

# Strategic Plan

## Years 2023-2026

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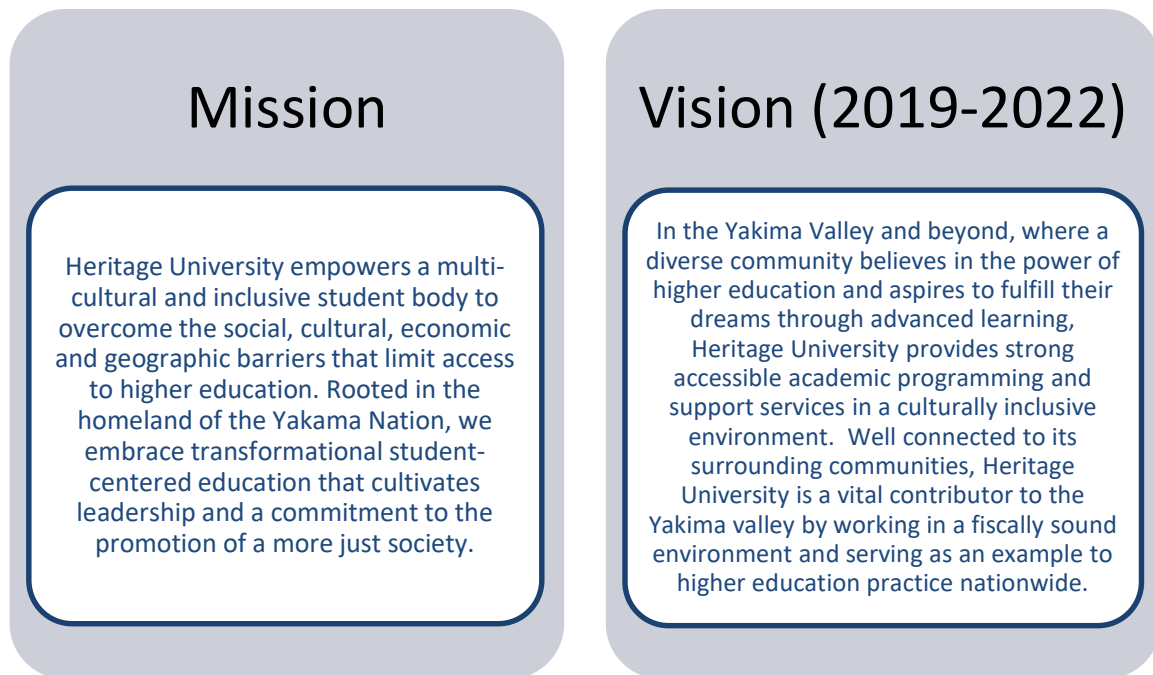
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## Introduction

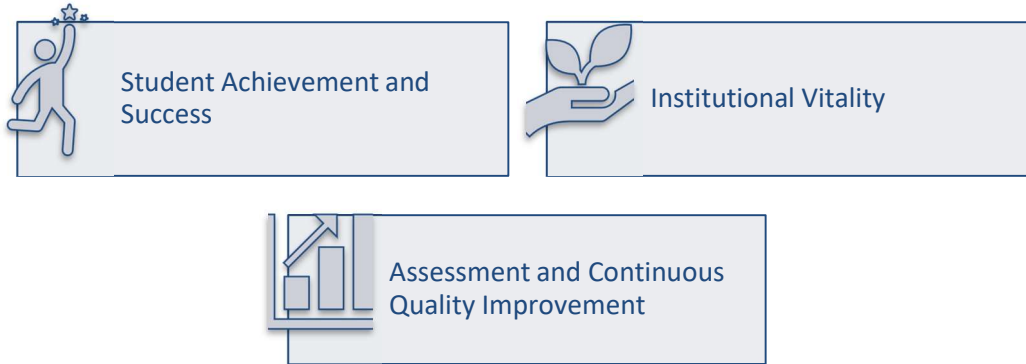
Heritage University (HU) is dedicated to empowering a multi-cultural and inclusive student body to increase access to higher education. This document embodies the experience and vision of HU's leadership to guide implementation through a set of strategic directions and demonstrable outcomes that will lead to clear action steps. Each aspect of this plan supports efforts toward achieving a student-centered education in a fiscally sound environment through advancing academic programs, support services and a positive campus environment.

