



## **Shaping Our Future –2020–**

### **Strategy Implementation Matrix**

**A continuous working document offered as guidance throughout operational/planning cycles**

**Updated: March 2020**

## INITIATIVE

### 1. DELIVERING EDUCATIONAL EXCELLENCE

Husson seeks to offer academic programs that are challenging and distinctive, with the capacity to create and support transformative experiences for all students. Husson focuses on delivering educational excellence in programs that prepare students for professional careers in current and emerging fields. Vital to advancing this commitment is the recruitment and support of faculty-scholars who aspire to be leaders both in the art of teaching and in their disciplinary field expertise. To ensure that Husson delivers educational excellence, all programs will be subject to assessment and review to ensure continuous improvement and implementation of new and innovative programs. These actions will ensure that programs retain their relevance and adapt to new and changing environments in the professional world.

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<u>Strategic Actions:</u>			
<b>1.1 Delivering and ensuring that professional academic program offerings are aligned with workforce and student development needs</b>	<b>Provost</b>	<b>2020/25</b>	<b>4-cost/revenue</b>
<ul style="list-style-type: none"> <li>• Examine, design, and offer new professional career opportunities based on market analysis tied to strong student demand and faculty expertise; e.g., launch a new Masters in Public Health, provide new opportunities in health care fields (radiology, optometry, Masters in Cyber Security), strengthen programs in technology/STEM.</li> <li>• Deliver a signature core general education curriculum with special attention to developing global perspectives, critical thinking and reasoning skills.</li> <li>• Identify and invest in academic areas that can be moved into a position of State or New England regional leadership.</li> <li>• Increase program offerings and recruitment slots in health career professions with the development of additional simulation space.</li> <li>• Transition to the professional doctorate in Occupational Therapy.</li> <li>• Expand offerings of post graduate fellowships in Physical Therapy.</li> <li>• Strengthen offerings in the College of Science and Humanities to include strong preparation for graduate education; e.g., in areas of medicine and health sciences and business/management professions.</li> <li>• Establish the School of Pharmacy as one of the premiere rural health focused programs in the country with ACPE accreditation.</li> <li>• Increase initiatives for cohort MBA programs with corporate sponsors.</li> <li>• Initiate new programs offerings in NESCom; e.g., electronic gaming options.</li> </ul>		<p><b>2020</b></p> <p><b>ongoing</b></p> <p><b>ongoing</b></p> <p><b>2020</b></p> <p><b>2020/21</b></p> <p><b>2020/21</b></p> <p><b>2020/21</b></p> <p><b>2020/21</b></p> <p><b>ongoing</b></p> <p><b>2020</b></p>	

**DELIVERING EDUCATIONAL EXCELLENCE continued:**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>	
<ul style="list-style-type: none"> <li>• Increase student enrollments in online learning programs through curriculum diversity and number of degree offerings in selected programs of interest.</li> <li>• Sustain an appropriate investment in academic resources to support and strengthen teaching, research, experiential learning and global citizenship.</li> <li>• Establish and maintain a schedule for systematic assessment of all academic programs.</li> <li>• Fully implement degree audit for all academic programs.</li> <li>• Complete the academic program review with Eduventures and initiate or suspend programs, as determined through the review.</li> <li>• Develop and implement collaborative interdisciplinary initiatives among colleges and schools.</li> </ul> <p><b>1.2 Building and embracing a culture and infrastructure that encourages and supports faculty in research and scholarship and achieves best practices in advising and teaching</b></p> <ul style="list-style-type: none"> <li>• Create and sustain a culture of excellence of teaching in every program.</li> <li>• Implement the appropriate recommendations on best practices in academic advising developed through the partnership with the Gardner Institute.</li> <li>• Create, encourage and support opportunities for student and faculty innovation, research and scholarship in every academic area.</li> <li>• Maintain a coordinated and themed Dean and Presidential Lecture Series.</li> <li>• Maintain procedures for and implementation of programs to support annual professional development opportunities.</li> <li>• Strengthen support and encouragement for increased participation and opportunities for grant activity across the campus.</li> <li>• Promote increased research and creative scholarship of the faculty that has high impact toward mission achievement.</li> <li>• Develop/implement strategic plans for re-structuring Sawyer Library to meet today’s research and experiential learning environments.</li> <li>• Implement strategies for the Marshall Road Research Facility to include programs for nursing, counseling, physical and occupational therapies and expansion of the pro-bono clinic.</li> </ul>		<p>2020</p> <p>ongoing</p> <p>underway</p> <p>underway</p> <p>2020</p> <p>ongoing</p>		
	Provost		2–cost/revenue	
			ongoing	
			2020	
			ongoing	
			ongoing	
			ongoing	
			ongoing	
			2020	
			2020/21	

