

Strategic Re-envisioning Town Hall
May 21, 2024

Executive Summary

Organizational Efficiency and Structure

Improving organizational efficiency and structure is essential for maximizing resource utilization and enhancing productivity. Key areas include identifying underperforming buildings for better maintenance, reducing administrative inefficiencies that waste time and resources, streamlining hiring processes to address understaffing issues, and enhancing internal communications to foster collaboration and innovation. By addressing these inefficiencies, the university can better align its operations with its strategic goals.

Faculty and Staff Support

Supporting faculty and staff is crucial for maintaining a high standard of education and research. This includes providing necessary tools and resources to meet evolving student expectations, aligning funding and infrastructure with the university's R1 status, conducting compensation audits to improve retention, and addressing the challenges posed by diverse student preparation levels. Enhancing faculty and staff support will boost morale, improve job satisfaction, and lead to better student outcomes.

Student Experience and Success

Enhancing the student experience is a top priority to ensure retention and success. Key strategies include fostering a sense of belonging and community among students, improving campus climate and housing to aid in recruitment and retention, supporting non-traditional and adult learners through flexible programs and transfer support, and strengthening advising centers to provide consistent and comprehensive guidance. These initiatives aim to create a supportive and engaging environment for all students.

Strategic Growth and Development

Strategic growth and development focus on expanding the university's reach and impact. This involves recruiting out-of-state and international students, carefully considering online expansion opportunities, defining and promoting a unique institutional identity, increasing state support by illustrating the university's unique value, and exploring new ways to engage diverse student populations. These efforts are aimed at positioning the university for long-term success and sustainability.

Financial Sustainability

Ensuring financial sustainability involves prudent budget management and strategic investment. This includes reviewing and reallocating the budget to prioritize effective spending, evaluating the admissions business model, investing in high-demand programs, consolidating research units for efficiency, and sourcing new donors. By focusing on financial sustainability, the university can ensure it has the resources to support its strategic goals and maintain its operations effectively.

Community Engagement and Outreach

Strengthening community engagement and outreach is vital for building strong relationships and garnering support. This includes offering more public events, increasing the university's presence in the community, marketing the university in a systemic manner, and promoting the university as a central community resource. These efforts will help the university become a more integral part of the community and attract more support from local stakeholders.

Innovation and Adaptation

Innovation and adaptation are key to staying relevant in a rapidly changing educational landscape. This involves addressing generative AI challenges, promoting stackable micro-credentials and flexible degree programs, upskilling faculty to teach non-traditional learners, and moving towards information-age pedagogy. By embracing innovation and adapting to new trends, the university can enhance its educational offerings and better meet the needs of its students.

Sustainability and Environmental Impact

Focusing on sustainability and environmental impact is crucial for the university's long-term viability and responsibility. This includes reducing the carbon footprint and investing in carbon sequestration initiatives. By prioritizing sustainability, the university can demonstrate its commitment to environmental stewardship and attract students and stakeholders who value these efforts.

Specific Action Points

Implementing specific action points is necessary for achieving the university's strategic goals. These actions include conducting a compensation audit for faculty and staff, improving the hiring process, analyzing operational costs and deferred maintenance, focusing on out-of-state student recruitment, determining and promoting the university's unique institutional identity, considering online expansion, enhancing internal communications, and defining the university's role within the larger system. These targeted initiatives will drive progress and help the university meet its objectives.

Each of these themes and their associated action points are designed to address critical areas of improvement and opportunity for the university, ensuring its growth, sustainability, and success in the future.