Heritage University

Strategic Plan

July 1, 2019 – December 31, 2022

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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

In the Yakima Valley and beyond, where a diverse community believes in the power of higher education and aspires to fulfill their dreams through advanced learning, Heritage University provides strong accessible academic programming and support services in a culturally inclusive environment. Well connected to its surrounding communities, Heritage University is a vital contributor to the Yakima valley by working in a fiscally sound environment and serving as an example to higher education practice nationwide.

Core Values

Student Achievement and Success

Heritage provides an unusually high standard of student support upon entry. Once enrolled, students have access to a powerful education valued and appreciated by both the graduate and future employers. Active and purposeful engagement permeates both staff and faculty commitments to Heritage students. This commitment is verified by data collected related to this core value. Indicators of student achievement are measurable and meaningful in that they reflect the results of improved and continuously improving educational experiences for students. Indicators also reflect concrete evidence for faculty of how they have improved the academic rigor and/or comprehensiveness of their courses.

Institutional Vitality

In addition to fiscal sustainability, this core value includes resource allocation and distribution of institutional resources, determined by the extent to which they are required to fulfill the mission, goals, and expected outcome of Heritage University. Institutional evaluation determines that faculty, staff, and administration are sufficient in numbers, preparation, and experience to achieve the mission, goals, and expected outcomes of Heritage University. Heritage's sustainability and vitality is dependent on its commitment to the communities in which it resides and serves. Therefore, measures of vitality include the capacity of Heritage University to incorporate organizational strategies that support the continuing investment in the realization of the Heritage University mission.

Assessment and Continuous Quality Improvement

Heritage values meaningful data as evidence of mission fulfillment. To that end, Heritage will create and maintain a culture of meaningful assessment, data use, and continuous quality improvement. Implementation of holistic evaluation of programs contribute to meeting Heritage University's mission, goals, and outcomes. Decisions and application of institutional resources will be data-driven and derived from the Heritage mission.

1   Strategic Priority: Student Achievement and Success

1.1   Goal: Transformative Student-Centered Education
By December 2022, HU will design, implement, and assess educational systems that are student-centered and transformative

1.1.a   By December 2022, HU will fully adopt delivery models that are consistent with its mission, vision, and core values.

1.1.a.i   By December 2019, HU will identify schedules that meet the needs of the student population (morning, afternoon, evening, online, and competency-based programs)

1.1.a.ii   By Fall 2020, implementation of schedules defined in 1.1.a.i will begin.

1.1.a.iii   By December 2019, HU will identify, define, clarify, and publish scheduling options for graduate programs.

1.1.a.iv   By Fall 2020, HU will design and begin implementing schedules for transfer students.

1.1.a.v   By June 2021, HU will define and publish program course schedules for each undergraduate program so it is clear to students when programs/courses are offered.

1.1.b   By December 2022, HU will define and develop ambitious yet achievable goals, which prove quality education with traditionally accepted and unique measures.

1.1.b.i   By December 2019, HU will develop criteria for success that includes traditional measures such as persistence and graduation, but also includes value-added evidence, job placement, personal growth, and others.

1.1.b.ii   By June 2020, HU will develop persistence and graduation goals that are ambitious, but consistent with comparable institutions.

1.1.b.iii   By September of 2020, HU will define academic success in its graduate programs.

1.1.b.iv   By December 2021, HU curriculum will be competitive with comparable institutions in terms of program offerings, depth, rigor and balance of credits among areas.

1.1.c   By December 2022, will implement academic interventions that support achieving section 1.1.b of this goal.

1.1.c.i   By December 2021, HU will implement academic activities that enhance the institution's ability for success. These will include experiential opportunities and student research.

1.1.c.ii   By December 2022, CILT will enhance its services to faculty in connections with goals and interventions desired in sections 1.1.a and 1.1.b.

1.1.c.iii   By December 2022, HU will successfully address the administration of internships, experiential learning, and career placement.