**DELIVERING EDUCATIONAL EXCELLENCE continued:**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<b>1.3 Delivering extended learning options that meet quality and market demands</b>	<b>Provost</b>		<b>3-cost/revenue</b>
<ul style="list-style-type: none"> <li>• Ensure accessibility to appropriate technologies for online learning programs for both on and off-campus program demands.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Review and institute options for controlling and presenting Husson delivery of course and program offerings in the Southern Maine area.</li> </ul>		<b>2020</b>	
<ul style="list-style-type: none"> <li>• Launch and establish market share for new online programs in business, health care and STEAM focusing on an expanded market.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Establish and maintain articulation agreements for degree completion programs with all Maine Community Colleges.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Expand the Corporate Partnership Program to enhance experiential learning opportunities for students and increase enrollments in business programs.</li> </ul>		<b>2020</b>	
<ul style="list-style-type: none"> <li>• Evaluate and increase program offerings at the Northern Maine Community College site if deemed appropriate.</li> </ul>		<b>2020</b>	
<ul style="list-style-type: none"> <li>• Evaluate and increase numbers and expand offerings in the Canadian Public Community College Degree Completion Program if deemed appropriate.</li> </ul>		<b>2020</b>	
<ul style="list-style-type: none"> <li>• Increase the number of dual enrollment offerings in partnership with high schools across the state and in line with NECHE guidelines.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Evolve the Bangor High School Business Academy and expand Westbrook High School business course initiatives if deemed appropriate.</li> </ul>		<b>2020</b>	
<b>1.4 Forging global understanding through international learning initiatives and opportunities</b>	<b>VPEM/Provost</b>		<b>2-cost/revenue</b>
<ul style="list-style-type: none"> <li>• Expand opportunities in study abroad programs to include operational Semester at Sea Study Abroad opportunities.</li> </ul>		<b>2020</b>	
<ul style="list-style-type: none"> <li>• Recruit and engage faculty of diverse cultures and learning environments.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Initiate a 5 year plan to create Husson-run Equal (i.e. 2 for 2) Exchange/Study Abroad programs with a focus on countries which appeal to Husson’s student base.</li> </ul>		<b>2019</b>	
<ul style="list-style-type: none"> <li>• Expand Husson Global footprint via planned visits to strategic target countries over the next 5 years.</li> </ul>		<b>ongoing</b>	
<ul style="list-style-type: none"> <li>• Promote recruitment initiatives for all new and emerging degree options (e.g. NESCom programs; undergraduate programs in criminal justice, health care, Liberal studies; graduate programs in pharmacy, nursing, business).</li> </ul>		<b>ongoing</b>	

**DELIVERING EDUCATIONAL EXCELLENCE continued:**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<b>1.5 Implement a comprehensive system of assessment that supports increased retention, graduation, and licensure passage rates</b>	<b>Provost</b>	<b>2020</b>	
<ul style="list-style-type: none"> <li>• Complete retention analysis for student level factors related to progression</li> <li>• Achieve at least 90% first-time passage rate for all licensure exams.</li> <li>• Produce a NECHE self-study and host a site visit in 2023 which includes addressing the outstanding recommendations of the 10-year 2013 Report.</li> <li>• Ensure that academic programs achieve and exceed accreditation expectations. (calendar follows)               <ul style="list-style-type: none"> <li><u>Husson University</u>: NEASC 10-year accreditation expiration, 2023; 5-yr. <u>Pharmacy</u>: Accreditation Review.</li> <li><u>Graduate Counseling and Clinical Mental Health Programs</u>: 8-year CACREP Expiration, Fall 2022.</li> <li><u>Teacher Education/Counseling Programs</u>: 4-year Maine Department of Education accreditation expiration, Fall 2022.</li> <li><u>Teacher Education</u> (site visit recommendation submitted 2019).</li> <li><u>College of Business</u>: IACBE accreditation expiration, Fall 2022.</li> <li><u>Nursing</u>: CCNE accreditation expiration, Summer 2027.</li> <li><u>Physical Therapy</u>: CAPTE accreditation expiration, Winter 2025.</li> <li><u>Occupational Therapy</u>: ACOTE accreditation expiration.</li> </ul> </li> </ul>		<b>2020</b>	
		<b>2020/26</b>	<b>2-cost</b>
		<b>2020</b>	
		<b>2022</b>	
		<b>2022</b>	
		<b>2022</b>	
		<b>2027</b>	
		<b>2025</b>	
		<b>2026</b>	
<b>1.6 Developing and implementing strategies for seeking AACSB accreditation for the Business Programs</b>	<b>Provost</b>	<b>ongoing</b>	<b>2-cost</b>
<ul style="list-style-type: none"> <li>• Secure a consultant to conduct a feasibility study related to the AACSB application process.</li> <li>• Establish a five to ten year financial forecast for implementations of AACSB benchmarks.</li> </ul>		<b>2020</b>	
		<b>2020</b>	
<b>1.7 Implementing a comprehensive system of assessment for all programs, partnerships and institutes</b>	<b>Provost</b>	<b>in process</b>	<b>2-cost</b>
<ul style="list-style-type: none"> <li>• Establish a University-wide Academic Program and Resources Assessment Strategy.</li> <li>• Implement assessment system/software across the campus.</li> <li>• Inventory academic facilities to improve and modernize space utilization.</li> </ul>			
<b>1.8 Developing a quality platform to in-source the University's online</b>	<b>Provost</b>	<b>202?</b>	

