

HUSSON 2030

STRATEGIC PLAN





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The **Husson 2030 Strategic Plan** is the comprehensive vision for the priorities for Husson University over the next five years as higher education faces major disruptors including demographic decline, decreased demand, and concerns about academic debt. The plan is centered around four pillars that reflect Husson's values: academic excellence; innovation; campus culture and engagement; and financial resilience and sustainability. Husson will prevail into the future by staying laser-focused on what differentiates our University in the marketplace and our mission, which is rooted in our core values of character and humility.

The plan was developed under the guidance of the Trustee Steering Committee beginning in May 2024. Four committees were convened, each working on one of the four pillars, to create a comprehensive draft of the plan. The campus community was engaged through surveys and listening sessions that presented each of the pillars as well as the plan as a whole. There were ten listening sessions with faculty, staff, students and community held in February and March 2025, attended by over 400 people. Feedback from the sessions was incorporated into the final draft presented to the Husson Board of Trustees in April 2025.



MESSAGE FROM THE PRESIDENT



I am pleased to share the Husson 2030 Strategic Plan, developed by and for our academic community and approved by the Board of Trustees. Husson 2030 was created with the assistance of partners across campus who took on the tremendous work of analyzing data, gathering input and ideas, and developing actionable goals. On behalf of the University, I am deeply grateful for their service.

Husson University is at a pivotal moment, evolving faster than at any other point in its more than 126-year history.

This five-year strategic plan provides clear direction on how Husson will adapt, advance, and thrive into the future while continuing to prioritize academic excellence, enhanced opportunities for experiential learning, and exceptional affordability for students.

Ninety-seven percent of Husson students secure a job or enter graduate school within a year of graduation. At Husson, we graduate students who have had tremendous experiential learning opportunities to connect educational theory to real life professional practice throughout their degree program.

Our plan recognizes that we will continue to face unexpected challenges as we move through the next five years. Husson 2030 is the roadmap that will guide our path forward, recognizing our core strengths and laying out a bold vision for success.

This document will serve as a strategic guide offering a course to follow as we move Husson University into its next chapter of transformational impact. Thank you to our faculty, staff, students, alumni and supporters whose time, effort and support are greatly appreciated. We look forward to continuing our rich history of collaboration as we move forward our pursuit of excellence.

Best Regards,

A handwritten signature in black ink, reading "Lynne Coy-Ogan". The signature is fluid and cursive, with the first name "Lynne" being more prominent.

Lynne Coy-Ogan, Ed.D.



MISSION VISION VALUES

With the adoption of the Husson 2030 Strategic Plan, the University reaffirms its mission, vision and values:

MISSION

Husson University seeks to inspire and prepare students for professional careers in current and emerging fields through professional programs informed by the sciences and humanities.

VISION

Husson aims to be a university of choice for premier professional programs where students succeed, experiential learning is championed, and global engagement is emphasized.

VALUES

Outstanding Teaching:

Commitment to student empowerment and support for student success.

Scholarly Contributions:

Contributions to one's discipline or field of expertise.

Challenging Curriculum:

Undergraduate and graduate curricula that promote critical thinking, self-confidence, and strong communication skills.

Ethical Behavior and Social Responsibility:

Principles of ethical behavior and social responsibility.

Lifelong Learning:

Preparation for the challenges of a constantly changing world.

Diverse Cultural and Global Perspective:

Achieved through student development and experiential learning opportunities.

Resource Stewardship:

Careful management and stewardship of University resources.

HUSSON 2030

STRATEGIC STATEMENT AND STRUCTURE

The Husson 2030 Strategic Plan was developed to assure a means for successfully navigating the next five years amid unprecedented challenges in higher education, including the nation's demographic decline. Husson intends to accomplish this by investing in innovative professional programs that meet both economic development needs in New England and nationally. Husson will continue to balance academic rigor with a warm community and affordability both for our on-campus and online students. Husson will continue to evolve, as it has for the last 126 years, to ensure it remains innovative, diversified, and unified. Husson also recognizes the critical importance of educating alumni who recall their experience at Husson with pride and seek to encourage a new generation through their successes.