## Current Reality

As the university emerges from the COVID-19 pandemic, HU is assessing its institutional strategic directions to continue implementing its mission in an ever-changing environment. At the center of this planning are HU's institutional guiding foundation, mission, vision, and core values. The figure below shows HU's mission (2016) and vision (2019-2022).



HU's mission recognizes the social, cultural, economic, and geographic factors that influence access to higher education. The vision prioritizes quality education, connectedness to community, cultural sensitivity, and fiscal responsibility. At its core, HU values student achievement, institutional vitality, and continuous quality improvement. HU is dedicated to those who trust the institution with the betterment of their lives and commits to doing its best to serve them.



HU offers more than 50 undergraduate and graduate degree programs and student support services. The most popular programs are career-oriented toward social work, nursing, education, criminal justice, and business. There are currently 783 undergraduate students and 62 graduate students enrolled at HU. Some student body demographic highlights include 68% Latinx, 12% Native American, and 72% female.

Moving forward in planning, HU will prioritize attracting and retaining students and strengthening fiscal health. However, HU will need to address that the primary population served by the university in the region has remained constant. Competing higher education alternatives, like institutions outside of the region and online programs may impact HU enrollment and potential to grow. Enhancing HU program options, delivery methods, and locations are strong considerations in supporting priorities over the next three and half years.

## Strategic Plan, Years 2023—2026

HU has an Institutional Planning Committee (IPC) that is entrusted by the President with developing and monitoring the institutional strategic planning process. The IPC reviews and takes into consideration program assessment reports to recommend resource allocations to the President. IPC members are responsible for engaging stakeholder groups in the development of the strategic plan, and for providing feedback to those groups on a continuing basis.

To develop the 2023-2026 strategic plan, HU's IPC hosted a series of stakeholder focus groups and a strategic plan workshop. In August 2022, three focus groups were held with students, staff, faculty, and community members to discuss a shared vision, challenges, and innovative ideas. A strategic planning workshop held with staff, faculty, and students on October 14-15, 2022, reviewed outcomes from the focus groups, expanded on that information to develop a strategic plan. Finally, all stakeholders had an opportunity to comment on the completed draft of the plan. The plan directs institutional resources toward advancing academic rigor and positive student experiences across the university. To guide HU's efforts over the next three and a half years, the following shared vision, strategic priorities, and outcomes were developed.

## Shared Vision for Years 2023—2026

The shared vision of the Heritage University strategic plan for the years 2023—2026 aims to provide a transformative and quality learning environment in the next three and a half years. A driving factor of this shared vision is honoring the diverse students, faculty, staff, and broader community. Intentionally providing education services is at the forefront of HU’s shared vision. The following vision statement was developed to guide Heritage University’s strategic plan. The shared vision word cloud reflects the discussion about the shared vision. The larger the word, the more often it was used by strategic planning workshop and focus group participants.



### Mission

Heritage University empowers a multi-cultural and inclusive student body to overcome the social, cultural, economic and geographic barriers that limit access to higher education. Rooted in the homeland of the Yakama Nation, we embrace transformational student-centered education that cultivates leadership and a commitment to the promotion of a more just society.

### Vision (2023-2026)

Heritage University will provide a quality transformative learning experience for a diverse and culturally proficient campus community through innovative programs in a fiscally sound environment, creating a legacy of belonging for generations.

## Strategic Directions, Outcomes, and Activities

To support the Heritage University strategic plan shared vision, a set of strategic priorities embody the broad and focused charges of the university for the next three and a half years. The priorities focus on strengthening institutional organization, faculty and staff capacity and skill, learning opportunities, and campus and community engagement.

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.

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

- Outcome 1: President 's Council and Institutional Planning Committee will evaluate all institutional processes for regulatory need, efficiency, and cost effectiveness.
- Outcome 2: Institutional Planning Committee will develop and implement new processes aligned with the goals developed in Outcome 1.

### Strategic Direction 2: Provide continuous professional development on insitutional identity

- Outcome 1: Beginning in the Fall of 2023, once per semester, faculty and staff gather for a half day retreat to discuss implementation of our mission, vision, and strategic plan.
- Outcome 2: By August of 2026, Heritage University will launch a transformational student-centered Ross Institute to provide learning and teaching opportunities to HU's internal and external communities.