**DELIVERING EDUCATIONAL EXCELLENCE continued:**

**Leadership  
Responsibility      Projected Year(s)      Fiscal  
Major Focus      Impact**

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**programming in response to market demands**

- Finalize the transition timeline and cost analysis which identifies new positions and future enrollment targets for online programs as the University explores transitioning its online program from an external vendor support system, Learning House.
- Develop internal SOP for admissions, marketing and student success Initiatives that will allow for a smooth transition to internal oversight of online offerings.
- Complete an analysis of distance technology infrastructure to standardize offerings that respond to workforce and student needs, while maximizing cost efficiencies.

**2020**

**Selected Performance Measures continued**

**Fiscal Impact Indicators on Budget**

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Six Year BS Graduation Rate (by entering year)  
First to Second Year Retention  
Student-to-Faculty Ratio (FTE)  
Total, by program, by site, Undergraduate/Graduate Enrollment (FT&PT)  
Number of International Students in Residence; Number in Study Abroad  
U.S. News & World Report Peer Rating (1-5)  
Reflections of Student Experiential Experiences  
Research – Budgets, Number of Initiatives/Grants  
Review of annual assessment reports from all academic programs and  
Departments

1-cost neutral  
2-minimal cost investments or savings or revenue generator;  
less than \$150,000  
3-moderate cost investments or savings or revenue generator;  
\$150,000 to \$500,000  
4-large cost investments or savings or revenue generator;  
\$500,000 to \$1,000,000  
5-efficiency improvement; may avoid future cost

## INITIATIVE

### 2. STRENGTHENING UNIVERSITY RESOURCES

The capacity to “shape our future” is heavily dependent upon the quality of the University’s infrastructure and the ways that Husson maximizes its assets, resources, and personnel. The University will continue to review, develop, and implement policies and procedures that support efficient and responsible decision-making. As well, The University will design and initiate opportunities to garner the resources necessary to support its aspirational goals.

	Leadership Responsibility	Projected Year(s) Major Focus	Fiscal Impact
<b><u>Strategic Actions:</u></b>			
<b>2.1 Advancing a comprehensive enrollment management strategy to ensure optimum program enrollment levels within capacity and resources to sustain and retain new and current enrollments.</b>		<b>VPEM 2020</b>	<b>4-cost/revenue</b>
• Maximize admitted yield within quality guidelines for fall 2021 admissions.		<b>ongoing</b>	
• Increase focus on transfer matriculations by furthering articulation agreements with community colleges by specific programs.		<b>ongoing</b>	
• Support, innovate and enhance financial aid strategies for graduate and undergraduate students.		<b>ongoing</b>	
• Work with Academics and Marketing to ensure optimum naming conventions for programs (major and minor) which lead to optimum enrollment levels in those programs.		<b>ongoing</b>	
• Work with Academics and Marketing to explore and add new academic programs which will draw new student enrollments.		<b>ongoing</b>	
• Increase marketing and recruitment resources dedicated to digital and social media channels, with an emphasis on New England and tertiary markets on East Coast.		<b>ongoing</b>	
• Expand early prospect cultivation via student search name purchase, including national name purchases for targeted programs, Pharmacy and NESCom.		<b>ongoing</b>	
• Aggressively recruit and support students of diverse cultures for matriculation into Husson University.		<b>ongoing</b>	
• Increase parent outreach by providing appropriate marketing materials.		<b>ongoing</b>	
• Inform and support online program services and growth.		<b>ongoing</b>	