The four pillars of the Husson 2030 plan are intended to guide the University through management of its ambitious goals, objectives, and strategies. This plan lays the foundation for new innovative priorities to evolve and grow as an institution.

HUSSON 2030



Husson Community and Experience

COMMITTEES RECOGNITION

Husson 2030 was developed with the input of a cross campus team of individuals to allow for a wide array of ideas and knowledge.

Board Chair: Dan Hutchins
Board Vice Chair: Philip Harriman
President: Lynne Coy-Ogan, Ed.D.

TRUSTEE STEERING COMMITTEE:

- Dalton Edgecomb, Committee Chair
- Albert Allen
- Arthur Fuller
- Mary Prybylo

FINANCIAL & STRATEGIC STEERING COMMITTEE:

- Dr. Amy Arnett, Associate Provost, Online and Distance Education
- Dr. Victor Brown, Vice President of Academic Affairs and Provost
- Chris Grotton, Vice President of Student Experience
- Dr. Marie Hansen, Dean of the College of Business
- Janet Kelle, Chief Human Resources Officer
- Thomas Welch, Vice President for Finance & Administration

ACADEMIC EXCELLENCE SUBCOMMITTEE:

- CO-CHAIR** Dr. Victor Brown, Vice President of Academic Affairs and Provost
- CO-CHAIR** Dr. Marie Hansen, Dean of the College of Business
- Mike Beane, Director of IT Infrastructure
 - Dr. Mike Camire, Assistant Professor, Director of Corporate Partnerships
 - Ghada Konsowa, Director of Simulation
 - Joe McGovern, Senior Career Coach
 - Dr. Ryan Roderick, Assistant Dean of the College of Science & Humanities
 - Amber Timms, Bursar

INNOVATION SUBCOMMITTEE:

- CHAIR** Dr. Amy Arnett, Associate Provost
- Garth Cormier, Associate Vice President of Information Technology
 - Shelly Davis, University Librarian
 - Jill Fiore, Executive Director of Marketing and Communications
 - Troy Morehouse, Associate Dean of Student Life
 - Dr. David Rogers, Director of Online and Distance Education
 - Tharun Thiyagarajan, Instructor
 - Dr. Julia Upton, Associate Professor
 - Dr. Brien Walton, Associate Professor, Director of Dyke Center for Family Business

CAMPUS CULTURE AND ENGAGEMENT SUBCOMMITTEE:

- CO-CHAIR** Chris Grotton, Vice President of Student Experience
- CO-CHAIR** Janet Kelle, Chief Human Resources Officer
- Nick Andrei, Director of Auxiliary Services
 - Jada Lin, HR Business Partner
 - Chris Morris, Head Baseball Coach
 - Alicia Murray, Associate Professor
 - Nick Rideout, Enrollment Counselor
 - Elizabeth Atkinson, Director of Accessibility Services
 - Russell Strout, Coordinator of Online Student Success
 - Joe McGovern, Senior Career Coach
 - Sterling Pingree, University Hospitality Manager

FINANCIAL PLANNING SUBCOMMITTEE:

- CHAIR** Thomas Welch, Vice President for Finance Administration & Financial Planning
- Oscar Berntsson, Financial Analyst
 - Tawny Cookson, Senior Accountant
 - Clara Short, Director of Financial Planning and Analysis
 - Dr. Charlie Wakeling, Director of Institutional Assessment
 - Bob Wilks, Controller

THE STRATEGIC PLANNING PROCESS

The strategic planning process began in May 2024 following the charge from the Husson University Board of Trustees at their April 2024 meeting. This board also requested that the university complete a fiscal realignment of resources to assure proper calibration following the global Covid-19 pandemic and the national demographic decline impacting higher education.