### Strategic Direction 3: Innovate curriculum design and learning opportunities

- Outcome 1: Heritage University will have a quality and efficient curriculum that is consistent with the mission of the institution and higher education practices.
- Outcome 2: Beginning in the Fall of 2023, Heritage University will provide access to full degrees in the Tri-cities by enrolling freshman and sophomore students.
- Outcome 3: By December 2023, Heritage will develop and implement at least two graduate and undergraduate programs that are innovative, align with the misson and vision of the institution, and enhance revenue generation.

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

- Outcome 1: Through the plan period, Heritage University will identify, evaluate, and improve all retention strategies.
- Outcome 2: Through the plan period, Heritage University will identify remaining barriers to student success through critical evaluation of higher education systems.
- Outcome 3: Through the plan period, Heritage University will evaluate and expand student life activities that create a campus climate of belonging and wellness.

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

- Outcome 1: By December 2026, the Advancement Department will increase its revenues by 23%.
- Outcome 2: Through the plan period, Heritage University will obtain a 75% positive/very positive overall impression as measured through survey provided to web site visitors.
- Outcome 3: By December 2026, new student undergraduate and graduate enrollment will grow by 35%.

### *Years 2023-2026 strategic directions and outcomes*

For each strategic priority, a set of outcomes demonstrates the progress HU strives to achieve over the next three and a half years. Outlining specific activities, roles and responsibilities, and timelines for each outcome helps guide and monitor implementation.

## Strategic Direction 1 – Streamline institutional processes and training.

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

*Outcome 1: President 's Council and Institutional Planning Committee will evaluate all institutional processes for regulatory need, efficiency, and cost-effectiveness.*

The President's Council, in conjunction with the Institutional Planning Committee, will:

- Develop a list of all processes across campuses.
- Task individuals and/or groups with evaluating processes.
- Present results of analysis to the Institutional Planning Committee.

Resources required to address Strategic Direction 1, Outcome 1 include leadership, faculty, and staff time and effort.

*Outcome 2: Institutional Planning Committee will develop and implement new processes aligned with the goals developed in Outcome 1.*

The President's Council, in conjunction with the Institutional Planning Committee, will:

- Coordinate the implementation and codification processes identified in Strategic Direction 1, Outcome 1.
- Coordinate staff and faculty training on processes.
- Continually monitor processes for continued efficiencies on a quarterly basis.

Resources required to address Strategic Direction 1, Outcome 2 include leadership, faculty, and staff time and effort. This strategic direction does not require cash infusion, but rather an alignment of priorities and objectives by the administration.

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

HU established Strategic Priority 2 and identified corresponding outcomes 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.

*Outcome 1: Beginning in the Fall of 2023, once per semester, faculty and staff gather for a half-day retreat to discuss implementation of our mission, vision, and strategic plan.*

The President's Executive Cabinet will:

- Create a committee to restructure and redesign All University Day, including timing that ensures staff and faculty can attend; consider closing campus.

- Continuously monitor and analyze events.
- All faculty and staff are welcome to provide topics of interest.

The established All University Day committee will:

- Develop initial events, themes, and speakers.
- Provide evidence of effectiveness of program to President's Executive Cabinet for analysis.

Resources required to address Strategic Direction 1, Outcome 2 include leadership time, effort, and support; release time for committee members; time, effort, and active participation from all HU employees.

*Outcome 2: By August of 2026, Heritage University will launch a transformational student-centered Ross Institute to provide learning and teaching opportunities to HU's internal and external communities.*

Following the groundbreaking work of Dr. Kathleen Ross in her book, Breakthrough Strategies, Heritage University will develop the Ross Institute for Student Success. This institute will provide the space and resources for faculty to continue developing their teaching skills to serve Heritage students. The institute, additionally, will be a space to attract scholars from throughout the nation to work and learn about how to serve students who are becoming the new majority in college campuses throughout the United States.

Several responsible parties will work together to achieve this outcome. The Advancement department will continue to fundraise to endow the Ross Institute, requiring time and effort of fundraising staff, leadership, and board members. The President's Executive Cabinet will develop bylaws, charge, purpose, mission, and vision for the Ross Institute. The Human Resources department will recruit for and hire a Director for the Ross Institute. The Director will, in turn, recruit and hire Ross Institute staff. The Ross Institute staff, under the direction of the Director, will implement programming, including research and scholarship, on new majority student success open to the public and other institutions. In addition to the time and effort already mentioned, this outcome will require financial resources and continuous funding to be provided by an endowment and the development of a grant writing capacity for the center.