1.1.d   Faculty are actively engaged in creating transformative student-centered climate and instruction

1.1.d.i   By December 2021, HU will provide consistent curriculum instruction and design for online, hybrid, and traditional delivery models.

1.1.d.ii   By December 2022, HU will consistently implement Student Learning Outcomes 4.a, 4.b, and
4.c in junior and senior level courses.
Student Learning Outcome 4. Integrative and Applied Learning
a. Students synthesize and apply the knowledge and skills gained through their university
experience in the contexts of their fields.
b. Students apply personal and social responsibility outside the campus community.
c. Students exhibit personal, professional, and academic ethics.
1.1.d.iii Increase faculty publications on teaching and learning, as measured through Chalk & Wire.

1.2   Goal: Student Experience
By December of 2021, HU will provide student experiences that are consistent with the mission and vision of the institution and support the goals of providing a quality education, wherever offered and however delivered.

1.2.a   By December 2022, HU will fully implement systems for academic support and tutoring for all students

1.2.a.i   By September of 2020, HU will implement intentional interventions for students on suspension.

1.2.a.ii   By December 2020, HU will develop a philosophy and a vision for the ASC that articulates what its purpose and reach is within the University community.

1.2.a.iii   By September 2020, HU will address the needs (financial and otherwise) of the ASC.

1.2.a.iv   By September of 2020, HU will address the need to provide adequate mentoring and tutoring services for students that do not qualify for TRIO, CAMP, or other programs.

1.2.a.v   By September 2020, HU will utilize the College Success Inventory (CSI) in first year experiences/courses in order to assist students in finding a vocation at the beginning of their higher education journey.

1.2.a.vi   By September 2020, HU will develop systems and supports for students to transition to Heritage from: New Horizons, College in the High School, YV Tech, MAP, HEP, non-placement, etc.

1.2.b   By December of 2022, HU will identify, establish and implement plans for addressing basic needs such as transportation, health resources, meal plans.

1.2.b.i   By September of 2020, HU will provide a meal plan option for students.

1.2.b.ii   By September of 2021, HU will provide a transportation mechanism that addresses students' transportation needs.

1.2.b.iii   By December 2021, HU will analyze current health resources/services for students and report to administration on possibilities for providing/implementing access for students.

1.2.b.iv   Maintain and report on intervention strategies and effectiveness of advocacy program (HU Cares).

1.2.c By December 2022, HU will expanded Student Life opportunities that support student learning and success

1.2.c.i   By December 2019, HU will research, identify, and develop an implementation plan and begin implementing athletic/sports opportunities for students.

1.2.c.ii By December 2022, HU will research, identify, and implement additional extracurricular activities that support student learning.

1.2.c.iii By December 2022, HU will research, identify and implement plans to support success of students who are parents.

1.2.d By December 2022, HU's physical spaces will be configured in ways that meet the needs of students, faculty, and staff, and support the achievement of the mission, goals, and expected outcomes.

1.2.d.i   By June 2020, HU will conduct an audit of space for optimal use/function to meet the needs of students, faculty, and staff.

1.2.d.ii HU will regularly report on planning for current and future facilities use, integrated in the capital budget.

1.2.d.iii By December 2022, HU will complete a feasibility study on having on-campus housing.

1.2.d.iv By December 2022, HU will complete a feasibility study on having on-campus childcare for the children of students who are parents.

1.3 Goal: Diversity (Multicultural and Inclusive)

1.3.a By December 2022, Heritage University will fully developed systems (in terms of curriculum, support systems, admissions, hiring, process, etc.) that embrace a multicultural and inclusive institution that will distinguish it from all other institutions in the region.

1.3.a.i   By December 2022, HU will have a demographic pool of faculty that will improve current conditions on how reflective it is of the communities it serves. To accomplish this, we will redesign and systematize the hiring process to include intentional recruiting of people of color for faculty and staff positions.

1.3.a.ii By December 2020, HU will define and determine the language we will use to identify our students and ourselves so we have common, consistent language and messaging.