President Lynne Coy-Ogan led the process, creating the vision of the four strategic pillars of the Husson 2030 plan. The Financial & Strategic Steering Committee was assembled in May 2024. Guided by President Coy-Ogan, with the support of the Trustee Steering Committee, the Financial & Strategic Steering Committee developed and began the ten-month creation process that culminated in the strategic plan draft completed in February 2025 and finalized in April 2025.

To develop the plan, we had these parameters:

GOAL:

To develop a process by which Husson can quickly assess opportunities and threats, identify weaknesses in a timely manner and celebrate accomplishments.

OBJECTIVES:

To create a sustainable trajectory and increase efficiency of operations for Husson's financial future centered on creating innovative new programs that meet student's future career aspirations while providing them a premium student experience.

GUIDING PRINCIPLES:

Student Experience | Husson Community | Shared Governance | Innovation Community
Engagement | Academic Rigor | Transparency | Operational Efficiency



THE STRATEGIC PLANNING OVERSIGHT

The Financial & Strategic Steering Committee oversaw the pillars-based subcommittees with the overall goal of broadening the planning conversation to a larger group in order to collect a representative sample of community perspectives. The three basic steps of assessment, review, and approval were utilized by each committee in the development of their strategic goals and objectives as well as the generation of ideas for operational realignment.

The timetable:





PILLARS, GOALS, AND OBJECTIVES

ACADEMIC EXCELLENCE

The Academic Excellence Subcommittee was tasked with developing forward-thinking academic-related strategies that support the university's mission, enhance academic excellence, and position the institution for future success in an evolving educational landscape. The committee sought input to assess the current academic programs, researched emerging trends and opportunities, identified strategies to strengthen student success and engagement, and looked for ways to foster and increase the number of community and industry partnerships in order to formulate strategic goals and objectives.

GOAL 1: *Foster a transformative educational experience that prioritizes experiential learning and high impact practices, equips graduates to tackle the challenges of the 21st century, and promotes digital innovative educational opportunitiesA*

- **1.1.1 - Objective 1:** Equip all students with state-of-the-art learning tools and resources to foster innovation and engagement by providing support for students and faculty to maximize the use of technologies.
- **1.1.2 - Objective 2:** Position the university as a leader in flexible and accessible education by enhancing online and hybrid programs to maximize contribution margins.

GOAL 2: *Evaluate existing programs and develop new innovative degrees, certificates, and related offerings to address the evolving needs of students and the workforceA*

- **1.2.1 - Objective 1:** Identify and implement new academic programs aligned with market demand, emphasizing emerging technologies and innovative learning methods.
- **1.2.2 - Objective 2:** Ensure all academic programs achieve or surpass established performance benchmarks related to enrollment, retention and operating cost.
- **1.2.3 - Objective 3:** Create a structured system to evaluate and implement new program opportunities annually.

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ACADEMIC EXCELLENCE

GOAL 3: *Strengthen and support research and creative endeavors by fostering the teacher-scholar model, while actively engaging students in the processes of creation, scholarship, and discovery*

- **1.3.1 - Objective 1:** Increase the number of faculty research publications and conference presentations annually.
- **1.3.2 - Objective 2:** Establish new interdisciplinary research centers focused on emerging fields.
- **1.3.3 - Objective 3:** Secure more external research funding over the next five years.

GOAL 4: *Strengthen academic support systems for student success and engagement*

- **1.4.1 - Objective 1:** Increase student retention and graduation rates by enhancing academic advising, mentoring programs and academic support services for underrepresented student groups.
- **1.4.2 - Objective 2:** Implement a comprehensive learning analytics system to identify students at academic risk and provide targeted interventions.
- **1.4.3 - Objective 3:** Launch an alumni mentorship program to connect current students with successful graduates in their fields of study.

INNOVATION

The Innovation Subcommittee was tasked with providing ideas for revenue growth and efficiencies linked with strategic goals and objectives for the future. The committee sought input regarding emerging ideas and concepts for future operations, explored current campus innovations, researched how other institutions are tackling innovation, and studied what is known about the needs of students in 2030, to inform the creation of strategic goals and objectives.

