

GOODWIN COLLEGE STRATEGIC PLAN

2009 - 2013

Goodwin College, a private non-profit institution, has only been in existence as an institution of higher learning since June 1999. A committed Board of Trustees was formed and charged with the control of the institution. Initially founded as a for-profit institution, Goodwin College became a non-profit entity in July 2004. Our non-profit status meant a period of learning and adjustment. In March of 2004 our first formal Strategic Plan was adopted by the Board of Trustees. A refined Vision and Objectives were approved by the Board of Trustees in June 2004.

Goodwin College is an innovative community that:

- ***Has the vision and courage to embrace an ever-changing future***
- ***Has the entrepreneurial spirit to refocus itself to meet the challenges this poses***
- ***Celebrates a compassionate academic environment where diverse students are empowered to excel in tomorrow's world***

At Goodwin College we prepare tomorrow's leaders, one student at a time

Based on this vision, specific focus areas were defined, objectives described, and action plans developed. In most cases, the action plans were developed after a retreat by committees organized for that purpose. All Departmental Planning and budget requests were tied into this vision and objectives.

Yearly reviews of Strategic Plan objectives were conducted during Board retreats. These reviews indicated that the College was continually moving forward in the accomplishment of the Strategic Plan.

Since 2004 the College has seen tremendous growth with an enrollment increase of 53%. In March 2007, the Board of Trustees passed a resolution giving approval for the College to seek baccalaureate status. Our new river campus, opened in January 2009, provides the needed infrastructure and physical resources to make that happen.

Our September 2007 Community Day focused on three areas revolving around 4-year status: how our mission might change; how to improve the student experience; and how to effect meaningful change. Three committees made up of Trustees, staff, faculty, students and alumni were formed. Their reports and suggestions were discussed and reviewed again during the January 2008 Community Day and during the February 2008 Board of Trustee strategic planning retreat.

During the retreat, the Board unanimously adopted the following revised mission statement.

Mission Statement

The mission of Goodwin College is to educate a culturally diverse student population in an environment that builds bridges between education, community and commerce. Our degree and certificate programs provide professional preparation while encouraging lifelong learning and promoting civic responsibility. We challenge students, administration, faculty and staff to realize their academic, professional and personal potential in a nurturing learning community.

Purposes

1. To create an educational environment that blends professional preparation with the development of critical thinking skills and an appreciation of the humanities, arts and sciences.
2. To educate students in an environment that celebrates diverse cultures, ages, experiences and opinions.
3. To develop and refine methods to recruit and retain students who have the potential for success in both selective and open enrollment academic programs.
4. To adapt our programs to the changing needs of our student body, the marketplace and society.
5. To enrich our local and global communities by forming collaborative relationships that creates educational, economic and cultural benefits.
6. To assist our graduates with identifying and securing career and growth opportunities.

Based on community day meetings, our strategic planning retreat, and our revised mission statement, a new vision was set for the institution. This new vision embraces the same values and purposes we have always valued as an institution.

Vision Statement

Goodwin College is an innovative educational community along the Connecticut River founded with a strong, entrepreneurial spirit and a sense of responsibility to the community it serves. The college celebrates an innovative and compassionate academic environment where students, staff and faculty are empowered to excel in tomorrow's world. Leveraging this history, community commitment and academic culture, Goodwin College will be the regions premier provider of mission related education

One of this institutions greatest strength has been its ability to react quickly to changes in the marketplace and the needs of the community. Another is our culture of personal, individual attention provided to each student. Our greatest strength continues to be not a thing - not our programs, our faculty, our facilities - but a culture of networked service, and innovation in support of our mission. In support of our Mission and Vision, the

Board of Trustees has again approved and accepted a strategic plan built around an institutional culture that embraces these facts.

Vision in the abstract can also be troublesome. Sir Francis Bacon once wrote that *“imagination doesn’t require wings, it requires weights”*. There is a critical need to balance the dreams upon the horizon with daily actions and activities that build the institution in necessary small increments: in reputation, in service to the community, in financial stability.

We hope that this strategic plan will do just that: balance our vision for the future with the realities of the present. The Strategic Action Plan outlined in these pages describes the initiatives, which we believe will make a significant difference to the future of Goodwin College.

Strategies, Key Performance Indicators & Milestones

Strategy One: Retaining Our Entrepreneurial Spirit

Goodwin College will seek to retain its entrepreneurial spirit & its ability to respond quickly to the market demand for its graduates.