1.3.a.iii By December 2022, HU will implement a system for professional development on cultural competence for employees through IDI training and coaching. All employees will complete the inventory and receive coaching by a trained mentor/coach.

1.3.a.iv By September 2021, HU will establish a mechanism to celebrate our cultures and provide cultural tools and professional development to administration, faculty, staff, students, and community members.

1.3.a.v HU will incorporate cultural awareness aspects into at least two celebrations that involve students and employees (e.g., multicultural fair) to bring the community together.

1.3.a.vi HU will reinvigorate the employee annual retreat that delves into cross-cultural awareness and education.

1.3.b **By December 2022, HU will develop curriculum within the context of diversity.**

1.3.b.i   By December 2022, HU will develop curriculum enhanced with an awareness and commitment to teaching languages representative of our communities, like Ichishkíin and Spanish.

1.3.b.ii   By December 2022, HU will consider offering courses/minors related to the cultures we serve and offer degrees that intentionally support the communities we serve.

1.3.b.iii   By December 2020, HU administration will develop a formal statement of inclusion for LGBTQA members of the HU community; and inclusion of LGBTQA persons will be in the curriculum within the context of diversity.

2   Strategic Priority: Institutional Vitality

2.1   Goal: Community and External Relations
HU will continue to strengthen its Community and External Relations to support the fulfillment of the mission.

2.1.a   Deepen Heritage University's relationship with the Yakama Nation

2.1.a.i   By December 2022, HU, will double its First Nations student enrollment (Fall 2018 baseline - 9% increase each year) through scholarships and recruitment opportunities.

2.1.a.ii   HU will continue to provide First Nations honoring celebrations and assess them.

2.1.a.iii   By June 2020, HU will assess its current First Nations student space on campus and determine the need for a new one.

2.1.a.iv   HU will present progress towards furthering First Nations higher education achievement to the Tribal Council.

2.1.a.v   HU will hold regular meetings with Yakama Leadership.

2.1.b   Deepen Heritage University's relationship with the Latinx community

2.1.b.i   HU will continue to provide celebrations that honor the the Latinx community.

2.1.b.ii   By December 2019, HU will develop a task force of staff, faculty and board members, to determine events and activities that further connect Heritage University with the Latinx community.

2.1.c   Deepen Heritage University's relationship with the local community at large, including businesses and the agricultural community

2.1.c.i   By December 2022, as a result of the Workforce Training and Education Programs, HU will strengthen its relationship with the agricultural community.

2.1.c.ii   By December 2022, the Workforce Training and Education Programs will be financially self-sufficient and contribute 15% of revenue stream to general operations.

2.1.d Create a culture of philanthropy to enhancing each other's well being

2.1.d.i   By June 2020, HU will devise systems that will engage all of the Heritage University community in sharing the Heritage University story, measured through an annual survey of engagement.

2.1.d.ii By June 2020, HU will create a mechanism for capturing employee contacts with the community and report on that engagement regularly. Positive assessment will come through increasing the number of contacts by faculty/staff/students year after year.

2.1.d.iii By December 2020, HU will develop mechanisms to increase alumni engagement.

2.1.d.iv By December 2020, HU will create an employee giving campaign that is consistent with employees' abilities.

2.1.d.v HU will maintain or exceed a 70% favorable brand perception score as measured across the Yakima valley among identified constituents

2.2   Goal: Financial Sustainability

2.2.a   Heritage University will determine the undergraduate and graduate enrollment needed to fulfill its mission, to meet its consequent operational needs, and to develop systems to achieve that enrollment.

2.2.a.i   By June 2020, HU will perform a needs assessment for current graduate program management and future graduate program implementation.

2.2.a.ii By December 2022, HU will use market demands discovered from the needs assessment to develop programs and solutions to meet those market demands that are aligned with the mission of the university.

2.2.a.iii By June 2020 HU will systematize graduate program development and management through a graduate development team that meets regularly to identify efficiencies and needs and solutions.

