “at-risk.”</p> <p>Analyze the impact of implementing the procedures and processes for communication strategies between Advisors and Faculty for student retention and adjust as needed.</p> <p>Review data and re-tool courses that still retain less than 70% of students, where possible.</p>	<p>Review data for targeted strategies for students identified as “at-risk” and re-tool interventions as indicated.</p>	

# Amplify The College Identity

	Year 1 Goals 2020-2021	Year 2 Goals 2021-2022	Year 3 Goals 2021-2022	Beyond Year 3 2023-2024, 2024-2025
<b>Revisit Brand Positioning</b>	<p>Review and recommend external resources in the development of brand. Develop strategic enrollment management plan.</p> <p>Develop a more targeted marketing/branding campaign for our primary graduate employer based on revised V/M/V.</p>	Implement strategic enrollment management plan.	Continued implementation of strategic enrollment management plan.	
<b>Refresh Marketing &amp; Operational Collaterals</b>	<p>Expand on-line presence and virtual experiences (in response to and extension of COVID response).</p> <p>Adapt existing printed materials to be more engaging. Incorporate revised V/M/V in marketing materials (post COVID response, as well).</p> <p>Strategically separate external content (website) and internal content (U4SM).</p>	Website strategy: Develop and award an RFP for website relaunch and services moving forward.	Execute website update as recommended.	
<b>Implement Stakeholder Engagement Strategy to affirm and leverage key target audiences (s) (e.g., students, community members, alumni, AHF, parents) and raise college profile</b>	<p>Focus on AHF/HDS as our primary stakeholder.</p> <p>Increase presence in local media – become more proactive with stories.</p> <p>Continue to increase the college board member engagement.</p>	<p>Launch revised/new programming for prioritized stakeholders (in alignment with strategic enrollment management plan).</p> <p>Grow college advisory board impact.</p> <p>Investigate outside opportunities for speaking/community support/community board appointments for staff and administration.</p>	<p>Launch revised/new programming for prioritized stakeholders (in alignment with strategic enrollment management plan).</p> <p>Increase staff and administrative presentations to outside audiences in alignment with scholarship and professional development goals.</p> <p>Promote external presentations by Aultman College faculty and staff.</p>	Launch revised/new programming for prioritized stakeholders (in alignment with strategic enrollment management plan).

# Advance the College Culture

	Year 1 Goals 2020-2021	Year 2 Goals 2021-2022	Year 3 Goals 2022-2023	Beyond Year 3 2023-2024, 2024-2025
<b>Define and Communicate Campus Culture</b>	<p>Redefine culture and working expectations of the new Aultman College workplace (post COVID response). Should incorporate revised Vision/Mission/Values in this process.</p> <p>Communicate strategic plan to all stakeholders and actively align operations and budget to support this plan.</p>	<p>Review student services relative to vision/mission/values &amp; in partnership with the strategic enrollment management plan. Create multi-year plan to revise, enhance, or eliminate student services.</p> <p>Intensive HLC site visit preparation.</p>	<p>Update student services as per the multi-year plan. Ensure alignment with key academic initiatives.</p> <p>Advance the role of government relations.</p>	<p>Update student services as per the multi-year plan.</p>
<b>Commit to Our Diversity and Inclusion Efforts</b>	<p>Define specific inclusion goals for the campus community. Create a multi-year inclusion strategy in partnership with strategic enrollment management plan.</p> <p>Implement selected initiatives in current year.</p>	<p>Implement multi-year inclusion strategy in partnership with strategic enrollment management plan.</p>	<p>Assess progress, make course corrections and continue implementation.</p>	
<b>Evolve Campus Practices to Reflect Updated Mission, Vision and Values</b>	<p>Update organizational structure (if needed) to align to strategic plan, priorities and goals.</p> <p>Keep pace with evolving technology:</p> <ul style="list-style-type: none"> <li>○ U4SM Configuration and GoLive (projected April 2021).</li> <li>○ Integrate technology with increased implementation of a remote workplace.</li> </ul>	<p>Identify policy/process changes that needs to be updated in order to align with new strategic plan, priorities, and goals. Execute any initial policy/process changes that require immediate attention.</p> <p>Keep pace with evolving technology:</p> <ul style="list-style-type: none"> <li>○ U4SM Configuration and GoLive (projected April 2021).</li> <li>○ Move forward with automation efforts that follow U4 implementation (e.g., National Student Clearinghouse, e-transcripts, etc.).</li> </ul>	<p>Continue to evolve policy/process review and evolution.</p> <p>Keep pace with evolving technology:</p> <ul style="list-style-type: none"> <li>○ Move forward with automation efforts that follow U4 implementation (e.g., National Student Clearinghouse, e-transcripts, etc.).</li> <li>○ Move to digital records for all students and for the academic catalog.</li> </ul>	