**Strengthening University Resources continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<ul style="list-style-type: none"> <li>• Refine international recruitment plans and narrowing down regions which are best fit for Husson based on IIE Open Doors, historical enrollment trends and inquiry data.</li> <li>• Increase international enrollment over the next five years to 200 students.</li> <li>• Outreach to local high schools and community colleges to attract international students already in Maine and New England.</li> <li>• Focus on the “best fit students” by working with agents approved by the International Recruitment Council to recruit student with academic fit and finances to fund education.</li> </ul>		<p>ongoing 2020-2024</p> <p>ongoing</p> <p>ongoing</p>	
<p><b>2.2 Implementing University-wide strategic initiatives to raise Retention and Graduation Rates</b></p> <ul style="list-style-type: none"> <li>• Create a University-wide culture focused on retention and student success.</li> <li>• Enhance, create and implement campus wide retention initiatives.</li> </ul>	Cabinet	2020 2020	2-cost/revenue
<p><b>2.3 Creating grants development initiatives that fund institutional growth for retention and graduation.</b></p> <ul style="list-style-type: none"> <li>• Charge University Task Force of Retention to review and target specific opportunities for grants solicitations.</li> </ul>	Cabinet	2020	3-cost/revenue
<p><b>2.4 Operating the University in a positive budget environment while striving to address essential program growth needs and supporting a prudent reserve account.</b></p> <ul style="list-style-type: none"> <li>• Commit to the yearly delivery of a balanced budget.</li> <li>• Identify, develop, establish and maintain appropriate policies and procedures to enhance the efficiency of the University’s operations.</li> <li>• Prioritize and implement process improvements (i.e., upgrade budgeting/ forecasting systems and reporting, establish dashboards, regular assessment of financial strength with recommendations of improvement.</li> <li>• Annually review grant reporting and compliance policy procedures.</li> <li>• Assess internal controls and priorities and address key risk areas with enhancements.</li> <li>• Implement annual assessment and streamline budgeting process for all areas.</li> <li>• Improve budget software and automate long-term forecast to align with planning efforts.</li> </ul>	VP/FA	<p>ongoing</p> <p>ongoing</p> <p>ongoing ongoing</p> <p>ongoing in process</p> <p>in process</p>	5-efficiency



**Strengthening University Resources continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<ul style="list-style-type: none"> <li>• Establish reporting system for payroll management.</li> <li>• Enhance bursar functions with automation and best practices.</li> </ul>		<p><b>2019</b></p> <p><b>2019</b></p>	
<p><b>2.5 Implementing consolidated student financial services operations</b></p> <ul style="list-style-type: none"> <li>• Execute the 2019/20 financial aid strategy to optimize pricing and financial aid awards for maximum enrollments and net revenue.</li> <li>• Utilize software capabilities to fully facilitate automated packaging, communications, and auditing of financial aid awarding process.</li> <li>• Ensure that all endowed/restricted scholarship funds are awarded and disbursed.</li> </ul>	<b>VPEM</b>	<b>ongoing</b>	<b>5-efficiency</b>
<p><b>2.6 Executing the Campaign: Shaping Our Future</b></p> <ul style="list-style-type: none"> <li>• Develop a comprehensive donor stewardship plan focused initially on assuring that outstanding pledges, planned gift intentions and Alford match funds are realized.</li> </ul>	<b>VPAdv</b>	<b>2020</b>	<b>4-cost/revenue</b>
<p><b>2.7 Executing a comprehensive state of the art advancement and alumni relations program</b></p> <ul style="list-style-type: none"> <li>• Collaborate with University departments in coordinating projects and alignment of key personnel with donor interest to meet the strategic plan goals.</li> <li>• Broaden opportunities for involvement by alumni and friends focusing on ways such involvement can help Husson attain its strategic plan goals.</li> <li>• Increase Annual Fund (restricted and unrestricted gifts) Giving to \$750,000. (50% increase) gifts.</li> <li>• Secure and steward an additional \$6 million in non-annual fund through planned gift intentions, capital gifts and endowments.</li> </ul>	<b>VPAdv</b>	<p><b>2020</b></p> <p><b>ongoing</b></p>	<b>4-cost/revenue</b>
<p><b>2.8 Expanding opportunities to drive passion and engagement/commitment in the workforce</b></p> <ul style="list-style-type: none"> <li>• Strengthen partnerships with departments through training, communication and continued education.</li> <li>• Provide quality, cost effective training and development designed to increase individual and department enrichment and productivity.</li> </ul>	<b>CHRO</b>	<b>2019/21</b>	<b>2-cost</b>