Goal 1: *Intentionally create and embrace an innovative campus culture*

- **2.1.1 - Objective 1:** Institutionalize innovation by creating a Husson University Innovation Hub that provides resources, processes, and knowledge to drive innovation on campus.
- **2.1.2 - Objective 2:** Prioritize innovative programming that drives revenue through enrollment and retention opportunities across the learner lifecycle that is data-driven, student-centered, and mission-aligned.
- **2.1.3 - Objective 3:** Engage stakeholders by institutionalizing and prioritizing stakeholder engagement in the innovative idea collection process, vetting, and implementation.

Goal 2: *Foster understanding and utilization of AI and other emerging technologies across campus*

- **2.2.1 - Objective 1:** Increase enrollment growth by implementing and leveraging AI chatbots, marketing analytics and predictive AI enrollment models.
- **2.2.2 - Objective 2:** Enhance student retention by adopting AI platforms, and other technologies, to track student engagement, identify at-risk students, and implement early interventions to enhance retention.
- **2.2.3 - Objective 3:** Utilize data analytics to identify and address common challenges faced by first year students offering targeted resources and identify changes needed to meet the needs of the future Husson student.

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GOAL 3: *Create innovative learning opportunities across the student life span*

- **2.3.1 - Objective 1:** Expand workforce development programs through the activities of the Institute for Strategic Leadership and Workforce Development in ways that enhance and inspire professional development, lifelong learning and engagement with all Husson stakeholders.
- **2.3.2 - Objective 2:** Grow micro-learning opportunities by developing and marketing Husson micro-credentials to increase partnerships, CEUs, life-long learning opportunities, and workforce development that support the entire student lifecycle.
- **2.3.3 - Objective 3:** Utilize in-time market data to identify new programming opportunities, including innovative learning modalities and emerging careers.

GOAL 4: *Expand innovative uses of campus auxiliary and facilitiesA*

- **2.4.1 - Objective 1:** Create a strategic plan for expanding the use of campus facilities leveraging spaces such as CFB, Gracie, Townhouses and developing year-round programs, and summer utilization.
- **2.4.2 - Objective 2:** Grow hospitality opportunities by developing and implementing a comprehensive plan to leverage dining services for revenue and student-training opportunities.

CAMPUS CULTURE & ENGAGEMENT

The Campus Culture and Engagement Committee's mission was to support Husson University's vision for 2030 by investing in community experiences that enhance the Husson Community culture. This is intended to foster an inclusive, engaged, and supportive campus, where everyone is valued and feels professionally fulfilled.

Strong employee engagement drives higher productivity, reduces turnover costs, and fosters innovation, directly boosting profitability. Engaged stakeholders deliver superior student experiences, leading to increased student and alumni satisfaction.

GOAL 1: *Optimize student services to foster a supportive and engaging environment that directly contributes to enhanced student experiences and increased retention rates*

- **3.1.1 - Objective 1:** Restructure departments to align their efforts towards enhancing the student experience, ensuring a cohesive and collaborative approach that supports the student success and retention.
- **3.1.2 - Objective 2:** Identify efficiencies and opportunities for enhanced synergy while fostering a culture of continuous improvement across all student services and activities, ensuring an enhanced student experience that supports both financial sustainability and student satisfaction.

GOAL 2: *Foster a campus culture that actively values, respects, and promotes a strong sense of belonging for all students, employees, alumni, and community members*

- **3.2.1 - Objective 1:** Implement a robust framework to assess campus community engagement and satisfaction, utilizing data insights to identify opportunities for strategic programming that enhances the experiences of students, employees, and alumni.

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CAMPUS CULTURE & ENGAGEMENT

GOAL 3: *Maintain an equitable, competitive, and needs-driven compensation plan to support the University's diverse workforce*^A

- **3.3.1 - Objective 1:** Enhance competitive compensation strategies that address internal equity, align with market standards, and ensure long-term sustainability.
- **3.3.2 - Objective 2:** Continuously enhance and align the University's compensation and benefits offerings with industry benchmarks to attract and retain top-tier talent.