2.2.a.iv By June 2021, HU will have clear definitions of cohort minimums and maximums. Each program will provide cohort minimums and maximums as benchmarks for reporting on actual cohort numbers annually. 95% of cohort minimum/maximum goals will be met annually.

2.2.a.v By June 2020, HU will define a system for determining fiscal viability of programs. A review of those programs and enrollment will be conducted annually thereafter.

2.2.a.vi By June 2020, HU will systematize, define, plan, and market evening/weekend programs. Report on results of those programs annually.

2.2.a.vii By June 2020, HU will systematize, define, plan, and market online programs. Report on results of those programs annually.

2.2.a.viii By June 2020, HU will systematize, define, plan, and market Competency Based programs. Report on results of those programs annually.

2.2.a.ix By June 2020, HU will systematize, define, plan, and market Tri-Cities programs. Report on results of those programs annually.

2.2.a.x   By June 2020, HU will define non-traditional students to better target and recruit them. Report annually on target demographics and marketing/recruitment efforts.

2.2.a.xi By June 2020, HU will develop pathways for transfer students through clear definition of transfer programs and courses required to reach completion. Measure transfer enrollment annually after implementation of clear transfer pathways.

2.2.b   By December 2022, HU will design a system/committee to evaluate grant priorities, seek out grant opportunities, evaluate grant priorities, and identify funding sources/uses.

2.2.b.i   By December 2020, HU will enhance the university's grant application process and create a review committee to oversee grant applications and institutionalization of grant activities and personnel.

2.2.b.ii By June 2020, HU will clarify how criteria are applied in grant development that include alignment with the University Mission/Vision.

2.2.b.iii By December 2022, HU will develop succession plans for grants to include funding and program development.

2.2.b.iv By December 2022, HU will develop an oversight plan for evaluating the impact of grants on existing programs.

2.2.c   Heritage University will increase donations and gifts by 5% annually

2.2.c.i   By December 2022, HU will develop strategies that enhance alumni relationships (west-side).

2.2.c.ii By December 2019, HU will develop a mechanism for determining specific needs to better target donations for those needs identified and documented.

2.2.c.iii By December 2022, HU's endowment will have grown by 20%

2.2.d   By December 2022, Heritage will manage expenses to be 95% of operational revenue

2.2.d.i   By December 2022, HU will establish and develop a plan to achieve target ratio of tuition revenue to instructional expenses at university and department level to determine benchmarks.

2.2.d.ii By December 2022, HU will align instructional expenses per student with national averages at independent colleges.

2.2.d.iii By December 2022, HU will align ratio of instructional expenses to total expenses per student with national averages at independent colleges.

2.2.d.iv By December 2022, HU will evaluate systems and processes related to all aspects of the university to determine appropriate staffing levels.

2.3   Goal: Organizational Culture

2.3.a   By December 2022, Heritage University will develop an organizational culture that values participation in constructive decision-making and supports employee welfare.

2.3.a.i   By June of 2020, HU will evaluate current communication systems, including structures, tools, appropriate audiences, and avenues.

2.3.a.ii By June 2020, HU will create a communication improvement plan that promotes an inclusive, trusting, and growth-oriented culture across all constituents.

2.3.a.iii By June 2020, HU will widely distribute communication systems/calendars.

2.3.a.iv By December 2022, HU will effectively integrate communication between campuses, including meeting and event participation using technology.

2.3.b By December 2022, HU will align structures, systems, and resources to support an organizational culture consistent with the mission and vision of the institution.

2.3.b.i By December 2022, HU will determine capacity and workload for administrative governance leadership (university-wide committees appointed by president).

2.3.b.ii By December 2022, HU will redesign and reexamine committees' purpose, function, and meeting formats so that they are consistent with the capacity of the institution.

2.3.b.iii By December 2022, HU will complete evaluation and adjustment of systems, processes, committees, and governance structures for effectiveness and avoidance of redundancy.

2.3.b.iv By December 2022, HU will develop standard operating procedures and efficiencies in departments (business office, financial aid, etc.) aligned to mission and goals.