**Strengthening University Resources continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<p><b>2.9 Create, promote and foster an organizational environment that values development, diversity and growth opportunities campus wide.</b></p> <ul style="list-style-type: none"> <li>• Work with supervisors to provide increased opportunities of supervisor/employee communication to improve retention.</li> <li>• Conduct an annual employee engagement survey.</li> <li>• Participate in “Best Places to Work in ME”.</li> <li>• Identify and improve recruitment process to recruit top talent.</li> <li>• Market competitive benefits.</li> <li>• Anticipate and meet the changing needs of the workforce.</li> <li>• Implement 2-3 engagement activities; e.g., work/life balance policies, Departmental recognitions, Employee Activities Committee</li> </ul>	<b>CHRO</b>		
<p><b>2.10 Expanding and integrating technology to streamline services, remain competitive and increase transparency</b></p> <ul style="list-style-type: none"> <li>• Implement electronic onboarding process that fully integrates with ADP.</li> <li>• Implement electronic University policy software and LMS.</li> <li>• Overhaul all job descriptions, including conducting job analysis and creating an electronic process.</li> </ul>	<b>CHRO</b>	<b>2019/21</b>	<b>2 cost</b>
<p><b>2.11 Enhancing the University’s benefits to attract and retain employees</b></p> <ul style="list-style-type: none"> <li>• Increase accessibility and utilization of HRIS database by employees and supervisors (including access to employee personnel files).</li> <li>• Move to electronic annual evaluation process.</li> <li>• Provide continued education to employees to ensure they are smart Consumers of their healthcare.</li> <li>• Evaluate collaborating with Higher Educations Institutions throughout Maine to create a health care consortium.</li> <li>• Provide total compensation reports to all employees.</li> <li>• Offer wellness programs, services, and activities that improve employee health and well-being and promote a healthy work environment.</li> <li>• Provide training, create awareness, and implement reasonable workplace accommodations.</li> </ul>	<b>CHRO</b>	<b>2019/21</b>	<b>2cost</b>
<p><b>2.12 Maintaining an effective and robust student employment program</b></p> <ul style="list-style-type: none"> <li>• Ensure strong financial performance by establishing and maintaining</li> </ul>	<b>CHRO</b>	<b>2019/21</b>	<b>5-efficiency</b>

**Strengthening University Resources continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<ul style="list-style-type: none"> <li>effective funding through department budget process.</li> <li>Improve policies and processes for student employees and supervisors to create an effective and robust student employment program.</li> <li>Expand student employment to include off-campus opportunities.</li> </ul>			
<p><b>2.13 Creating, Adapting and Renovating Housing Systems based on data driven evidence for universities</b></p> <ul style="list-style-type: none"> <li>Follow and adopt, if appropriate, housing trends, i.e., singles, kitchenettes, common areas, etc.</li> <li>Examine Residency Requirement Policies.</li> </ul>	<b>Dean, SL</b>	<b>ongoing</b>	<b>4 cost/revenue</b>
<p><b>2.14 Developing, Prioritizing and Managing the Master Campus Plan</b></p> <ul style="list-style-type: none"> <li>Adapt and renovate existing facilities to support the University’s mission, i.e. develop the Capital Renewal (CR) Program.</li> <li>Replace Boucher Turf as testing dictates.</li> <li>Assess and plan for parking needs and implement necessary upgrades.</li> <li>Deliver new facilities to support the University’s mission, i.e. design and complete construction of New Business Building.</li> <li>Continue to address campus beautification through selective plantings.</li> <li>Identify, plan, prioritize, manage and address deferred maintenance.</li> <li>Develop and implement action plans with priorities and timelines for space utilization for commuter students, adjunct faculty, Greek Life meetings, etc.</li> </ul>	<b>AVP, AS</b>	<p><b>2018/2022</b></p> <p><b>ongoing</b></p> <p><b>2020</b></p> <p><b>ongoing</b></p> <p><b>2117/22</b></p> <p><b>ongoing</b></p> <p><b>ongoing</b></p>	<b>4-cost/savings</b>
<p><b>2.15 Promoting good stewardship of auxiliary services resources</b></p> <ul style="list-style-type: none"> <li>Continuously improve Operations and Maintenance efforts.</li> <li>Benchmark and ensure competitive performance with peers.</li> <li>Ensure that costs control and revenue are in line with and/or exceed performance of peers.</li> <li>Investigate and implement energy savings and sustainability projects.</li> <li>Implement, as appropriate, Sustainability Task Force recommendations.</li> </ul>	<b>AVP, AS</b>	<p><b>ongoing</b></p> <p><b>ongoing</b></p> <p><b>ongoing</b></p>	<b>5-efficiency</b>
<p><b>2.16 Providing a safe and secure campus community for learning</b></p> <ul style="list-style-type: none"> <li>Ensure a safe campus in compliance with all applicable Federal, State, and local permitting, certifications, inspections, health, safety, and environmental requirements, rules, regulations, laws and safety codes.</li> <li>Complete monitored video-surveillance in selected campus-wide areas.</li> </ul>	<b>Dir, S/S</b>	<b>ongoing</b>	<b>4-cost</b>