Objective 1.1 – Board of Trustees – While the college administration is credited primarily for the school’s entrepreneurial success, we recognize that the Board of Trustees has the ultimate authority and responsibility for the institutions future. The college will integrate processes at the board level to ensure that the board is fully involved with and supportive of, our entrepreneurial spirit, efforts and activities.

Number	Key Performance Indicator	Milestone
1.1.1	Integrate labor market demands and new program suggestions into quarterly reporting to the Executive Committee of the Board	1
1.1.2	Maintain the ability to quickly develop new programs by using professional consultants and academic staff participation in ad hoc and academic review committees	Ongoing

Objective 1.2 – Administration: Goodwin College has a history of responding quickly to the ever-changing needs of the local and regional employment market. Recognizing that obtaining a job and developing a career is of utmost importance to our students, we remain committed to our “first to market” approach for academic program revision and development.

Number	Key Performance Indicator	Milestone
1.2.1	Rapidly identify and report changing labor market demand by implementing an internal reporting process	1

1.2.2	Create administrative and academic processes and procedures that allow the college to respond quickly to changing labor market demand	2
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Strategy Two: Further Enhancing a Committed and Cooperative Governance Structure

Our goal is to develop a cooperative and inclusive governance structure that allows interaction and communication between all levels of the organization, that serves the students, supports staff and faculty, and meets the needs of the community. Central to this goal is a sincere desire to maintain close communities ties and work diligently to improve the status of the greater Hartford community.

Objective 2.1 - Board of Trustees: Goodwin College prides itself in a highly engaged Board of Trustees that is representative of the diverse community we serve. We need to continue to increase the visibility and productivity of the Board of Trustees. They need to actively promote the image of Goodwin College to the community and take a leading role in development activities.

Number	Key Performance Indicator	Milestone
2.1.1	Develop an annual board calendar of dates & responsibilities	1
2.1.2	Update & refine the standard agenda for board meetings, including the use of an appropriate metrics	1
2.1.3	Develop a board assessment process	2
2.1.4	Develop a board recruitment & professional development plan	2
2.1.5	Involve the Board of Trustees in institutional fundraising	3
2.1.6	Identify and develop community partnerships that provide a benefit to both the community and the College	Ongoing

Objective 2.2 – Administration: Over the last five years, our rapid growth in enrollment has led to a revamping of our organization chart to include more oversight in our growing administrative departments. Our current ability to react quickly to change has been a function of a rather flat organizational structure. As we add more layers we will continue to devise systems to maintain this ability. In addition, the college must use technology to achieve efficiencies in all areas of administration and operations. The institution believes that its administration exists in service to its students and support of its faculty. To this philosophy, the administration and staff are readily accessible, are helpful and courteous and recognize that students are our customers and the lifeblood of

the institution. We must continue to develop a collegial environment that attracts exceptional employees, values holistic wellness, affords personal and professional growth opportunities and ensure retention of an excellent workforce.

Number	Key performance Indicator	Milestone
2.2.1	Integrate the Strategic Plan into the college’s organizational structure	1
2.2.2	Develop a planning & assessment model for each department	2
2.2.3	Develop a plan to implement the new, college-wide SIS and revise operational procedures as warranted	2

Strategy Three: Enhanced Organizational Capacity

Our goal is to have exemplary organizational efficiency and effectiveness, cultivated by a culture of accountable, informed, decision making that supports our mission. As an institution we must conscientiously manage the financial, physical, and human resources committed to our care.

Objective 3.1 - Financial Resources - We must continue to identify and explore diverse sources of revenue to maintain the financial stability needed to support high quality learning and support services. Sound financial strategies should form the basis for decision making at all levels of the organization. This will help increase resources for pursuing strategic priorities. Toward this goal a chief financial officer was hired in 2006 to work closely with the Board of Trustee Budget & Finance Committee. A new Department of Institutional Advancement was created to assist the College in generating revenue from sources other than tuition and to increase our visibility in the community.