### Strategic Direction 3 – Innovative curriculum design and learning

HU established Strategic Direction 3 and identified related outcomes 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.

*Outcome 1: Heritage University will have a quality and efficient curriculum that is consistent with the mission of the institution and higher education practices.*

During this plan period, the Provost/Vice President for Academic Affairs and Provost's Council will review curricula for all programs for length, quality, efficiency, consistency with higher education practices, and consistency with the HU mission. Department chairs and their faculty will evaluate their course and program offerings and adjust their curriculum according to the analysis conducted by the Provost/Vice President for Academic Affairs and Provost's Council.



Resources required include department chair, faculty, and staff time and effort. Leadership support is also required.

*Outcome 2: Beginning in the Fall of 2023, provide access to full degrees in the Tri-cities by enrolling freshman and sophomore students.*

Leadership will identify a new building in the Tri-cities area that can provide additional classroom space to accommodate first and second-year students. The provost and department chairs will identify current programs that can be offered in both the Tri-cities location and the Toppenish campus. The Provost/Vice President for Academic Affairs and department chairs who oversee General Education Course Requirements (GUCRs) offerings will develop and implement a schedule for offering all GUCR courses in the Tri-cities. Leadership, led by the Provost/Vice President for Academic Affairs, will analyze the effectiveness of the Tri-cities location annually.

Resources required include financial support to purchase and/or renovate facilities, fundraising to support the increased capacity, and potential hiring of additional staff and adjunct faculty. Time and effort of leadership, faculty, and staff will also be required. Initial investment of approximately \$50,000 is necessary. Continued investment will come in conjunction with generation of revenues.

*Outcome 3: By December 2026, Heritage will develop at least two new graduate and undergraduate programs that are innovative, align with the mission and vision of the institution, and enhance revenue generation.*

Led by the Provost/Vice President for Academic Affairs, department chairs will:

- Research potential innovative program designs and delivery.
- Consider innovative expansion of current offerings in terms of depth, breadth, modality, and student location.
- Develop and implement programs that align with our mission and vision.
- Consider how HU can strengthen pre-health sciences and the health professions advising and student support.

Resources include time and effort of leadership and faculty, support from marketing and advancement, and potential grant and other funding sources. Currently, a grant has been secured for the implementation of an MSW program and funding has been secured for another Master's in Psychology or Counseling.

## Strategic Direction 4 – Expand campus programming and activities.

HU established Strategic Priority 4 and corresponding outcomes 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.

*Outcome 1: Through the plan period, Heritage University will identify, evaluate, and improve all retention strategies.*

The Vice President for Student Affairs and Student Life staff will:

- Develop a list of retention strategies currently used.
- Analyze current retention strategies.

- Based on analysis, adjust current strategies for efficiency and effectiveness.
- Create and implement new retention strategies to support student success.

Resources include time and effort of Student Affairs/Student Life staff and leadership. New initiatives may require grant or institutional funding. Recruiting and hiring of advisors to fully support all students may be necessary. This outcome also relates to activities in strategic direction 1.

*Outcome 2: Through the plan period, Heritage University will identify remaining barriers to student success through critical evaluation of higher education systems.*

The Vice President for Student Affairs, in collaboration with President's Executive Cabinet and will:

- Identify where barriers exist.
- Analyze disaggregated data to determine where barriers exist for specific demographics of students.
- Develop collaborative approaches to removing or reducing identified barriers within our own systems for all students.

Resources include time and effort for Student Affairs, CILT staff, and the President's Executive Cabinet. Technology systems support will likely include implementing changes and training staff. This outcome also relates to activities in strategic direction 1.

*Outcomes 3: Through the plan period, Heritage University will evaluate and expand student life activities that create a campus climate of belonging and wellness.*

Student Life and Student Government Association will

- Revitalize club activities in person on campus.
- Support intramural sports options.
- Include cultural themes as protective factors within belonging and wellness activities.

Resources include continued funding of the Student Government Association budget, and time and effort of Student Life staff and SGA students. Annual leadership training for SGA officers is also necessary.

## Strategic Direction 5 – Develop a community engagement plan

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

*Outcome 1: By December of 2026, the Advancement department will increase its revenues by 23%.*

Through increased involvement in donor development in the east and west sides, donations will increase to the institution. This objective will require the addition of two gift officers and an events coordinator. These three positions will have a cost of \$300,000 annually, in addition to current investments in advancement.