**Strengthening University Resources continued**

**Leadership  
Responsibility      Projected Year(s)  
Major Focus      Fiscal  
Impact**

- Increase monitored exterior campus lighting.
- Maintain a Campus Wide Emergency Response Plan (ERP).
- Establish and support a Campus Emergency Response Team (ERT).
- Establish and support a Campus Emergency Planning Committee (EPC).
- Establish a primary and backup Emergency Operations Center (EOC).
- Implement a systemic online training program for safety/ security responses.
- Implement a systemic safety drill/assessment program.

**2.17 Assessing the strategic design and use of technology**

**AVP, IRO**

**in process**

**4-cost/invest**

- Evaluate options and develop plans to implement recommendations for the University’s ERP and/or Student Information Systems.
- Ensure that the infrastructure and hardware and software assets are protected from vulnerabilities and security risks.
- Annually upgrade campus software and data storage.
- Advance technology to support hybrid models of delivery in distance learning.
- Conduct software “sprawl audit” as part of cost containment strategy.
- Develop a Comprehensive Policy Library for Technology.

**2.18 Creating, adapting and renovating space for the student commuter Population**

**AVP, AS**

**3-cost/invest**

- Identify a study/lounge area for commuter students.

**Selected Performance Measures**

Expendable Resources to Debt (times) (>1)  
 Debt to Net Assets  
 Change in Net Assets from Operations  
 Endowment (thousands)  
 Average Net Price (IPEDS)  
 Cumulative Capital Campaign Funds Raised (thousands)  
 Grants Awarded and Yearly Reports  
 Number and Amount of Student Financial Assistance Received  
 Return rates by financial aid type and by amount

**Fiscal Impact Indicators on Budget**

1-cost neutral  
 2-minimal cost investments or savings or revenue generator; less than \$150,000  
 3-moderate cost investments or //savings or revenue generator: \$150,000 to \$500,000  
 4-large cost investments or savings or revenue generator; \$500,000 to \$1,000,000  
 5-efficiency improvement, may avoid future cost

Strategic Compensation and Benefits Plan Comparisons  
Listing of staff/faculty professional training opportunities  
Security/Safety Report  
Technology Usage Campus Wide

## INITIATIVE

### 3. ENRICHING COMMUNITY ENGAGEMENT

Recognizing that no institution is separate from its community, Husson seeks to engage its community through various educational and cultural initiatives. Husson will develop and execute programs that support the communities the University serves, including southern and northern Maine regions, thus instilling an awareness of the positive influence Husson and its faculty, staff, and students have in these communities.

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<b><u>Strategic Actions:</u></b>			
<b>3.1 Executing a comprehensive multimedia communications strategy</b>	<b>EDir's Comm/ Marketing</b>	<b>ongoing</b>	<b>2-cost/revenue</b>
<ul style="list-style-type: none"> <li>Continuously upgrade Husson University's website infrastructure to facilitate enrollments and enhance the institution's brand image.</li> <li>Integrate all external sites into operational communications actions.</li> <li>Support Sports Information Officer for Husson athletics.</li> <li>Develop and implement social media programs and strategies.</li> </ul>			
<b>3.2 Branding Husson's story</b>	<b>EDir's Comm/ Marketing</b>	<b>ongoing</b>	<b>2-cost/revenue</b>
<ul style="list-style-type: none"> <li>Strengthen Husson's image as <u>Bangor's University</u>, as <u>Maine's University</u>, and as <u>the place to transform student lives</u>.</li> <li>Place continued emphasis on price value for quality professional programs and career ready preparation.</li> <li>Grow a strong and consistent brand identity for Husson that is defined through its vision, mission and programs.</li> <li>Promote Husson as an educational provider that offers onsite and online learning to adult students.</li> <li>Develop brand awareness of NESCom as a source for Communications Education in Husson University.</li> <li>Expand relations with local media outlets to promote University activities that benefit the community.</li> <li>Develop and implement a communications strategy for moving Husson up in the U.S. News Report re: institutional rankings.</li> </ul>			