2.3.b.v Technology and training will be integrated into all appropriate aspects of the university infrastructure to support the mission, vision, and strategic plan.

2.3.c Heritage University will develop systems that explicitly demonstrate value and respect for the contributions of faculty, staff, and students

2.3.c.i By December 2022, HU will create clear policies for recognition, promotion, and merit increases of staff related to a documented evaluation process.
- Develop and implement an evaluation process for staff, applied consistently with clear deadlines and transparent participation reports.
- Evaluation process is clear, consistent, transparent, and constructive.

2.3.c.ii By December 2022, HU will implement plans for growth through training and professional development for employees.

2.3.c.iii By December 2022, supervisors will have received training on equitable and reasonable application of the evaluation processes.

2.3.c.iv By December 2022, HU will develop and implement supervisor and chair training.

3 Strategic Priority: Assessment and Continuous Quality Improvement

3.1   Goal: Assessment, Data Use, and Continuous Quality Improvement

3.1.a   Heritage will implement a data management, collection, and dissemination plan.

3.1.a.i   By December 2022, all HU decisions and application of institutional resources will be data-driven and derived from the Heritage mission and commitment to community.

3.1.a.ii   By July 2021, HU will assess the adequacy and accessibility of current systems of data collection, repository, and retrieval.

3.1.a.iii   By July 2021, HU will create and implement a systematic institutional assessment plan. The plan will include a calendar of data dissemination, analysis, and feedback.

3.1.b   Curricular assessment will occur regularly and be aligned with the mission

3.1.b.i   New academic programming will be determined by evaluation of data on needs and demands from Heritage University communities of interest.

3.1.b.ii   All academic program changes and new programs will be driven by assessment (analysis and interpretation) of curriculum and program quality through an analysis of aggregate student learning outcomes.

3.1.b.iii   Current programs are assessed regularly for effectiveness and student achievement through analysis of student learning outcomes.

3.1.b.iv   GUCRs are logically structured to achieve expected student learning outcomes and programmatic learning outcomes.

3.1.b.v   Program curricula are logically structured to achieve expected student learning outcomes and programmatic learning outcomes.

3.1.c   Institutional assessment will occur regularly and align with the mission.

3.1.c.i   By December 2022, HU will create and implement a systematic assessment plan for non-academic unit assessment, which include:
- Academic Skills Center (ASC)
- Admissions
- Advancement
- Advising
- Business Office
- Campus Security
- Facilities & Maintenance
- Financial Aid
- Grant programs: TRIO, CAMP, and HEP
- HU CARES
- Information Technology
- Library
- Marketing
- Office of Ability Services/ADA
- Registration

- Student Affairs
- Student Government
- Student Life
- Center for Intercultural Teaching and Learning (CILT)
- Center for Indigenous Health, Culture, & Environment
- Institute for Student Identity Research (ISIR)
- Center for Language Revitalization & Preservation
- Undergraduate Research & Community Partnerships

3.1.c.ii   By December 2020, and regularly thereafter, adequacy of support services are evaluated for sufficiency to meet student needs and support student achievement.

3.1.c.iii   By December 2020, HU will create and implement new initiative assessment plans for every new initiative.

3.1.d   Heritage will systematically integrate continuous quality improvement into the culture of the institution.

3.1.d.i   By December 2022, HU will maintain appropriate staffing levels in the Office of Accreditation and Quality Improvement.

3.1.d.ii   By December 2021, HU will create a systematic assessment plan used to determine effectiveness of the Office of Accreditation and Quality Improvement.

3.2   Goal: Policies & Procedures
Policies and procedures are guided by the mission while supporting employees and students

3.2.a   Policies and procedures are created, implemented, reviewed, and revised through a clear, written process.

3.2.a.i   Policies and procedures are regularly evaluated and revised as necessary. A calendar of review will be published by December 2019.

3.2.a.ii   By December 2020, HU will create policies and procedures where none exist.

3.2.a.iii   By June 2020, HU will codify the decision-making process to ensure decisions are aligned with mission and strategic plan.