



All University Day

# 24-25 Strategic Initiatives Updates

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## **Strategic Direction 1 - Streamline institutional processes and training.**

HU established Strategic Priority 1 to respond to institutional processes and training needs. Institutional processes frame and guide student, faculty, and staff expectations, activity, communication, and service delivery.

## **Strategic Direction 2 - Provide continuous professional development on institutional identity.**

HU established Strategic Priority 2 to prioritize continuous professional development- providing opportunities for faculty and staff to develop their skills and knowledge base in the unique identity of Heritage University.

## **Strategic Direction 3 - Innovative curriculum design and learning**

HU established Strategic Direction 3 to innovate curriculum design and learning. Investing in HU's curriculum development is an opportunity to meet student needs and maintain or exceed industry standards.

## **Strategic Direction 4 - Expand campus programming and activities.**

HU established Strategic Priority 4 to expand campus programming and activities. Expanding campus programming and activities creates a space for students, faculty, and staff to enrich the campus services and environment.

## **Strategic Direction 5 - Develop a community engagement plan**

HU established Strategic Direction 5 to develop a community engagement plan. Community engagement is paramount to creating a welcoming campus culture and supporting recruitment efforts.

# STRATEGIC DIRECTION 1: STREAMLINE INSTITUTIONAL PROCESSES AND TRAINING

## **Initiative A: Continued inventory and digitization of forms, purpose & function**

- Nearly all internal departments have converted their forms from paper to Jotform. Forms were analyzed for effectiveness and redundancy.
- The business office will continue digitization in 2025-2026.

## **Initiative B: Review student journey**

- Complete College America leadership team is engaged in student journey review and revision process. Responsibility shifted from IPC to CCA team.

## **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

- Street data; public learning workshops completed throughout the year.
- 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.**

- Shared governance is important in this space. Faculty Senate Professional Development Committee could play a role here.

**Initiative G: Exploration of new programs**

- A committee was developed to investigate and evaluate potential direction for new programs. Committee will focus on feasibility of programs and provide a basic needs analysis for such programs in the valley.
- Committee has yet to meet, due to the demands of other activities

# STRATEGIC DIRECTION 4: EXPAND CAMPUS PROGRAMMING AND ACTIVITIES

## Initiative H: Revision of SAP

- Currently, SAP appeals that do not require committee input are typically resolved within one business day. For cases necessitating committee review—usually those involving students with a repeated pattern of not meeting SAP standards across multiple semesters—holds are typically resolved within three business days.

## Initiative I: Continued revitalization of student clubs

- Club growth has continued, as evidenced by several exciting events and new clubs coming on board.
- Faculty involvement in club development has increased.

## Initiative J: Support for first year students

- Student Affairs has maintained momentum through strategic planning to act once funding is stabilized. Student needs assessment are gathered through individual student conversations, feedback from faculty and staff, and collaboration with SGA. First-year advising is provided to all students.

## STRATEGIC DIRECTION 5: DEVELOP A COMMUNITY ENGAGEMENT PLAN

### Initiative K: Bring back swag!

- Swag store opened in April 2025

### Initiative L: Alumni Association

- HU will continue to pursue Alumni Association opportunities.

### Initiative M: Bilingual Access

- A bilingual tab has been created for the website for potential students and parents.

# NEXT STEPS FOR FINAL REPORT

HU work on  
meeting all  
outcomes by  
December 2026.

Final report to HU  
employees and  
Board of Directors  
in late fall 2026.