GOAL 4: *Advance a culture of continuous growth by prioritizing professional development opportunities for all employees*^A

- **3.4.1 - Objective 1:** Cultivate a culture of recognition implementing a formalized process to celebrate achievements, highlight contributions, and honor exceptional efforts that drive the University's mission forward.
- **3.4.2 - Objective 2:** Deliver targeted resources and dynamic opportunities for continuous learning and career progression. Empower employees to achieve their full potential while aligning their personal and professional growth with the University's strategic objectives.

GOAL 5: *Enhance community outreach to elevate the University's brand*^A

- **3.5.1 - Objective 1:** Elevate the University's presence within the region by cultivating strategic outreach opportunities. Strengthen brand recognition, deepen alumni engagement, and expand recruitment opportunities through enhanced participation in community boards, events, and speaking engagements.

FINANCIAL RESILIENCE & SUSTAINABILITY

The Financial Planning Subcommittee oversaw work associated with the Financial Resilience and Sustainability Pillar as well as provided support for the development of the five-year forecast model that was developed in concurrence with the strategic plan and budget realignment process. The committee agreed that financial resiliency and sustainability are achieved through persistent and consistent emphasis on data driven decision making. Husson commits itself to ensure growth in cash reserves through consistent review of revenue enhancement opportunities and expenditure monitoring that seeks to maximize contribution margins.

GOAL 1: *Enhance the diversification of student admissions through strategic enrollment planning that cultivates a robust and vibrant student community*

- **4.1.1 - Objective 1:** Leverage the network of admissions, academics, athletics and marketing to develop continuous brand development strategies for on-campus and online student regions.
- **4.1.2 - Objective 2:** Utilizing data, continue to explore new or emerging markets for enrollment that Husson can thrive in and see efficient growth in our investment in the region.

GOAL 2: *Maximize the utilization of financial and outcomes data to enhance strategic and operational management decision-making*

- **4.2.1 - Objective 1:** Enhance performance dashboards to provide increased insight into financial and programmatic operations that integrate both quantitative and qualitative analysis focused on enhancing the student experience.
- **4.2.2 - Objective 2:** Continue to develop peer metric evaluation tools that focus on competing and aspirational peer performance comparison.

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FINANCIAL RESILIENCE & SUSTAINABILITY

GOAL 3: *Foster a mindset focused on community and donor engagement that builds the brand and reputation of Husson*

- **4.3.1 - Objective 1:** Seek expanded grant opportunities for leveraging new programs, capital support, and community development.
- **4.3.2 - Objective 2:** Utilize the strategic plans to align donor giving with needs and aspirations of the University.
- **4.3.3 - Objective 3:** Optimize space utilization and drive brand visibility by working to market available rental space and educational services (See 2.4.1).

GOAL 4: *Enhance financial resiliency through continuous annual and long-term sustainability planning*

- **4.4.1 - Objective 1:** Prioritize advancement efforts with other strategic divisions in setting and obtaining a growth goal of endowment giving as part of a giving strategic plan.
- **4.4.2 - Objective 2:** Evaluate housing utilization and develop a strategic investment plan to ensure continued high enrollment of students seeking residential experiences.
- **4.4.3 - Objective 3:** Continue to seek positive financial margins with the goal of enhancing financial strength and flexibility.
- **4.4.4 - Objective 4:** Ensure annual capital investments seek to enhance the attractiveness and relevance of campus facilities.



IN MEMORIAM

Husson University would like to acknowledge the significant and vital contributions of Senior Data Officer Travis Allen, who passed away in January 2025 after a hard fought battle with cancer. His dedication, knowledge of data, and commitment to creating tools that ensure Husson's success paved the way toward the completion of this strategic plan.



OFFICE OF THE PRESIDENT

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