Number	Key Performance Indicator	Milestone
3.1.1	Develop college-wide financial awareness & acumen. Create a campus wide understanding of the difference between “non-profit” and “tax-exempt”	3
3.1.2	Link the Strategic Plan to the 5 year financial forecast	1
3.1.3	Link the Strategic Plan to the annual budget process	1
3.1.4	Create a clear budget authority, responsibility & accountability process	3
3.1.5	Identify and explore diverse sources of revenue and create a revenue diversification plan.	2

3.1.6	Create a development plan to reach 3M by 2013	1
3.1.7	Increase alumni participation through an active alumni association	3/4
3.1.8	Manage property assets to maximize returns and to establish and operate profitable commercial activities	1/2
3.1.9	Analyze the potential revenue, costs and market share implications of a formal residential life program	4

Objective 3.2 – Enrollment - We must work to develop a brand for the college as a means of increasing community financial support and increasing enrollment to a projected fall 2013 enrollment of 2300 students. We need to develop strategies to enroll first year and transfer students who enhance the quality of our student body, increase diversity, and bring unique talents and special abilities to our campus. By community engagement and institutional support, we must continue to improve access to the college for first generation students from low-income families.

Number	Key Performance Indicator	Milestone
3.2.1	Set an appropriate annual enrollment target and develop focused student recruitment strategies	1/2
3.2.2	Increase the population of traditional aged students	Ongoing
3.2.3	Attract students from the upper half of the graduating classes	3/4
3.2.4	Develop an institutional support plan for low income students	3
3.2.5	Offer some type of institutional aid to 75% of Goodwin College students	3
3.2.6	Provide merit-based scholarships to attract top students while continuing our <i>Million Dollar Challenge</i> program that provides grants based on student need	3/4
3.2.7	Research the potential for a more formal and focused international student recruiting program	4

Objective 3.3 - Physical and Technical Resources

Our objective is to support the quality of our academic experience and our organizational culture through high quality facilities and technological support. We must provide facilities and resources that support and enhance the academic programs, the institutional culture and our Mission. We must prepare students to function in a technologically sophisticated world by infusing technology throughout the curriculum. We must not only prepare students to use rapidly changing technologies to their advantage, but we must enable faculty to use appropriate technology to enhance their

teaching. In addition, the college must use technology to achieve efficiencies in all areas of administration and operations.

Number	Key Performance Indicator	Milestone
3.3.1	Provide attractive, functional and well-maintained facilities that enhance the teaching and learning experience	Ongoing
3.3.2	Optimize the use of the college's physical facilities & assets	2
3.3.3	Adhere to the Maintenance & Repair Plan	Ongoing
3.3.4	Invest 5% of operational income to capital improvements and / or contingent items	2/3
3.3.5	Continue to upgrade our capabilities and use of IT to support all departments	Ongoing
3.3.6	Provide the technology and training needed to enhance and complement the educational needs of students and faculty	2

Objective 3.4 - Human Resources

Valuing our staff and faculty is essential to long term success. Our capacity to achieve our goals is dependent on our ability to attract, develop, nurture and retain high quality academic and professional staff. Working together through collaboration and teamwork will maximize our ability to succeed.

Our objective is to promote a quality teaching environment comprised of experienced faculty who embrace change, pursue academic achievement, are passionate about teaching, and contribute to the college community. We must provide a teaching environment of the highest quality with strong faculty scholarship, enhanced opportunities for students to work with faculty, and faculty involvement outside the classroom. We must enable faculty to use appropriate technology to enhance their teaching.

Many of our goals depend upon giving our faculty the tools they need to continue to grow professionally and to fulfill their potential as teachers and scholars. We must take steps to improve our attractiveness to new faculty and to retain the excellent faculty members currently on-staff. We must remain committed to providing professional development opportunities. Part-time and adjunct faculty must be encouraged to contribute to our sense of community.

Number	Key Performance Indicator	Milestone
3.4.1	Continue to update the HR policy and procedures needed to support the staff and faculty	Ongoing
3.4.2	Provide technological advancement and support to faculty and staff to enhance the teaching and learning environment.	2

3.4.3	Implement an inclusive shared governance structure to enhance communications among and between all levels of the organization	1/2
3.4.4	Increase the ratio of full-time to part-time faculty and ensure Goodwin's teaching load is competitive	Ongoing
3.4.5	Increase the diversity of our faculty and staff	Ongoing

Strategy Four: Developing Mission and Vision Related Academics & Academic Support Services

Our goal is to deliver a high quality contemporary education in a supportive learning environment that produces excellent teaching and learning outcomes.

The mission of Goodwin College is to educate a culturally diverse student population in an environment that fosters the interdependence between education, commerce, and enterprise. We will continue to fulfill this mission by continuing to ensure the rigor and quality of all academic programs and academic support services. We can accomplish this by promoting the pursuit of academic excellence, by providing a diverse student population with a highly qualified faculty and an array of viable academic programs and support services that meet the needs of our students.

