



Spring 2025

2024-2025 Annual Strategic Initiatives

SB Martin, AVP Accreditation, Compliance, & IE

HOW WE GOT HERE

Strategic Initiatives Development

We intentionally developed broad outcomes to guide our progress within each strategic direction. It is vital that staff and faculty are involved with the development and implementation of initiatives that impact their daily work. As such, staff, faculty, and administration will develop specific activities and initiatives aligned to the outcomes on an annual basis

ALL UNIVERSITY DAY FALL 2024

Employee led workshop during All University Day Fall 2024 where employees developed 2024-2025 initiative ideas tied to Strategic Directions.

INSTITUTIONAL PLANNING COMMITTEE

Institutional Planning Committee (IPC) reviewed 76 responses, several responses with multiple suggestions (173 individual suggestions within those responses). IPC developed draft 2024-2025 Annual Strategic Initiatives. IPC includes Faculty Senate, Staff Senate, and Student Senate.

PRESIDENT'S EXECUTIVE CABINET

President's Executive Cabinet reviewed draft 2024-2025 Annual Strategic Initiatives that IPC drafted, made minor edits, and finalized the initiatives.

**Strategic Direction 1: Streamline
institutional processes and training**

Initiative A

Continued inventory and digitization of forms, purpose & function

- Analyze forms for effectiveness and redundancy.
- Convert paper forms to digital/electronic format for all departments.

Initiative B

Review student journey

- Documentation of student experience from the time they apply to the time they are registered for classes. Include milestones such as when they are in J1, when they get an advisor, when transfer credits get evaluated, when they should get their financial aid award, etc.
- Publish clear documentation/timelines for the benefit of students, parents, staff/faculty.

Initiative C

Recruiting, Hiring, and Onboarding

- Increase effectiveness of Human Resources recruiting, hiring processes, onboarding, and additional trainings, etc.
- Increase communication between Human Resources and the rest of the university community.

**Strategic Direction 2: Provide continuous
professional development on institutional
identity**

Initiative D

Diversity, equity, inclusion, and belonging

- Incorporate mandatory DEIB training for all employees into the Ross Institute offerings.

Initiative E

Institutional identity

- Trainings and discussions on the history of Heritage and this land.
- Understandings of what a land acknowledgement does and does not do, including training and education about when and where to use it (and when not to use it).
- Discussion around what identity and land acknowledgement looks like in Tri-Cities.

**Strategic Direction 3: Innovative curriculum
design and learning**

Initiative F

Evaluation of existing programs and cross-collaboration among departments

- Evaluate existing programs looking for efficiencies through cross-collaboration among departments.

Initiative G

Exploration of new programs

- Engage the committee developed to investigate and evaluate potential direction for new programs beyond 2024.
- Committee will focus on feasibility of programs and provide a basic needs analysis for such programs in the valley.
- Committee will include discussion of pre-college, certificates, micro-credentials, workforce, and 2-year programs in our program exploration.

**Strategic Direction 4: Expand campus
programming and activities**

Initiative H

Revision of SAP

- Revise the satisfactory academic progress (SAP) process for efficiency and effectiveness to remove barriers for students.

Initiative I

Continued revitalization of student clubs

- Work with students to see what kinds of clubs and activities they want to have access to, and work with faculty/staff to see what kinds of expertise they can offer in club supervision. Include community engagement in this - e.g., a community service club that helps local agencies with projects.

Initiative J

Supports for first year students

- Support for first year students who don't qualify for other support programs such as CAMP or TRIO.

**Strategic Direction 5: Develop a community
engagement plan**

Initiative K

Bring back swag!

- Explore options for providing HU branded clothes, accessories, swag, etc.

Initiative L

Alumni Association

- Explore the development of a high-functioning Alumni Association

Initiative M

Bilingual access

- Create a bilingual “for parents” tab on the HU website.

NEXT STEPS

Work with your area Vice President on implementation of the 2024-2025 Annual Strategic Initiatives

IPC will gather updates on progress from President's Executive Cabinet.

Report on final progress to employees at All University Day in August 2025, and to Board of Directors in October 2025.