**Enriching Community Engagement continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<p><b>3.3 Be seen as a strong regional supporter for the cultural and workforce development needs of the state of Maine and beyond.</b></p> <ul style="list-style-type: none"> <li>• Develop community partnerships and encourage employees to volunteer for sanctioned community activities.</li> <li>• Participate in local, regional and state career fairs.</li> <li>• Utilize social media to expand awareness of employment opportunities.</li> <li>• Support community organizations through use of campus venues as appropriate.</li> <li>• Establish opportunities to provide continuing education initiatives.</li> <li>• Expand the role of the Dyke Center for Family Business as a unique community resource.</li> <li>• Work with Maine’s Independent College Association to enhance government relations throughout Maine.</li> </ul>	<b>Cabinet</b>	<b>ongoing</b>	<b>3-cost/revenue</b>
<p><b>3.4 Be seen as a leader in Maine’s higher education community.</b></p> <ul style="list-style-type: none"> <li>• Assume leadership roles in state/national organizations as appropriate.</li> </ul>	<b>Cabinet</b>	<b>ongoing</b>	
<p><b>3.5 Supporting and establishing Husson’s cultural and educational outreach</b></p> <ul style="list-style-type: none"> <li>• Position the Gracie as the campus centerpiece for events for community outreach.</li> <li>• Seek opportunities to develop a <i>Friends of the Gracie</i> support fund.</li> </ul>	<b>Cabinet</b>	<b>ongoing</b>	<b>2-cost/revenue</b>
<p><b>3.6 Enriching and expanding cultural and educational awareness programs for students</b></p> <ul style="list-style-type: none"> <li>• Promote and utilize community outreach support and programs that inform students of their role in local and global communities.</li> <li>• Continue work with Campus Compact with participation in their Civility Sustainability &amp; Food Insecurity initiatives.</li> </ul>	<b>DeanSL</b>	<b>ongoing</b>	

**Selected Performance Measure**

**Fiscal Impact on Budget**

Alumni Giving Rate (%)	1-cost neutral
Alumni Engagement in Events (numbers, diversity and location, revenue)	2-minimal cost investments or savings or revenue generator; less than \$150,000
Number of Hosted Community Events (attendance, geographical distribution)	
Number of Hours of Community Service and Communities Served	3-moderate cost investments or savings or revenue

Number of Student Internships Out in the Community  
Engagement on Website/Social Media

generator; \$150,000 to \$500,000  
4-large cost investment or savings or revenue  
generator; \$500,000 to \$1,000,000  
5-efficiency improvement, may avoid future cost



## INITIATIVE

### 4. INTEGRATING STUDENT LIFE

Husson’s learning community represents a unique blend of residential and commuting student populations. Recognizing the opportunities of these often divergent, but similar populations, Husson seeks to create a robust, holistic relationship between these two student groups and engage students with faculty in ways that significantly enhance student learning. Husson’s core priority of “Transforming Student Lives – Advancing Student Success” allows the University to engage students in ways that reflect experiential learning and its importance in preparing professionals for the 21<sup>st</sup> Century by enhancing their skills, becoming exposed to the diversity that exists in all communities, and gaining an understanding of the intricacies of the ever-changing, more globally-infused landscape. The University will continue its commitment to link resources across boundaries in order to create the transformative experiences that are so important to preparing future professionals.

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<b><u>Strategic Actions:</u></b>			
<b>4.1. Fostering a campus environment that respects, supports and values all members</b> <ul style="list-style-type: none"> <li>• Implement programmatic offerings from Community and Student Engagement, Chaplain’s Office, Student Activities, and Residence Life to raise awareness of and appreciation for cultural differences found on campus and in the global community-at-large.</li> </ul>	<b>Dean, SL</b>	<b>ongoing</b>	<b>3-cost</b>
<b>4.2. Delivering excellence in student development programs</b> <ul style="list-style-type: none"> <li>• Expand students’ personal development and engagement opportunities through community service and volunteerism in activities supported by the Office of Student Life.</li> <li>• Increase/strengthen opportunities for leadership building that foster student success.</li> </ul>	<b>Dean, SL</b>	<b>ongoing</b>	<b>2-cost</b>
<b>4.3. Executing a model Division III athletics program</b> <ul style="list-style-type: none"> <li>• Build campus and community support of the program through increased competitive success, integration of student-athlete into University life and innovative marketing and fund-raising initiatives.</li> <li>• Foster and maintain a culture which ensures a continued commitment to a high level of achievement and graduation by student athletes.</li> <li>• Continue to explore potential new conference affiliations for Husson Intercollegiate athletic programs.</li> </ul>	<b>AD</b>	<b>ongoing</b>	<b>4-cost/revenue</b>