*Outcome 2: Through the plan period, Heritage University will obtain a 75% positive/very positive overall impression of the university as evidenced through the survey provided to website visitors.*

The Marketing department of the University, using its currently allocated resources, constantly monitors marketing strategies for their effectiveness and new concepts are presented yearly. The action plan for this period will expand marketing efforts to the Tri-cities.

*Outcome 3: By December 2026, new student undergraduate and graduate enrollment will increase by 35%.*

- Continue strong presence in Toppenish undergraduate student market.
- Develop a campaign for Tri-cities recruitment.
- Develop a campaign for new graduate program students.

Resources needed include staff of admissions and marketing and currently allocated funding to support activities. Due to the different nature of work at the Tri-cities, staff enhancement in that location will require an investment of approximately \$50,000 annually.

## Launch Plan

The first 90 days of a strategic plan are an important time to establish institutional buy-in and protocols for monitoring the plan’s implementation. The graphic below shows the 90-day launch plan for the HU Strategic Plan, Years 2023–2026. The first step is to identify oversight roles and responsibilities. The responsibilities for plan oversight include promoting the plan, providing orientation to the plan, designating activities, and establishing regular implementation check-in meetings.



Once plan oversight has been established, HU faculty, staff, and board members must be notified of any assigned activities or responsibilities. The last launch plan phase, which will be an ongoing activity to review implementation progress. A quarterly progress review is critical to avoid implementation stagnation. In addition, an annual review provides an important forum for leadership and those involved with implementation to convene, review the plan, and adjust it as needed. The table below lists common progress review activities for quarterly and annual check-ins.

Quarterly Progress Review Activities	Annual Progress Review Activities
<ul style="list-style-type: none"> <li>Identify and confirm which action steps are active, complete, on hold, or stalled.</li> <li>Verify that those responsible for an activity are fulfilling the requirements and meeting due dates.</li> <li>Ensure persons responsible for an activity have the necessary resources or work plan to complete the assigned work.</li> </ul>	<ul style="list-style-type: none"> <li>Review and assess the plan’s implementation progress.</li> <li>Develop a report outlining the plan’s achievements, areas for improvement, and proposed updates.</li> <li>Revise the plan based on progress reports to reflect changes in needs or resources.</li> </ul>

## Gratitude

Gratitude to the students, faculty, staff, community members, and board members who committed to sharing their insight and experiences for the betterment of Heritage University. The following list includes the HU Strategic Planning Committee members and strategic planning focus group attendees.

### **Strategic Planning Committee**

#### **Aaron Krantz**

*Director, Information Technology*

#### **Dr. Andrew Sund**

*President*

#### **Anita Flores**

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#### **Corey Hodge**

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#### **David Wise**

*Vice President, Advancement, Marketing/Communications, Admissions*

#### **Gregorio Ochoa**

*Social Work Adjunct Faculty, Faculty Senate Adjunct Rep.*

#### **Jill Falk**

*Board Member*

#### **Josefa Zarco**

*Program Coordinator, College Assistance Migrant Program*

#### **Julia Polk**

*Student Support Coordinator, Arts & Sciences*

#### **Kathleen Hilton**

*Board Chair*

#### **Dr. Maxine Janis**

*President's Liaison for Native American Affairs*

#### **Dr. Melissa Hill**

*Interim Vice President, Academic Affairs*

#### **Perla Bolanos**

*SGA Director of Budget and Finance*

#### **Phil Rigdon**

*Board Member*

#### **Renae Harris**

*Staff Senate President, Admin. Assistant, Information Technology*

#### **SaraBecca Martin**

*Director, Accreditation & Quality Improvement*

#### **Tom Richter**

*Vice President Administration/Chief Financial Officer*

#### **Viviana Aguilar**

*SGA Director of Social Media*

#### **Dr. Winona Wynn**

*Literature & Languages Faculty, Faculty Senate Vice President*

#### **Dr. Koray Lynx**

*Director of Teacher Preparation, Associate Professor*

#### **Kimberly Bellamy-Thompson**

*Chair, Departments of Social Science and Criminal Justice*

#### **Dr. Miguel Juarez**

*Field Director, Social Work*

### **Focus Group Participants**

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*Program Manager, Yakama Nation Higher Education*

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#### **Karita Maltos**

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#### **Leland Bill**

*Former Tribal Council Member*

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