Objective 4.1 – Academics

The ability to offer a high quality educational experience is the cornerstone of our mission. If we are to serve the needs of our students and through them the needs of our community and society we must be willing to constantly examine what we teach and how we teach it. We must develop new programs quickly in response to the needs of the market-place and of our community. We must prepare students to function in a technologically sophisticated world by infusing technology throughout the curriculum. We must not only prepare students to use rapidly changing technologies to their advantage, but we must also enable faculty to use appropriate technology to enhance their teaching.

Number	Key Performance Indicator	Milestone
4.1.2	Offer high quality courses and majors with a high market share that are economically sustainable	Ongoing
4.1.3	Provide students with opportunities to engage in an excellent learning experience	Ongoing
4.1.4	Develop curriculum that integrates classroom learning with opportunities for practical real-world experience	Ongoing

4.1.5	Provide programs and services to students seeking career related experiences	Ongoing
4.1.6	Facilitate, encourage and teach the knowledge, skills and awareness necessary to live in a multi-cultural world	Ongoing
4.1.7	Identify, develop and reward excellence in teaching and scholarship	2
4.1.8	Continually assess the effectiveness of our academic programs and student learning outcomes	Ongoing
4.1.9	Provide state-of-the-art technological equipment for use by students, faculty, and administration	Ongoing

Objective 4.2 - Academic Support and Student Experience

Currently, we have a 50% minority population. Many of our students could be identified as high-risk for success either because they are “first generation” college students or come from low-income families. Many are single parents, balancing the responsibilities of families, careers, and school. To ensure the success of these students we need to offer varied support services such as tutoring, counseling, and mentoring.

We need to provide an environment conducive to helping students reach their full potential by offering a wide-range of services that support, assist, and enrich the lives of our students beyond the classroom. As a commuter school, we need to find innovative ways to involve students in the college community

Our culture has always been one of personal attention to each student. As we grow we need to devise new ways to continue our commitment of personal service to each and every student. Our academic support services must continue to support a growing student body, while maintaining this culture of individualized attention.

The strength of a small college is the close relationship that can develop between student and advisor. Engaged advisors, supported by technology, can play a significant role in helping students fulfill their potential. Advising is also an important tool in increasing our retention rate and career placement rate. Since advising crosses all boundaries – academic affairs, student affairs, and career services – it requires significant coordination and technological infrastructure. We must provide a system of academic advising that begins with the enrollment process and ends with career placement or pursuit of a higher degree.

Our students’ education must extend beyond the college years. The college must explore ways to use its resources to encourage alumni to peruse a life of learning beyond graduation and maintain an intellectual connection with the college.

Student services departments need to adjust manpower needs based upon changing functions within the departments, and to create efficiencies and collaborations between departments and their functions.

Number	Key Performance Indicator	Milestone
4.2.1	Develop a comprehensive retention plan resulting in an overall retention rate of at least 70%	2/3

4.2.2	Assist underrepresented and underserved student populations identify and overcome barriers to academic and personal success	2/3
4.2.3	Provide students with the programs and services that support integration and participation in the academic and social activities of the college	3/4
4.2.4	Provide students with the skills and experiences to transition into careers and become civically engaged and productive leaders of society	Ongoing
4.2.5	Continue to provide greater opportunities for personal growth through speakers, clubs, sporting activities and other extracurricular activities	Ongoing
4.2.6	Maintain a library that enables students and faculty to do excellent work and research and that enhances our academic reputation	Ongoing
4.2.7	Track acquisition expenses, library usage and other indicators as a means of assessing college commitment to excellence	2

Summary:

We, at Goodwin College, view this plan not as a strict guideline but more as a framework for the continuing evolution of the College. This plan will require regular updates and revisions. The revision will be necessitated by changes in the environment in which we exist, unexpected opportunities that may appear, changes in the market-place and in the needs of the community, refinement in our knowledge of what we do and how we do it, and unforeseeable emergencies that may occur.

In support of this plan, each academic, academic support, and student services department will submit a yearly plan listing departmental goals, strategies for achieving goals, assessment tools, and action plans. Yearly departmental plans will be submitted each April 15 and tied into departmental budget review and requests.

Each department will do a six-month and 12 month assessment of how well they have accomplished their plan. The results of these assessments will be presented at Cabinet Level meetings and to the Board of Trustees at the September meeting.