**INTEGRATING STUDENT LIFE continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<ul style="list-style-type: none"> <li>• Examine sports offered and assess continuation or addition of programs; e.g. indoor track activities and ice hockey.</li> <li>• Support and assess recreational and intramural activities programs.</li> </ul>			
<p><b>4.4 Enhancing and supporting a strong Career Services and Opportunities Center</b></p> <ul style="list-style-type: none"> <li>• Expand outreach initiatives that link career development and employment goals of students.</li> <li>• Centralize career services and availability of support for all students.</li> <li>• Continue to grow collaborations with academic units to support career exploration and expanded internship offerings.</li> <li>• Develop a workshop series on professional etiquette.</li> <li>• Enhance link between clinical/practicums and professional careers.</li> <li>• Develop links with alumni to support and mentor student career success.</li> </ul>	<b>Dean, SSC</b>	<b>ongoing</b>	<b>2-cost</b>
<p><b>4.5 Offering key academic services</b></p> <ul style="list-style-type: none"> <li>• Assess and revise, as appropriate, “The Husson Experience.”</li> <li>• Investigate support initiatives for upper level students through an expanded “Husson Experience” offering.</li> <li>• Expand training and opportunities for peer tutoring in the Writing/Learning Center.</li> <li>• Investigate external funding options to support academic services.</li> <li>• Work with academics to implement faculty advising/mentoring program.</li> </ul>	<b>Dean, SSC</b>	<b>ongoing</b>	<b>2-cost</b>
<p><b>4.6 Expanding Health/Wellness Services and Activities</b></p> <ul style="list-style-type: none"> <li>• Educate and provide holistic wellness opportunities through educational Seminars and support groups.</li> <li>• Examine health services and medical care offered by the Wellness Center to determine and execute best practices.</li> </ul>	<b>Provost Dean, SL</b>	<b>in process ongoing</b>	<b>2-cost</b>
<ul style="list-style-type: none"> <li>• Increase collaborative efforts with various community health/wellness agencies.</li> </ul> <p><b>4.7 Establishing a Plan of Engagement across Services, Academics, and Residential and Commuter Life</b></p> <ul style="list-style-type: none"> <li>• Execute plan for “One-Stop Delivery of Student Services.”</li> </ul>	<b>Dean, SL</b>	<b>underway</b>	<b>1-cost/neutral</b>

**INTEGRATING STUDENT LIFE continued**

	<b>Leadership Responsibility</b>	<b>Projected Year(s) Major Focus</b>	<b>Fiscal Impact</b>
<ul style="list-style-type: none"> <li>• Reconfigure Student Services Area to provide conference space, student engagement space and commuter space.</li> <li>• Develop and implement an electronic badging program and swipe system to track co-curricular programs.</li> <li>• Develop and deliver a virtual student union: online/live student services support (chats, face time, streaming, videos) with extended hours.</li> <li>• Add modules to Canvas for leadership, career development and financial Skills.</li> <li>• Expand Student Life content on Eagle Safe App.</li> </ul>			
<p><b>4.8 Establishing a Vibrant and Enriching Residential Community</b></p> <ul style="list-style-type: none"> <li>• Evaluate and execute appropriate residential policies, services/amenities, programming and accommodations from data driven directives; e.g., utilization of Adirondack Housing system for retention trends and statistics, provision of living &amp; learning community options, and improvement of Residence Life communication and customer service.</li> </ul>	<b>Dean, SL</b>	<b>underway</b>	<b>1-cost/neutral</b>
<p><b>4.9 Fostering a Sense of Community for the Student Commuter Population</b></p> <ul style="list-style-type: none"> <li>• Develop on-going and highly visible commuter events while enhancing current programming.</li> <li>• Establish a commuter student organization to design and analyze a flow of information from the commuter population to help foster retention.</li> <li>• Design and implement a comprehensive communication strategy to fully inform commuter students about services and co-curricular activities.</li> <li>• Foster faculty and staff involvement in student life programs.</li> </ul>	<b>Dean, SL</b>	<b>ongoing</b>	<b>1-cost/neutral</b>

**Selected Performance Measures**

Campus Housing Occupancy Rate (%)  
 Athletic/Intramural Program(s) Statistics e.g., participation, # of sports  
 Campus Clubs/ Organizations Statistics: e.g., participation, # of clubs  
 Use of Career Services Center

**Fiscal Impact Indicators on Budget**

1-cost neutral  
 2-minimal cost investments or savings or revenue generator; less than \$150,000  
 3-moderate cost investments or savings or revenue

Number of Title IX Incidences	generator; \$150,000 to \$500,000
Number of Health/Wellness Activities for or by Students	4-large cost investment or savings or revenue
Student Attendance at Campus Events	generator; \$500,000 to \$1,000,000
NSSE Results/Analysis for Student Services	5-efficiency improvement; may avoid future cost